



PREDICTORS OF MANAGING GENERATION Z EMPLOYEES IN NAIROBI COUNTY, KENYA

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ABSTRACT

This study sought to examine the predictors of managing generation Z employees in Nairobi County, Kenya. The study was guided by the following specific objectives; to examine the influence of technology in managing Generation Z employees in Nairobi City County, Kenya; and to assess the influence of flexibility in managing Generation Z employees in Nairobi City County, Kenya. This study was guided by Technology Acceptance Model, and Social Exchange Theory. The study adopted a cross-sectional survey research design. Targeted population was 623 practicing HR professionals registered under Institute of Human Resource Management Kenya. The study used the Krejcie and Morgan formula to select a sample of 244 members. The sample was selected using simple random sampling. Questionnaire was selected as data collection tool. The study conducted pilot study on 24 individuals to enable pretesting of the questionnaire. The data gathered was analysed using SPSS version 26. The study analysed the data using descriptive and inferential statistics. The findings were presented in tables and figures. The study found that technology has a significant and positive influence on the management of Generation Z employees in Nairobi City County, Kenya. The beta value of 0.388 and significance of 0.029 indicates that the use of technology can improve the management of Generation Z employees. The beta value of 0.784 and significance of 0.007 shows that flexibility in work arrangements can improve the management of Generation Z employees. Therefore, the study findings suggest that organizations should prioritize the use of technology, and flexibility in work arrangements in managing Generation Z employees in Nairobi City County, Kenya.

Key words: challenges faced by HRM professionals, Generation Z employees, technology, flexibility

INTRODUCTION

Human Resource Management (HRM) is a critical function in organizations, tasked with the responsibility of managing human capital to achieve organizational goals (Karambelkar & Bhattacharya, 2017). In recent years, HRM has faced new challenges in managing Generation Z employees, who have unique characteristics and expectations compared to previous generations in the workplace. Generation Z, also known as the "digital natives," comprises individuals born between the mid-1990s (1995) to mid-2010s (2015) and is the first generation to grow up with technology as an integral part of their lives (Arrington & Dwyer, 2018). As a result, they bring unique perspectives, skills, and expectations to the workplace that require a new approach to HRM.

Research has shown that Generation Z employees have unique characteristics that differentiate them from previous generations. According to Thompson and Gregory (2020), Generation Z employees prioritize flexibility, work-life balance, and a meaningful work environment. They are tech-savvy and have grown up in a highly connected world, which has shaped their expectations of work. Moreover, research by Alsamdan and Al-Nuaim (2020) suggests that the lack of proper training and development opportunities is a significant challenge facing HRM in managing Generation Z employees. They also note that Gen Z employees value a positive work culture, diversity, and inclusion.

Another challenge facing HRM in managing Generation Z employees is communication. According to a report by Deloitte (2021), Gen Z employees prefer frequent and open communication with their managers and expect feedback on their performance. HRM must, therefore, develop communication strategies that meet the needs of Gen Z employees.

Overall, the challenges facing HRM in managing Generation Z employees are complex and require a new approach to HRM practices. By understanding the unique characteristics and expectations of Gen Z employees, HRM can develop strategies to effectively manage and retain them in the workplace (Chillakuri & Mahanandia, 2018). This study therefore aimed to contribute to the body of knowledge on HRM by identifying the challenges and providing recommendations for managing Gen Z employees. This study sought to examine the challenges facing HRM in managing Generation Z employees in workplaces. This research aimed to identify the key factors that contribute to these challenges and to provide recommendations for HRM practitioners to effectively manage Generation Z employees.

Statement of the Problem

The emergence of Generation Z, born between 1995 and 2015, into the workforce presents unique challenges for Human Resource Management (HRM) professionals (Arrington & Dwyer, 2018). This generation is known to have different characteristics and preferences compared to their predecessors, such as a strong desire for work-life balance, flexible work arrangements, and a sense of purpose in their work (Campbell, Twenge, & Campbell, 2017; Parry & Urwin, 2017). Studies have shown that HRM professionals struggle to effectively manage and retain Generation Z employees in the workforce.

