AN INVESTIGATION INTO THE EFFECTS OF GENERATION Y TRAITS ON PROJECT PERFORMANCE

(A CASE STUDY OF ROAD CONSTRUCTION PROJECTS IN SIAYA COUNTY)

BY

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NOVEMBER, 2013
DECLARATION

This research project is my original work and it has never been submitted for any award at any university.

Signature………………………………………………… Date…………………………

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This research project has been submitted for examination with my approval as university supervisor

Signature ………………………………………………… Date…………………………

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This research project has been submitted for examination with my approval as the chairperson of the department.

Signature………………………………………………… Date…………………………

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DEDICATION

I dedicate this research paper to my late Mum and Dad, from whose teaching I get the strength to carry on.
ACKNOWLEDGEMENT

I would like to thank my supervisor Eliud Obere for his proper guidance and positive criticism throughout this paper. I would also like to thank the teaching staff Kenyatta University School of Business for their continued support and encouragement. Carol, Dama, Milli, Izo and Bev, thanks for the patience and understanding you showed throughout this process. To my friends who supported me in knowledge and criticism, thank you too.
ABSTRACT

Each generation make their entry into the workforce with unique traits. In the current workplace, the newest entrants are the members of generation Y. The entry of this generation into the workforce has presented new challenges and opportunities to project managers. This study sought to investigate the effect of the unique traits generation Y are introducing into the workplace on project performance. In specific, this study sought to investigate the effect of technological knowledge of generation Y on project performance, to find out if the management style adopted on generation Y affects the performance of project and also to establish the effect of generation Y’s commitment level to an organization on the performance of a project. Using Mannheim generation theory which postulates that social consciousness and perspective of youth reaching maturity in a particular time and place is significantly influenced by the major historical events of that era that later shape their lives, the study reviewed literature to link the traits acquired by generation why to their performance in project implementation. The review formed a basis for a study that was carried out on road projects in Siaya County. The study employed a census of 56 supervisors and 4 project managers involved in the four road projects. The study employed the use semi structured questionnaires to obtain relevant information from four project managers and fifty six supervisors. The questionnaires were dropped to the respondents and later picked for analysis. With the aid of statistic packages, the researchers used descriptive statistics such as frequencies and percentages to present the results. The researcher also used comparison of means and chi squared tests the relationship between the dependent and independent variables. The study revealed that while generation Y has useful characteristics which can improve on project performance, the project managers are not well equipped to handle these traits which seem to be new and unique at the workplace. The study recommends that project managers improve on their communication and management style and that they provide gen Y with proper atmosphere for their innovation abilities if the full potentials of the generation are to be realized. The study recommends further research on the suitable communication and management styles the project managers need to adopt to accommodate Gen Y.
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OPERATIONAL DEFINITION OF TERMS


Project implementation: It refers to putting planned projects into action.

Technology: It refers to the application of scientific knowledge and skills to extend human capabilities.

Commitment to organization: It refers to the individual's psychological attachment to the organization.

Management style: It refers to the approach used by executives when making decisions in one or more of the key areas commonly associated with managing a business.
CHAPTER ONE

Introduction

This section contains the background to the study, statement of the problem, research objectives, research questions, significance of the study the scope of the study and limitations as well as assumptions of the study.

1.1 Background to the study

The work place has been faced with generational changes with the current entrants being the digital generation popularly known as Generation why. This generation is also known by many names: the millennials; the iPod generation; the me firsts; the internet generation; the echo boomers; the Nintendo generation; generation Y (Gen Y); generation next; the I generation and the net generation (Sue and Schofield, 2010). For the purposes of consistency, this paper shall adopt gen Y as it has been widely used by scholars. The term generation Y was given to this generation merely because they followed a generation that was labeled generation X. According to Vilan (2006) the term gen X however was coined by the Magnum photographer Robert Capa in the early 1950s. He would use it later as a title for a photo-essay about young men and women growing up immediately after the Second World War. The project first appeared in "Picture Post" (UK) and "Holiday" (USA) in 1953. Vilan (2006) quotes Capa saying that 'We named this unknown generation, The Generation X, and even in our first enthusiasm we realized that we had something far bigger than our talents and pockets could cope with'. Since then, Capa further says that "Generation X" has always signified a group of young people, seemingly without identity, who face an uncertain, ill-defined (and perhaps hostile) future. Subsequent appearances of the term in the mid-1960s and mid-1970s narrowed the referent for "Generation X" from Capa's global generation to specific sets of primarily white, male, working class British youth subcultures, from the spiffy mods and their rivals the rockers, to the more overtly negationist punk subculture."

Paper (n.d.) on the other hand, defines the gen Y as individuals born between the late 1970s and the late 1990s while Cox (2008) defines the gen Y as those born between the years 1981 and 2001. For the purpose of this paper, the gen Y will refer to people born between 1977 and 2001 which is a more representative period of the literature reviewed.

The members of gen Y who live in the world of computers and internet have several characteristics. According to Cox (2008), it is an Internet and Google generation, that is self-confident and optimistic, independent and goal oriented. They’re blunt, savvy, contradictory, demanding and high-maintenance. They think in terms of their personal fulfillment, asking: Is the job interesting and satisfying? Is the work meaningful and important? He further defines the generation as entrepreneurial, out-of-the-box thinkers who relish responsibility, demand immediate feedback, and expect a sense of accomplishment hourly. They thrive on challenging work and creative expression, love freedom and flexibility, and hate micromanagement. Balc and Bozkurt (2013) also postulates that the generation is characterized by; easy acceptance of change, high confidence and a positive view of the future, good education and that they consider personal goals more important than those of work. They do not commit themselves to companies for a long time and may quit their jobs for more money and better working conditions. The literature reviewed on the characteristics of gen Y shows that they posses certain unique features which can have a direct influence on project implementation. These unique features are; their liking for technology, the lack of commitment to the organization and their preferred management style. It is these three unique characteristics coupled with the social relation between gen Y and gen X that this study wishes to base its findings on.

The gen Y was preceded by other generations which too had their defining traits. They included their immediate predecessors generation X which is defined by Cox (2008) as those born between years 1966 and 1976. It is a generation that appreciates diversity and sees it as opportunities rather than challenges thinks globally as they try to balance work life with personal life, and sometimes with educational pursuits (Supervision of Intergenerational Dynamics Workshop report (2009). They at the same time possess strong computer skills and they are technologically inclined (Supervision of Intergenerational Dynamics Workshop report, 2009). The X generation views autonomy and independence as important values, they want to seek and
find reasons behind events, believe in the balance between life and work, seek a shared goal, are willing to assume the leader role at workplace and do not believe in official payment (Balc and Bozkurt, 2013). At the current work place is another generation referred to as baby boomers. This generation according to Supervision of Intergenerational Dynamics Workshop report, 2009 were born between 1946 and 1965 and grew up with sense that security was taken care of – left room for exploration and protest; place high value on youth, personal gratification, health, material wealth; generally optimistic, value hope and peace, and believe their generation changed the world.

Silent generation is one of the oldest generations at work place. Cox (2008) describes this generation as follow the rules generation. He further postulates that the members of this generation valued respect for authority and adherence to rules, achieved success through their discipline, hard work and teamwork. It is a generation whose members were born between 1933 and 1945. Most members of this generation however have retired by now going by their age.

Project implementation is a stage of project management that refers to putting planned projects into action (Meredith and Mantel, 2010). Project implementation is important in an organization as it determines the success or failure of a project. The success parameters for a project are cost, time and quality (Kivrak, 2010). According to Nguyen et. al. (2004), for a successful project implementation there must be; Clear information and communications Channels, employment of up to date technology, adequate top management support, multidisciplinary project team, as well as proper experience from the project team. They further argue that the secret to a successful project implementation lies with the human resource.

Project performance according to Meredith and Mantel (2010) is the overall quality of a project in terms of its impact, value to beneficiaries, implementation effectiveness, and efficiency and sustainability. According to Stuckenbruck (2008), the performance of a project is measured by three criteria; is the project on time or early? Is the project on or under budget? Does the project meet the agreed upon specification to the satisfaction of the customer?

Road construction projects in Kenya are funded by the government. However, in some instances the road construction projects are purely funded by private investors. According to the Kenya
Roads Board, about 93% of all cargo and passenger traffic in the country are effected through road transport. In Siaya County, the government has invested in the construction of four major roads in the last ten years. Three of these roads are complete while only one is ongoing. These roads include Ndori-Luanda road, Bondo-Misori Road, Bondo-Ugunja road and Ndori – Ngiya road.

A look at the ongoing roads construction projects contained in the Kenya Roads Board website shows that most road projects are never completed on time nor budget and at times the roads never meet the set requirements. It is therefore the wish of this study to investigate if the unique traits gen Y are bringing to the project team would be beneficial in ensuring that road construction projects are completed within the required time, budget and that they meet the set standards.

1.2 Statement of the problem
Each generation comes to the work place with different sets of characteristics and behavior. The current entrants into the workforce are members of gen Y who according to Wynn (2012), have grown up in a very different environment to previous generations, come to the workplace with different skills, are motivated by different things, think differently about learning and think differently about relationships. In addition, gen Y prefers a different management style as compared to the previous generations. This generation is indisputably different from all the other preceding generations and brings in unique traits that have never been witnessed at workplace. According to Schawbel, 2013, Managers routinely complain about their Gen Y employees as entitled, disloyal, and lazy and as a result, conflicts arise. Moreover, National Human Resource survey (2009) by Price Waterhouse Coopers indicates that a survey carried out among Kenyan managers found out that majority of the managers view Generation Ys as a generation with unique perception of work and the workplace that is strange to most managers and sometimes in conflict with established company regulations. There seems therefore to be a conflict between the generation Y and their managers concerning the traits of this generation. This paper wishes to explore the effects these controversial traits of generation Y have on the project performance.
1.3 Research objectives

1.3.1 General objectives

The main objective of this study is to investigate the effect of Gen Y traits on project performance

1.3.2 Specific objectives

In specific, the paper wishes to

i. Investigate the effect of technological knowledge of gen Y on project performance
ii. Establish the effect of Gen Y commitment level to an organization on project performance
iii. Find out the role of management style adopted on gen Y on project performance

1.4 Research questions

This paper seeks to answer the following questions

i. What is effect of the use of technology by gen Y on project performance?
ii. How does employee commitment to the organization affect project performance?
iii. Can the management style adopted by a project manager on generation Y influence project performance?

1.5 Scope of the study

This study seeks to use road projects in Siaya County, Kenya over the last ten years in identifying the impact of gen Y on project performance. Siaya County is one of the counties that have greatly benefited from the government Economic Stimulus Package policy of tarmacing all roads leading to beaches along Lake Victoria to ease transportation of fish from the lake. As a result, the last few years has seen several roads that had earlier been neglected constructed in the region. However, majority of these roads are operating behind schedule and some above the budgeted cost. It is for this reason that the researcher wishes to use the county in carrying out this study.
1.6 Significance of the study

Gen Y is getting into the working force with characteristics totally different to those of the previous generation. Studying their impact on project implementation will be beneficial to the Project managers because this study will inform them on the value the Gen Y adds to the project implementation. In doing so, the project manager will be able make a wise choice when choosing a project team as well as when making decisions that affect the gen Y

Moreover, this study will be beneficial to the project owners. Project owners inject billions of shillings into road projects each financial year. Studying the impacts of gen Y on project implementation will enable the project managers make wise decisions regarding the Gen Y hence giving the owners value for its money. Finally, this study can be used by future researchers with interest in the area of Gen Y and their impact on project implementation.

1.7 Limitations of the study

The major limitation of this study is that the research results will be expected to give a picture of the scenario for the entire country whereas the scope of the study will only be confined to Siaya County. Financial and time constrain that will also force the researcher to sample projects from just a particular sector.

1.8 Assumptions of the study

A number of assumptions will be made in order for this study to be successful. First, it will be assumed that all the members of a generation share similar characteristics. Second, the respondent will fill in the questionnaires truthfully making the data reliable
CHAPTER TWO

Literature Review

2.0 Introduction

In this chapter, the researcher shall review existing theories that connect the Gen Y and the implementation of projects. Specifically, the researcher will review literature on the effect of technological skills of gen Y, try to connect the adoption of information communication and technology, level of commitment to organization of gen Y and the management style of Gen Y on project implementation.

2.1 Theoretical literature review

Pilcher (1993) in a study on Mannheim’s sociology on generations looks at generations’ theory by Mannheim. According to Mannheim a generation is a group of individuals of similar ages whose members have experienced a noteworthy historical event within a set period of time. He further puts it that the social consciousness and perspective of youth reaching maturity in a particular time and place is significantly influenced by the major historical events of that era. These major historical events occur to individuals in their young age thus shaping their lives. The Mannheim generations’ theory will be of great significance to this study. The study will be looking at members of a generation as those manifesting similar characteristics.

Each country or region has unique set of historical activities that is used to identify its generations. Thompson (2011) in a study on the America Gen Y indicates that the American generation Y grew up in the presence of digital Media, Child Focused World, School Shootings, 9/11 Terrorist Attacks, AIDS, Corporate Scandals Typically grew up as children of divorce. This generation according to Thompson hope to be the next great generation and to turn around all the “wrong” they see in the world today. He further postulates that this generation grew up more sheltered than any other generation as parents strived to protect them from the evils of the world and that they came of age in a period of economic expansion. In Kenya, Gen Y is the group who were born around the time of the coup. The defining events over the past decade for this Generation have been multi-party elections, the NARC government, post election violence, the
coalition government and the referendum. The Mannheim generations theory suggests therefore that generation Y differs to some extent from country to country and even on regional basis.

2.2 Empirical literature review

2.2.1 Technological nature of gen Y and project implementation

Technology is a broad concept that deals with use and knowledge of tools and crafts and how its use affects the ability to control and adapt to the social and physical environment. Banta (2009), in an article titled “What is Technological Assessment” defines technology as a term with Greek origins. In the Greek “technologia”, (“saying”) can refer to material objects of use to humanity, such as machines, hardware or utensils, but can also encompass broader themes, including systems, methods of organization, and techniques. In its broadest sense, the word technology can be used to mean the application of scientific knowledge and skills to extend human capabilities (Plowman et.al, 2011)

As noted by Coombes (2009), on a study on the use of technology by generation Y among the net users in Australia, technology has affected and continues to affect the way we live and influences nearly every aspect of our daily lives. He further notes that Gen Y theorists claim that the generation have an in depth grasp and almost intuitive of how to use technology simply because they have never known a world without the internet and technological change. Devine (2010) in a study on Myths and Realities of Gen Y notes that Gen Y has lived their whole lives surrounded by technology and that they have been entertained by video, watched as a photograph taken of them immediately appears on a screen and seen money spew forth from a hole in the wall at the ubiquitous ATM simply in response to pressing a button. All these indeed make this generation digital natives. Patel (2007) in a study on the benefits of employing Gen Y postulates that gen Y workforce will know more about how to use the latest technology applications effectively and creatively than the rest of the workforce and that they will facilitate their organization to learn how to use the latest technology to improve performance and also teach the rest of the workforce how to use it.
2.2.1.1 Use of Social Media

According to Ballenstedt and Rosenberg (2008) in an article titled Degenerations, one of the most significant challenges facing Gen Y in joining the workforce is their need to communicate effectively with other generations. Researchers attribute this to the fact that gen Y is inclined towards the use of ICT and in specific the social media (SM). ICTs refer to the tools used to communicate and by which to enhance the communication process (Stephens and Davis, 2009). Bassett (2008) in a study on working with gen Y asserts that scholars have noted that differences in values, perceptions, and communication styles among generations can lead to conflict in the workplace. This is in the light that different generations have adopted different communication tools and styles with the major form of communication of Gen Y being the social media. It is important to explore the effects of the communication style adopted by gen Y and in specific the use of social on project implementation.

It is also clearly coming out that the only other generation that may try to match gen Y as concerns technology and the use of SM is the gen X. The following section will try and compare the level of use of communication technology between the two generations with greater emphasis on the SM. While there is an agreement that both the Gen X and Y are inclined towards technology in communication, DiGiacinto (2010) in the study on the dimensions of multigenerational classroom and clinical environment presents a difference between the two generations. He defines Gen X as technological competent and the Gen Y as technological expert. This according to him means that Gen Y is more technological savvy as compared to gen X. Hershatter and Epstein (2010) in a study on millennial and the world of work further asserts that Gen Y is considered to be far more technology savvy than any of the previous generations. He describes the generation Y as a generation that is spending thousands of hours online via various electronic platforms a behavior he says has provided the generation a unique capability to engage in electronic SM, protest, collaboration and research unlike previous generations. He concludes that the phenomenon may help explain why Gen Y appears to be in need of constant social interaction. A study carried out by Coombre (2009) to find out the extent of use of SM between gen X and Y found out that use of social sites among the interviewees waned or changed as they grew older. This study however did not factor in the fact that SM is being
accepted as a form of communication within the Generation Y and that as they grow they become entrenched into the world of SM

On their part, Gafni and Geri (2013) conducted a study on the differences in Smartphone adaptation between Gen X and Gen Y. Their findings indicated that gen Y users are gradually adapting to the new cyber environment as compared to gen X. In a survey conducted by the Barna Group in 2007, result showed that although all Americans - both young and old - benefit from technology, the generational divide brought on by digital tools is significant. The study further found out that each successive generation is adopting and using technology at a significantly greater pace than their predecessors. The group argues that the gen Y do not think of themselves as content consumers but as content creators.

According to (Matal, 2011), on a study on the impact of four generations on the leisure organization workplace in the United States of America, the gen X relies heavily on the use of email as a means of communication. Gen Y on the other side are used to being connected, by instant messaging (IMing), cell phone, or online chat, to their friends and families at all times. They are comfortable with electronic communication and spend a lot of time online (Shaw and Grant, 2002). These ICT tools according to Matal (2010) make the Gen Y the most networked generation in the workplace. This position is further supported by Eisner (2005) also describes gen Y as the most connected generation ever thanks to cell phones, pagers and their own technical savvy.

It is clear that gen Y have fully embraced the modern ICT tools and are dominating the social networking sites such as Facebook, You tube, Twitter and other SM. The use of SM at the work place is an emerging trend. A survey conducted by Nyaribo and Munene (2013) to establish the effect of SM participation in work place on employee productivity in Kenya found out that 72.5% had been participating in SM for the last three years or more in the workplace. According to the survey, the reasons for participating in SM at the workplace were; to keep in touch with friends, to create personal networks, to seek work related information, sharing information with colleagues, and building business contacts.
Treem and Leonardi, (2012) in their study of media use in organizations in America notes that SM technologies—blogs, wikis, social networking sites (SNS), micro blogs, or social tagging tools—may facilitate communication practices in organizations that differ from those associated with traditional Computer Mediated Communication technologies like e-mail, teleconferencing, intranets, decision-support systems, and instant messaging.

These new forms of communication affect the employee productivity in different ways. According to Awolusi (2012), social networking sites are now taking on the task of job training and re-training through the various academic and job-related educational videos promoted on their websites. Many employees have been known to make use of these educational social networking sites to refresh their skills and gain knowledge in areas they wouldn’t normally be exposed to at work, thereby driving productivity and effective transfer of training.

Bennett and Owers (2009) in their study of the workplace impact of social networking in Liverpool argue that the use of social networking, facilitate the human requirements that are essential for distributed ways of working to succeed, in particular ensuring team spirit and culture is maintained no matter where you are in the world. The sites provide opportunities for both formal and informal interaction and collaboration with fellow employees and clients/customers which aids knowledge transfer and communication. These assertions are further strengthened by Nyaribo and Munene (2013) when they say that Social sites remove friction in collaboration by creating a culture of sharing and henceforth increasing job satisfaction that translates to productivity gain.

Prybutok and Andy (2010) in a study of social network position and its relationship to performance of IT professionals observe that studies of employee social networks have revealed potential competitive advantages for organizations and individuals. They asserts that for knowledge workers, social capital established in their social network enables them to be better informed – exposed to valuable job-related information.

In their study of media use in organizations in America, Treem and Leonardi (2012) argue that unlike in emails which do not provide an in depth visibility of a person, the posts, comments,
status updates, votes, friending, revisions, or pictures, and other contributions in the SM provide increased visibility into both behaviors and information of an individual. This visibility into character and level of information of an employee can help the managers to develop strategies of making them more productive. They further postulate that the use of social networks may help a new employee to learn more about the organization. Ferreira and Plessis (2009) adds that SM provides a simpler and more intuitive approach for members of the same community of employees to find each other based on complementary knowledge or need for knowledge.

Sims (2013) in an article titled “Does Social Media Make Workers More Productive?” quotes a research carried out by McKinsey Global Institute (MGI) in United Kingdom whose findings revealed that the potential for value creation when social technologies are used to improve collaboration and communication within and across enterprises is twice as big as the value that can be created through all other uses across the value chain. MGI estimates that by fully implementing social technologies, companies have an opportunity to raise the productivity of high-skill knowledge workers.

However, some researchers have the opinion that SM which the Gen Y relies on heavily, impacts negatively on the performance of an employee. According to Treem and Leonardi (2012) who carried out a study of media use in organizations in America, communication with high degrees of interactivity like SM, are more likely to satisfy and retain users thus causing tendency for addiction and abuse of the internet. Employees that develop such addictions show disorders like depression, sexual disorders and loneliness that affect employee productivity, which might lead to legal exposure and loss of reputation to the organization.

Moreover, according to Munene and Nyaribo (2013), who carried a study on the effect of SM participation in the workplace on employee productivity in Kenya, employee engagement with SM during work hours can be a factor that contributes to waste of time leading to reduced productivity levels. They further argues that absenteeism affects productivity; however, even when employees are physically present at their jobs, they may experience decreased productivity and below normal work quality. According to them, this concept known as decreased presenteeism and is caused by addiction to SM. They further postulates that Social networking
has been linked with impatience, making individuals more self-centered, change of brain patterns
and activity, and reduction of the average person’s attention span from 12 minutes to five in the
last decade. This is due to the fact that Checking email, or any similar online activity, has that
addictive quality of instant positive feedback and delayed negative feedback. Nyaribo and
Munene (2013) conclude that SM participation is increasingly affecting employee job
engagement. Job engagement has been linked with absorption that is characterized with being
totally focused on one’s work such that time appears to pass speedily and one finds it
increasingly difficult to detach oneself from work. Engaged employees work hard, are
enthusiastic about their work and are immersed in their work activities.

Despite the equation of gen Y to technological knowhow, Coombes (2009) in the study on use of
technology among generation Y. argues however that the basic premise of the Net Generation
theory, that familiarity with technology equates with efficient and effective use and these
achievements are only applicable to a specific group because they have grown up with
technology, is flawed. He poses the following question challenging the notion that gen Y are
technology natives simply because they grew in technology. He asks “Does this mean that
children born into an era where cars are the ubiquitous mode of transport will therefore not only
drive, like driving, but also be good drivers simply because they have never known a landscape
that is different?”

2.2.1.2 Technological Inventions and innovations
According to Sawhney (2013) in an article titled African Women and Youth as Agents of
change through Technology and Innovation, technology and innovations are increasingly
becoming critical for sustainable development. Sawhney believes that adolescents are the lead
adopters of new technology, new patterns of use and new ways of thinking. Additionally, a
report by the International Centre for Research on Women titled “Bridging the Gender Divide:
How Technology can Advance Women Economically” found out that new generation of women
and youth leaders throughout Africa are emerging and developing innovative strategies and
solutions using new technologies to overcome issues at both local and national level.

Floren (2010) in her book titles The Innovation Generation describes Gen Y as the answer to
what America has to do to become leaders again. She asserts that Gen Y possesses the
knowledge and skills necessary to turn things around and they only need the resources, experience and support of those around them in order to carry it off. In her book, she describes Gen Y as the most connected, aware and creative generation in history.

The Beyond Magazine quotes a 2012 study by the Fairleigh Dickinson University in which Generation Y was found out to be the best innovative generation in history. This generation according to the research was found to have the highest drive to work for result and led the field in teamwork and innovations. This generation of workers shows that it is ready to collaborate with others and strive towards the creation of new concepts and ideas.

Harris (2013) quotes a survey carried out by global business consultancy Deloitte which showed that nearly 80% of workers in the generation Y category believe innovation is essential to business growth. The study found that over a third of the 5000 young people interviewed believed that staff needed more free time dedicated to learning and creativity in order to innovate and only 17 percent said this was the case in their current organizations. Harris observes that the gen Y is leading a generational shift in business as baby boomers, many of whom have been wedded to the old ways of doing business begin to step down from their leadership role to retire.

Caldicott (2012) quotes a 2012 study by Millennial Branding on Gen Y traits which found out that 93 percent of gen Y were not working for the Fortune 500 companies. The study attributes this to the fact that gen Y look for more flexibility. They want to have access to social networks yet the fortune 500 companies do not usually allow Gen Yers flexibility. The study suggests that companies should allow generation Y to operate entrepreneurially within the corporation by giving them control over their time, activities and budgets as much as possible. Caldicott asserts that allowing Gen Y employees to reach into the depths of social networks, or explore the expanses of digital territory can bring your team innovative new ideas or unearth new patterns. She further asserts that any company that does not allow gen Y to explore technology is dampening a key connection with progress that Gen Y views crucially important to their work place engagement and to the company’s innovation success.
2.2.2 Employee Commitment to the organization and project performance

Rhoades, Einsenberger and Armeli (2001) define organizational commitment as an employee’s emotional bond to the organization. It is the individual's psychological attachment to the organization that can be contrasted with other work-related attitudes, such as job satisfaction, defined as an employee's feelings about their job, and organizational identification, defined as the degree to which an employee experiences a 'sense of oneness' with their organization. Mishra (2005) defined organizational commitment as the relative strength of an individual’s identification with and involvement in a particular Organization.

According to Schmidt (2008), there are three general observable patterns that can define an employee committed to an organization. These are; Identification with the organization's goals and/or mission manifested in pride in and defense of the organization; long-term membership in the organization and intention to remain with the organization, often termed loyalty; and high levels of extra role behavior, that is, behavior beyond required performance- Often referred to as citizenship behavior or pro-social behavior.

In 1986, O’Reilly and Chatman proposed the two-dimensional theory to explain organizational commitment. This concept comprises two dimensional processes of organizational commitment: instrumental exchange and psychological attachment. Instrumental exchange is described as salary and fringe benefits. According to Duangthong (2012) in a study on Organizational Commitment of Generation Y agents in a Call Center Outsourcing Company in Bangkok, Psychological attachment may be predicted by three independent factors. The first factor is compliance or instrumental involvement for specific rewards. The second factor is identification or involvement based on position and the third factor is internalization or involvement predicated between individual and organizational values.

According to Meyer and Allen (1997) in their book titled Commitment in the Workplace, commitment can be described in three component model: the affective, continuance and normative commitment. Affective commitment refers to employee’s emotional attachment to identification with and desire for involvement in an organization. Continuance commitment refers to the gains verses losses of working in an organization. An individual may commit to the organization because he/she perceives a high cost of losing organizational membership.
Normative commitment refers to where an individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment.

### 2.2.2.1 Retention in an Organization

Wynn (2012) in the study of The Potential Conflicts of Generation Y and Its Impact on Organizations observes that a unique aspect of this generation is being found with their employment retention. Loyalty to a single employer does not have the same meaning to this cohort as it once did to their parents and grandparents. Gen Y has been described as seeking "instant gratification," which infers that this cohort is prepared to change jobs frequently and with little hesitation. He attributes the lack of commitment to two things. First, he postulates that the gen Y has high expectations of the work environment being similar to their academic or their life experiences with their extracurricular activities, this could result in a "culture shock". This "culture shock" creates an environment from within the organization which can result in organizational conflict, high turnover rates, mistrust and lower productivity among the younger workforce. Secondly, he argues that gen Y’s approach to workplace etiquette has been perceived to represent a lack of respect for the older workers which could quickly spill over into conflict hence lack of commitment.

Schmidt (2008) in his article titled What is Organizational Commitment, is of the view that while it is safe to assume that there are individual differences (dispositions) that contribute to high levels of organizational commitment, most scholars and practitioners believe that employees become committed to the organization as a function of their interaction and relationship with that organization in much the way people become committed to any relationship. Furthermore, this view holds that commitment is result of a set of carefully designed human resource strategies that work over time to build commitment to the organization among employees.

According to Mishra (2005) in a study on the role of employee commitment in organization in Delhi, there is evidence from some studies that employees who are highly committed to their organizations perform better in a variety of jobs than those who are less committed. Koontz (2013) on the study on work and organization commitment in America asserts that commitment can enhance job satisfaction because employees agree with the organization’s objectives and
principles and because employees feel they are treated fairly in terms of equity, and receive organizational care, concern and support. Organizational commitment can “increase performance, reduce absenteeism, reduce turnover”, thus providing positive outcomes for both the individual and the organization. Organizational commitment is important in the eyes of a company. It is important for organizations to keep talented individuals who are engaged in their jobs and are productive workers (Koontz, 2013).

Koontz (2013) on the study on work and organization commitment in America also argues that employees who have a continuance of commitment possibly will not participate at work as required by the organization. Continuance commitment is usually studied looking at the amount of time an employee has been with a company, for example how much time or tenure may be involved. It is also studied looking at the alternatives the employee has.

In a study to investigate the organizational commitment of gen Y agents in a call center outsourcing company in Bangkok, Duangthong (2012) in a study on Organizational Commitment of Generation Y agents in a Call Center Outsourcing Company in Bangkok found out that even with the presence of policies that enhance staff commitment to an organization, the company still has to refine them and find more solutions to develop more organizational commitment of Gen Y call agents. A Study about Employee Commitment and its impact on Sustained Productivity in Indian Auto-Component Industry.

In a study carried out among 10,000 executives in the database of the Ray & Berndtson executive search firm with 1,341 executives representing 13.41% responding, Moyniha, Boswell and Boudreau(2000) found out that while affective commitment has a positive correlation with work performance, continuance commitment negatively impacted on one’s performance. Mishra (2005) when investigating the role of commitment on employee performance revealed however that there was no difference between the level of performance of quality managers who felt committed to their organization and those who did not as reflected in the performance ratings each manager received from his or her immediate superior.
2.2.2.2 Organizational Pride

Cheese (2013) in an article titled *Great Expectations*, quotes a research report by ILM and Ashridge Business School which examines the attitudes and expectations of Generation Y graduates and their managers in relation to work. The report finds that graduates are broadly engaged at work, but this does not translate into a long-term commitment to their employer, with most looking to move on within two years. 75% of graduates are proud to work for their employer; 73% are personally motivated to help their organization succeed; 80% are motivated to go the extra mile at work and 68% would recommend their employer as a place to work. Yet over half (57%) of graduates expect to leave their employer within two years; 40% expect to leave within a year. 16% intend to go as soon as possible – more women (19%) than men (11%).

According to iOpener Institute for People and Performance 2012 report on number of studies have investigated the attitudes and expectations of Gen Y graduates and their managers in relation to work. Generally, they have found that Gen Y is very talented and ambitious. But many are not happy at work. The majority is already eyeing the exit and many are planning on leaving their employers within two years. This study, based on the analysis of thousands of responses, clearly demonstrates that simply throwing money at Generation Y will not be enough to retain them. Gen Y needs to find their job fulfilling, and to believe that the work they do is of economic and/or social significance. In fact, making sure Gen Y employees feel fulfilled and purposeful delivers a double bubble, in that they will also actively recommend their organization to friends as a good place to work - powerful word-of-mouth advertising for an organization in a socially networked world.

According to Jay (2012) in a study on engagement policies on generation Y suggests that employee pride in an organization is determined by the employers’ reputation. The study revealed that in all of the six companies surveyed, employer’s reputation was one of the top five threats to engagement. The survey suggests that highly engaged employees are proud of their organizations. The report further suggests that when the reputation of the employers changes in whatever way, the engagement too changes.
2.2.3 Management style and project performance

Management style refers to the approach used by executives when making decisions in one or more of the key areas commonly associated with managing a business (Trask, Rice, Anchors and Lilieholm 2009). Studies have been carried out that reveal a difference in preferred management styles between the gen X and Y. A study carried out by Chan (2005) to find out relationship between generation-responsive leadership behaviors and job satisfaction of generations x and y professionals, indicated some significant differences between Gen X and Gen Y knowledge professionals’ perceptions and preferences of the leadership behaviors of their supervisors.

Trask, Rice, Anchors and Lilieholm (2009) reviewed literature on management styles and later came up with five styles of management. The first are the autocratic managers. These managers are in complete control of their organizations and make all or nearly all of the major management decisions. Secondly we have the bureaucratic managers. These managers act much like autocrats, but derive authority from corporate management, organizational rules and regulations, and past practices they implement decisions often made by others in a way that is generally autocratic. The third group of managers is the authoritarian managers. They make all of the decisions, although they also solicit and use input from other managers to reach their final decisions. The forth group of managers are the democratic managers: They involve others in their deliberations and arrive at decisions through majority rule and lastly are the participative managers. They let lower-level managers and employees make most of the major decisions. These managers function largely as facilitators. These five styles of management are generally based on the theories of management proposed by researchers such as Taylor and Fayol.

2.2.3.1 Generation Y’s preferred management style

The research of Murray, Toulson and Legg (2011) on the generational Cohorts expectation in the workplace revealed that the previous generations have grown accustomed to the traditional top-down management style of corporations and organizations. This may conflict with the team centered approach that Gen Y has grown accustomed to from their earlier life experiences and could be a source of conflict with older workers. Barzilai-Nahon and Mason (2010) in the study of how executives perceive the net generation reveals that Gen Y may even be alienated by the
traditional top down management strategy of organizations and that this in turn could contribute
to increased employee turnover within those organizations. Tapscott (2008) in an article titled
*How to Hire the Net Generation* suggests that traditional management methods need
reconsidering; the job of managing Gen Y is more about creating a context in which they can be
successful, rather than supervising them.

D’Netto (2010) in his article Generation Y: Human Resource Implications asserts that gen Y
employees do not want to be micromanaged. They seek considerable freedom in the performance
of their tasks. However, they need regular feedback and want the guiding hand of a manager.
Gen Y expects their managers to be knowledgeable and have as much education as themselves.
They expect their managers to adopt cutting edge practices.

Kristie (2012) in an article in the South China Morning Post quotes Tamty McGill international
consultants study carried out to identify the preferred mentoring skill among the gen Y in Hong
Kong. The study used four styles of mentor, that is, a directive mentor, a collaborative mentor
and an achievement mentor. The study found out that 44% of employers think gen Y prefers
collaborative mentor who offers staff freedom at work. Nevertheless, about half of working gen
Y and gen Y non-degree programme students choose supportive mentor over other styles
showing a mismatching of preference for mentoring styles between employers and gen Y.

2.2.3.2 Effect of management styles on project performance

Chan (2005), in a study on the relationship between generation-responsive leadership behaviors
and job satisfaction of generations x and y professionals, indicated that leadership styles have
significant effects not only in small businesses but also in the world’s largest corporations. The
styles, he say, create corporate culture that influences the organization and its performance.

Different researches done on the issue of management style and job participation have yielded
different results. Jaroslav (2013), in a study carried out to investigate the leadership style and the
productiveness of employees in the banking sector in Slovakia found out that the leadership style
affects the productivity of an employee. However, research conducted by Al-Ababneh and
Lockwood (2008) in a study to investigate the influence of managerial leadership style on
employee job satisfaction in Jordanian resort hotels found out that The outcomes showed that the
relationship between leadership style and job satisfaction could not be proved, but that neither could the relationship be discounted.

According to Obiwuru, Okwu, Akpa and Nwankwere (2011) in a study on the effect of leadership style on organizational performance, Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. They assert that an individual will support an organization if he believes that through it his personal objectives and goals could be met; if not, the person’s interest will decline.

Mehra, Smith, Dixon and Robertson (2006) argue that when some organizations seek efficient ways to enable them outperform others, a longstanding approach is to focus on the effects of leadership. Team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action

2.3 Research Gap

A review of literature shows the concern with which researchers treat the issue of different generations at work. However most of these researches have been carried out in Europe and America with very few in Africa. As postulated by the Mannheim generations theory, there is a difference in the Generation Ys based on regional or national demographics. This is due to the fact that not all historical events that shape the generations are similar. PricewaterhouseCoopers 2009 National Human Resource survey carried out in Kenya pointed out a classic difference in the conditions that the generation Y live in. While members of generation Y in the western are able to exercise their characteristics at work, the report noted that the high rate of unemployment rate in Kenya is stifling the exercise of the Kenyan generation Y characteristics at the workplace causing a major misallocation of human resources that may be costing Kenya billions of shillings annually in unused or underused talent across all sectors of the economy. The report indicates that scarcity of jobs has made Kenya a classic example of an employers’ market. Generation Y workers are being forced to accept jobs they would not consider thereby changing the dynamics within the talent pool.” This inadequacy of research on the Kenyan situation is therefore a gap that this research wants to fill.
2.4 Conceptual framework

The model depicted in figure 2.1 below shows the relationship between dependent and independent variables for effective project implementation.

**Technology**
- Use of social media
- Technological inventions

**Commitment to organization**
- Period of stay in an organization
- Pride in the organization
- Role beyond required performance

**Managing Generation Y**
- Generation Y’s preferred management style
- Effect of management styles on project implementation

**Project performance**
- On time
- On budget
- Required specification

**Figure 2.1**: Relationship between dependent and independent variables

**Source**: Researcher 2013

The dependent variable in this study is the implementation of road construction project. The independent variables are derived from the use of technology by Gen Y, the commitment level to an organization of gen Y and the management style on Gen Y.
CHAPTER THREE

Research Methodology

3.1 Introduction

This chapter addresses the research design employed in the study, the target population in the research, data collection instrument and methods of data collection that was employed by the study, how the researcher tested for reliability and validity how the data collected was analyzed.

3.2 Research Design

The research design this study employed is a descriptive survey research. The descriptive survey research methodology is appropriate for the research problem and enables the researcher to secure both quantitative and qualitative information directly from the respondents. According to Allan and Randy (2005), descriptive research describes the characteristics of population by directly examining samples of that population. Descriptive studies make use of census, interviews and observations.

3.3 Target Population

The target population for this study comprised of four construction projects in Siaya county with a total of four project managers and 56 supervisors.

3.4 Sampling Methods

The researcher carried out a census. In so doing, the researcher collected data from all the four project managers representing each of the four road projects and all the 56 supervisors in all the four road projects. Sampling techniques were therefore not applied as the whole population of project managers and supervisors were used in the research.

3.5 Research instruments

This research was conducted by use of semi-structured questionnaires. Two sets of questionnaires were prepared to collect data from the project managers and supervisors respectively. According to Gray (1981), the questionnaire is the typical method through which
descriptive data. Allan and Randy (2005) further asserts that the suitability of a questionnaire lies in its ability to; cover large population within a short time, personnel and cost; hide the identity of the respondent which may trigger honest responses; avoid biases due to characteristics of probing; and allow respondents enough time to answer questions.

3.6 Data collection procedure

The researcher obtained an introductory letter and permission to carry out this study from Kenyatta University. The researcher then collected the data by use of questionnaires on a drop and pick basis to allow the respondent enough time to respond to the questions.

3.7 Reliability and validity of data

According to Moskal and Leydens (2000), reliability refers to the degree to which an assessment tool produces stable and consistent results. This study adopted the test retest method of measuring reliability. The researcher randomly sampled six respondents and isolated their filled questionnaires. A new similar questionnaire was then administered to this group and the responses in the two questionnaires compared for reliability. The researcher then conducted a chi-squared test to determine if the responses significantly differed and the findings were that at 95% significance level, the tests were not significantly different. Cozby (2001) defines validity as how well a test measures what it is supposed to measure. This study used construct validity where experts’ opinions were used to establish the validity of the questionnaire. The researcher also carried out pilot study on the questionnaire and made necessary changes before collecting data from respondents.

3.8 Data analysis

The completed questionnaires were then edited for consistency and completeness. Data was analyzed using the Statistical Package for the Social Science (SPSS). The researcher will presented the analyzed data using frequency tables, bar graphs and pie charts. Analysis of means together with Chi squared tests was adopted in order to identify the relationship between the independent and dependent variable.
CHAPTER FOUR
RESEARCH FINDINGS

4.0 Introduction
The findings of the study were analyzed and presented in this chapter

4.1 Responses and General Findings

4.1.1 Questionnaire Return Rate
The study utilized two sets of questionnaires i.e. Questionnaires for Project Managers and Questionnaires for Supervisors, Table 4.1 below indicate questionnaire completion rate.

<table>
<thead>
<tr>
<th>Project Managers</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisors</td>
<td>56</td>
</tr>
</tbody>
</table>

Source: Research data, 2013

The researcher set out to administer questionnaires to a total of 4 project managers and 56 supervisors using the drop and pick method. The researcher picked a total of 60 completed questionnaires representing a 100% response rate.

4.1.2 Projects’ Profile
Siaya County covers Alego Usonga, Bondo, Gem Rarieda, Ugenya and Ugunja constituencies and has a total of four (4) newly constructed roads. This study considered all the four roads and targeted sixty respondents there in. Four project managers were asked to indicate the largest group employed by their project and the position of the project in terms of cost and time. Table 4.2 below shows their responses.

<table>
<thead>
<tr>
<th>project</th>
<th>workers age group</th>
<th>position of the project in relation to cost</th>
<th>position of the project in relation to time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>generation Y</td>
<td>above the budgeted cost</td>
<td>on time</td>
</tr>
<tr>
<td>2</td>
<td>generation Y</td>
<td>above the budgeted cost</td>
<td>on time</td>
</tr>
<tr>
<td>3</td>
<td>older generations</td>
<td>above the budgeted cost</td>
<td>on time</td>
</tr>
<tr>
<td>4</td>
<td>generation Y</td>
<td>on the budgeted cost</td>
<td>behind the scheduled time</td>
</tr>
</tbody>
</table>

Source: Research data, 2013
From these findings, it is clear that three out of the four projects representing 75% employed more members of generation Y as compared to the older generations. It can also be noted that no project out of the four surveyed operates below the budgeted cost and time. In each case 75% of the projects operate above the budgeted cost and on scheduled time. 25% of the projects on the other hand operate on the budgeted cost and a similar proportion operates behind scheduled time.

The four projects managers representing each project were further asked the official communication adopted in their projects. Table 4.3 below show their response

Table 4.3 : Means of official communication

<table>
<thead>
<tr>
<th>Project</th>
<th>the official communication in the project</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>letters</td>
</tr>
<tr>
<td>2</td>
<td>letters</td>
</tr>
<tr>
<td>3</td>
<td>letters</td>
</tr>
<tr>
<td>4</td>
<td>letters</td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: Research data, 2013

The research found out that all the four projects which represent 100% of the projects have adopted the use of letters as an official communication as shown in the table 4.4 above. The four Project Managers and the fifty six supervisors were asked whether they felt that there was need to adopt other means in order to accommodate the youths. Table 4.5 shows their response

Table 4.4 : Need for use of other means communication on Gen Y

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>I strongly agree</td>
<td>19</td>
<td>31.7</td>
<td>31.7</td>
<td>31.7</td>
</tr>
<tr>
<td>I agree</td>
<td>23</td>
<td>38.3</td>
<td>38.3</td>
<td>70.0</td>
</tr>
<tr>
<td>I disagree</td>
<td>18</td>
<td>30.0</td>
<td>30.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data, 2013
4.1.3 Technology and project performance

The respondents were further asked whether they had ever obtained any information relating to the project through the use of the social media. The response was as indicated in figure 4.1 and table 4.5 below respectively

**Figure 4.1: information received through the social media**

![Bar chart showing the distribution of responses]

Source: Research data, 2013

**Table 4.5 : Information received through the social media**

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Important information regarding this project have at times been obtained from social media</td>
<td>60</td>
<td>1</td>
<td>3</td>
<td>2.12</td>
<td>.761</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>60</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data, 2013

The respondents were further asked to give their opinion on whether it is necessary to connect with employees through the social media and to state if generation Y uses social media at workplace. The results are represented in figure 4.2 and table 4.6 below respectively
Figure 4.2: Importance of communicating with the employees through the social media

importance of communicating with employees through the social media

Source: Research data, 2013

Table 4.6: Use of social media at work

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i strongly agree</td>
<td>33</td>
<td>55.0</td>
<td>55.0</td>
<td>55.0</td>
</tr>
<tr>
<td>i agree</td>
<td>19</td>
<td>31.7</td>
<td>31.7</td>
<td>86.7</td>
</tr>
<tr>
<td>i disagree</td>
<td>8</td>
<td>13.3</td>
<td>13.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data, 2013

The researcher was further interested in knowing the effect of use of social media at work on the employee productivity. In this regard, respondents were asked if in their opinion the use of social media at work has negative effect on employee productivity. The results were as shown in figure 4.3 below
In an effort to establish how innovative the generation Y is at the workplace as compare to the other generations, the researcher asked the respondents if they believed the members of generation Y was more innovative as compared to the other generations. The results were as presented in table 4.7 below

Table 4.7 : generation Y’s is innovative skills compared to the older generations

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i strongly agree</td>
<td>25</td>
<td>41.7</td>
<td>41.7</td>
<td>41.7</td>
</tr>
<tr>
<td>i agree</td>
<td>21</td>
<td>35.0</td>
<td>35.0</td>
<td>76.7</td>
</tr>
<tr>
<td>i disagree</td>
<td>14</td>
<td>23.3</td>
<td>23.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research data, 2013
Finally the respondents were asked to give their opinion on whether as compared to the older generations, generation Y are comfortable with handling technology. The results were as shown in figure 4.4 below

**Figure 4.4: Handling of technology by Gen Y**

![Pie chart showing percentages of responses to handling of technology by Gen Y]

Source: Research data, 2013

### 4.1.4 Commitment to organization and project implementation

The researcher was interested in knowing the level of pride the generation Y had in their organization. To this effect, the researcher asked the respondents to rate in a scale of 1 to 3 (where 1 – I strongly agree, 2 – I agree and 3 – I disagree) their opinion on whether the members of gen Y are proud to work in their organizations of work. The results were as shown in the table 4.8 below

**Table 4.8: Gen Y pride in working in an organization**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>I strongly agree</td>
<td>8</td>
<td>13.3</td>
<td>13.3</td>
</tr>
<tr>
<td></td>
<td>I agree</td>
<td>15</td>
<td>25.0</td>
<td>38.3</td>
</tr>
<tr>
<td></td>
<td>I disagree</td>
<td>37</td>
<td>61.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data, 2013
Similarly, the researcher wanted to know if the generation Y has a higher job turnover as compared to other generations. To this effect, the researcher asked the respondents on a scale of 1 to 3 (where 1 – I strongly agree, 2 – I agree and 3 – I disagree) if in their opinion, gen Y record higher incidences of job turnover. The results were as shown in table 4.9 below

**Table 4.9 : Rate of turnover among Gen Y**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>i strongly agree</td>
<td>25</td>
<td>41.7</td>
<td>41.7</td>
</tr>
<tr>
<td></td>
<td>i agree</td>
<td>22</td>
<td>36.7</td>
<td>78.3</td>
</tr>
<tr>
<td></td>
<td>i disagree</td>
<td>13</td>
<td>21.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data, 2013

In a bid to establish the effect of employee turnover, the researcher asked the respondents to respond in a scale of 1 to 3 (where 1 – strongly agree 2 – I agree, and 3 – I disagree) to the fact that employee turnover negatively affect the project performance. The results were as shown in figure 4.5 below

**Figure 4.5: Effect of employee turnover on project performance**

Source: Research data, 2013
When asked to respond on whether gen Y are capable of working beyond the required time without seeking for overtime payment, the respondents views were as illustrated in table 4.10 below.

**Table 4.10 : Gen Y and overtime**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>I strongly agree</td>
<td>5</td>
<td>8.3</td>
<td>8.3</td>
</tr>
<tr>
<td>I agree</td>
<td>18</td>
<td>30.0</td>
<td>30.0</td>
<td>38.3</td>
</tr>
<tr>
<td>I disagree</td>
<td>37</td>
<td>61.7</td>
<td>61.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

*Source: Research data, 2013*

4.1.5 Management style and project performance

The researcher was interested in knowing if generation Y have any respect for authority. In this regard, the researcher asked the respondents if in their opinion the generation Y has respect for authority. Their responses were as shown in table 4.11 below.

**Table 4.11 : Respect for authority by Gen Y**

<table>
<thead>
<tr>
<th>Members of generation Y respect authority</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>I strongly agree</td>
<td>5</td>
<td>8.3</td>
<td>8.3</td>
</tr>
<tr>
<td></td>
<td>I agree</td>
<td>19</td>
<td>31.7</td>
<td>40.0</td>
</tr>
<tr>
<td></td>
<td>I disagree</td>
<td>36</td>
<td>60.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

*Source: Research data, 2013*

The respondents were further asked to in a scale of in a scale of 1 to 3 (where 1 – strongly agree, 2 – I agree, and 3 – I disagree) state if the generation Y needs a different style of management. The responses were as summarized in figure 4.6 below.
On the micromanagement, the researcher asked the respondents to indicate if generation Y would work well without constant supervision. The results were as tabulated in table 4.12 below.

**Table 4.12: Gen Y and Micromanagement**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>I strongly agree</td>
<td>9</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td></td>
<td>I agree</td>
<td>23</td>
<td>38.3</td>
<td>53.3</td>
</tr>
<tr>
<td></td>
<td>I disagree</td>
<td>28</td>
<td>46.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Research data, 2013

The respondents were further asked if they have ever changed their management style in order to effectively manage generation Y. in a scale of 1 to 3 (where 1 – strongly agree 2 – I agree, and 3 – I disagree), the responses were as shown in figure 4.7 below.
When asked if they felt that generation Y is easier to work with when properly handled, the responses were as indicated in table 4.13 below.

**Table 4.13: Ease in working with Gen Y**

<table>
<thead>
<tr>
<th>generation Y is easier to deal with when properly handled</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>i strongly agree</td>
<td>12</td>
<td>20.0</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>i agree</td>
<td>23</td>
<td>38.3</td>
<td>38.3</td>
<td>58.3</td>
</tr>
<tr>
<td>i disagree</td>
<td>25</td>
<td>41.7</td>
<td>41.7</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

*Source: Research data, 2013*
CHAPTER FIVE
SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
This chapter presents the summary of the findings, discussions, conclusions from the study and recommendations of the study.

5.1 Summary of Findings
The findings of this study show that while most road projects run on schedule, they are often above the budgeted cost. The findings show that 75 percent of road projects were running within the scheduled time and the same percentage of projects were operating above cost. This may be explained by the constantly changing economic times as well as unforeseeable circumstances such as pilferages by employees. The study also found out that while all the projects use letters as the official communication, majority of supervisors and project managers feel that there is need to adopt other means of communication to suit generation Y. 31.7 percent of the respondents strongly agree with the need to adopt other means of communication that appeal to generation Y as opposed to 30 percent who disagree. This may be attributed to the increased use of communication technology by gen Y. The findings are in line with Ballenstedt and Rosenberg (2008) findings that majority gen Y find it difficult to communicate with other generations at work place due to the fact that they are much inclined to the use of technology.

The study further found that only 20 out of the 60 respondents had never received any information regarding their project from the social media. This represents 33.33 percent of the respondents with the remaining 66.67 percent agreeing to have received information regarding their respective projects from the social network. This could be explained by the fact that gen Y feel that the communication channels do not favourable hence they express themselves in the social media where they feel more comfortable. The study also found out that only 25 percent of the respondents do not see the necessity of communicating to gen Y through the social media. A chi squared test at 95 percent level of confidence to ascertain the differences in the responses on whether the respondents felt there was need for adoption of other means of communication to accommodate the Y generation and whether it is necessary to communicate with generation Y.
through the social media yielded a coefficient of 0.00 which shows a negligible differences in the two responses.

The study sought to know if gen Y use social media at work and from the survey, 55 percent of the respondents strongly agree that this generation use social media at work. When further asked the effect of using social media at work, the respondents believe that it affects the performance negatively. These findings are in concurrence with those of Munene and Nyaribo (2013) and Treem and Leonard (2012) all of which indicate that the use of social media at work negatively affects performance. Majority of the respondents at 41.7 percent also strongly agree that generation Y is more innovative as compared to other generations. 43.33 percent of the respondents also believe that gen Y is more comfortable with handling technology.

Further, the study revealed that the majority of the respondents at 61.7 percent are of the opinion that gen Y is not proud of working for their organization. These findings are in concurrence with those of Cheese (2013) which indicated that majority of gen Y workers think of leaving an organization as soon as they make their entry. It was also revealed that a majority of respondents at 41.7 percent strongly are of the opinion that Gen Y has the highest turnover. The difference in percentage points between those who believe that gen Y is not proud of their organization and those of the opinion that this generation has the highest job turnover may be explained by the inadequate job opportunities in the Country that limits the generation’s ability to make choices. A majority of the respondents do believe that this high rate of job turnover negatively affects project performance.

The study did also reveal that gen y rarely work beyond the required time without asking for extra payment. This may be explained by the desire for this generation to get quick wealth as well as the great attachment they devote to leisure time. Similarly, a greater percentage of the respondents believe that gen Y lacks respect for authority and that they require unique management style to deal with. Majority are also of the opinion that gen Y do not work well when constantly supervised. This may be explained by the unique nature of the generation especially as regards communication. Most of the respondents however believe that when properly managed, gen Y is a very exciting generation to work with.
5.3 Conclusions

This study concludes that gen Y poses unique characteristics capable of driving projects to a new better level. In deed the study affirms that the generation is adept in technology and innovations which are all positive drivers of a project. However the performance of the generation is affected by disconnect between project supervisors and generation Y workers in the areas of communications and the preferred management style. As a result the generation lacks the motivation to perform and keep changing organizations in search of a place that fits them. This in turn has a negative effect on the performance of projects.

5.4 Recommendations

The study recommends that the project managers and supervisors should have a deeper understanding of the Generation Y and put programs in place to make better use of their skills. The management should specifically adopt a communication style as well as a management style that appeals to this generation in order to retain them in their organizations and improve their productivity. The study also recommends that this cohort be afforded space for innovations and inventions as this forms an important part of the generation

5.4.1 Suggestions for further studies

From the study and related conclusion, the researcher recommends further study in areas of suitable communication and leadership style for generation Y at workplace.
References


iOpener Institute for People and Performance (2012). *Job fulfilment, not pay, retains Generation Y talent.* The Old Bakehouse 2 South Parade Oxford OX2 7JL UK


Kristie, W., (2012). *'Generation Y' workers prize money and benefits in jobs, survey finds.* South China Morning Post: Hong Kong


QUESTIONNAIRE (Project Manager)
This is a research study by a Kenyatta University Masters in Business Administration student. Please do not write your name on the questionnaire as this study is anonymous. Do not feel obligated to answer all questions if you are uncomfortable or unable to do so. Thank you for your participation.

Please tick the correct box where applicable

Section A: Project implementation
In your evaluation, where would you classify the progress of this project with reference to;

a) Cost
   1. Above the budgeted cost
   2. On the budgeted cost
   3. Below the budgeted cost

b) Time
   1. Ahead of the scheduled time
   2. On time
   3. Behind schedule

Section B: Technology and project implementation
1. How many workers are involved in this project? ________________________________
2. The majority of workers fall in which bracket?
   1. Generation Y (Below 37) ______________
   2. Older generations (37 and Above) _____________
3. What is the official means of communication in this project?
   1. Letters
   2. E-mail
   3. Phone
   4. Social Media
   5. Other (Specify) ________________________________

.......................................................... ..........................................................
.......................................................... ..........................................................
4. There is need to use other means of communication other than the official one to accommodate the generation Y.
   I strongly agree  
   I agree  
   I disagree  

5. I have at times obtained information relating to employees and this project from the social media (facebook, twitter e.t.c)
   I strongly agree  
   I agree  
   I disagree  

6. It is necessary to be connected with employees using the social media such as Facebook, Twitter and others? (Explain)
   I strongly agree  
   I agree  
   I disagree  

7. Generation y (Below 37 years) often use Social Media at work?
   I strongly agree  
   I agree  
   I disagree  

8. Social Media at work affects the performance of an employee?
   I strongly agree  
   I agree  
   I disagree
9. Members of generation y are much more comfortable with handling technology as compares to older generations.
   I strongly agree □
   I agree □
   I disagree □

Members of generation Y are more innovative as compared to members of other generations
   I strongly agree □
   I agree □
   I disagree □

Section C: Commitment to organization and project implementation

10. Generations Y members are proud to work for this organization
    I strongly agree □
    I agree □
    I disagree □

11. Generation Y has recorded higher incidences of job turnover in this organization.
    I strongly agree □
    I agree □
    I disagree □

12. Employee turnover affect project implementation
    I strongly agree □
    I agree □
    I disagree □

13. Members of generation Y can at times work beyond the required time without seeking for overtime payment
    I strongly agree □
    I agree □
    I disagree □
Section D: Management style and project implementation

14. Members of generation Y have the highest level of respect for authority in the organization.

I strongly agree  □
I agree  □
I disagree  □

Generation Y need to be managed differently as compared to the older generation

I strongly agree  □
I agree  □
I disagree  □

15. Generation Y will work well when left to work on their own without constant supervision

I strongly agree  □
I agree  □
I disagree  □

16. I have had to change my style of management in order to accommodate the generation Y employees?

I strongly agree  □
I agree  □
I disagree  □

17. Generation Y is the easiest generation to work with when properly handled

I strongly agree  □
I agree  □
I disagree  □

Thank you for participating in this research. The responses given will be used solely for the purposes of research and we wish to guarantee you secrecy.
QUESTIONNAIRE (Project Supervisor )
This is a research study by a Kenyatta University Masters in Business Administration student.

Please do not write your name on the questionnaire as this study is anonymous. Do not feel obligated to answer all questions if you are uncomfortable or unable to do so. Thank you for your participation.

Please tick the correct box where applicable

18. There is need to use other means of communication other than the official one to accommodate the generation Y.
   I strongly agree □
   I agree □
   I disagree □

19. I have at times obtained information relating to employees and this project from the social media (facebook, twitter e.t.c)
   I strongly agree □
   I agree □
   I disagree □

20. It is necessary to be connected with employees using the social media such as Facebook, Twitter and others? (Explain)
   I strongly agree □
   I agree □
   I disagree □

21. Generation y (Below 37 years) often use Social Media at work?
   I strongly agree □
   I agree □
   I disagree □

22. Social Media at work affects the performance of an employee?
   I strongly agree □
   I agree □
   I disagree □
23. Members of generation y are much more comfortable with handling technology as compares to older generations.
   I strongly agree
   I agree
   I disagree

24. Members of generation Y are more innovative as compared to members of other generations
   I strongly agree
   I agree
   I disagree

**Section C: Commitment to organization and project implementation**

25. Generations Y members are proud to work for this organization
   I strongly agree
   I agree
   I disagree

26. Generation Y has recorded higher incidences of job turnover in this organization.
   I strongly agree
   I agree
   I disagree

27. Employee turnover affect project implementation
   I strongly agree
   I agree
   I disagree

28. Members of generation Y can at times work beyond the required time without seeking for overtime payment
   I strongly agree
   I agree
   I disagree
Section D: Management style and project implementation

29. Members of generation Y have the highest level of respect for authority in the organization.
   I strongly agree  [ ]
   I agree  [ ]
   I disagree  [ ]

30. Generation Y need to be managed differently as compared to the older generation
   I strongly agree  [ ]
   I agree  [ ]
   I disagree  [ ]

31. Generation Y will work well when left to work on their own without constant supervision
   I strongly agree  [ ]
   I agree  [ ]
   I disagree  [ ]

32. I have had to change my style of management in order to accommodate the generation Y employees?
   I strongly agree  [ ]
   I agree  [ ]
   I disagree  [ ]

33. Generation Y is the easiest generation to work with when properly handled
   I strongly agree  [ ]
   I agree  [ ]
   I disagree  [ ]

Thank you for participating in this research. The responses given will be used solely for the purposes of research and we wish to guarantee your secrecy.