A survey conducted by Deloitte in 2020 found that only 41% of Gen Z employees felt satisfied with their job, compared to 49% of millennials and 57% of baby boomers. Another study conducted by LinkedIn revealed that only 29% of Gen Z employees reported feeling engaged in their work, compared to 34% of millennials and 40% of baby boomers. These statistics highlight the need for HRM professionals to address the challenges facing the management of Generation Z employees in the workplace. A study by Njoroge and Ogutu (2020) found that 68% of organizations in Kenya experienced challenges in managing Generation Z employees, including

low motivation, lack of loyalty, and poor communication skills. Another study by Kipkemoi et al. (2020) revealed that 62% of Kenyan employers reported difficulties in retaining Generation Z employees due to their high job turnover rates. Furthermore, a survey conducted by ManpowerGroup (2019) found that 57% of Kenyan employers believed that Generation Z employees have different work expectations compared to previous generations, which requires HRM professionals to adjust their strategies to attract, engage, and retain top talent.

Empirical studies have shown that managing Generation Z employees presents unique challenges for HRM professionals. For example, the IBM Institute for Business Value (2018) found that Generation Z employees prioritize flexible work arrangements and seek out companies that provide them with opportunities to work from home or have flexible work hours. Furthermore, a study by Twenge et al. (2019) found that Generation Z employees have a strong desire for meaningful work and want to feel that they are contributing to a larger purpose or cause. However, while these studies provide insights into the challenges faced by HRM professionals in managing Generation Z employees, there is a gap in the literature regarding the specific predictors of managing generation Z employees in Nairobi County, Kenya which this study sought to address.

Research Objectives

The study was guided by the following specific objectives;

1. To examine the influence of technology in managing Generation Z employees in Nairobi City County, Kenya.
2. To assess the influence of flexibility in managing Generation Z employees in Nairobi City County, Kenya.

LITERATURE REVIEW

Theoretical Review

Technology Acceptance Model

Technology Acceptance Model (TAM) was developed by Fred Davis in 1989 to explain users' acceptance of new information technology (IT) and how they adopt and use it in their work (Davis, 1989). The TAM suggests that perceived usefulness (PU) and perceived ease of use (PEOU) are the two key factors that determine an individual's intention to use a new technology. PU refers to the extent to which an individual believes that using a technology will enhance their performance, while PEOU refers to the degree to which an individual believes that a technology is easy to use.

The TAM has been widely used in previous research to explain technology adoption and use. For example, in a study by Venkatesh and Bala (2008), the TAM was used to examine the factors that affect the adoption of e-learning technology by students in India. The study found that perceived usefulness, perceived ease of use, and subjective norm were significant predictors of students' intention to use e-learning technology.

Despite its widespread use, the TAM has been criticized for its limited scope in explaining technology adoption and use (Agarwal & Prasad, 1998). Some researchers argue that the TAM does not consider the social context in which technology is used and the impact of external factors such as organizational culture and policies (Venkatesh et al., 2012).

In the present study, the TAM was used to examine the influence of technology on managing Generation Z employees in Nairobi City County, Kenya. Specifically, the study used the TAM to investigate how perceived usefulness and perceived ease of use of technology affect the intention of HRM professionals to adopt and use technology to manage Generation Z employees in the

workplace. The study also considered external factors such as organizational policies and culture that may influence technology adoption and use.

Social Exchange Theory

Social Exchange Theory (SET) is a psychological theory that explains how people weigh the costs and benefits of social relationships, including those in the workplace (Blau, 1964). The theory suggests that employees who perceive that their employer values and supports them are more likely to reciprocate by committing to the organization and performing better at work (Eisenberger et al., 2010).

The SET has been used by researchers to examine the relationship between flexible work arrangements and employee outcomes. For example, a study by Golden and Veiga (2008) found that employees who were given greater flexibility in their work arrangements reported higher levels of job satisfaction and lower levels of turnover intention.

Critiques of the SET include its focus on the individual and its limited explanation of how social relationships are formed and maintained (Cropanzano & Mitchell, 2005). Despite these critiques, the SET remains a popular theory in the field of organizational behavior and is useful for understanding how flexibility in the workplace can influence employee attitudes and behaviors.

In the present study, the SET was used to examine how flexibility in the workplace influences Generation Z employees' perceptions of their employer and their commitment to the organization. Specifically, we explored how different types of flexible work arrangements, such as remote work and flexible hours, are perceived by Generation Z employees in Nairobi City County, Kenya, and how these perceptions relate to their job satisfaction and intention to stay with the organization.

Conceptual Framework

Conceptual framework is a plan of idea (factors) operationalized by a researcher with the end goal to accomplish the set targets (Mugenda & Mugenda, 2003). It clarifies the connection among predictor and response variables. In this study the conceptual framework shows the relationship between the dependent (managing Generation Z employees) and the independent variables (technology, flexibility, training and development, work culture). Conceptual framework for this study is presented in Figure 1.

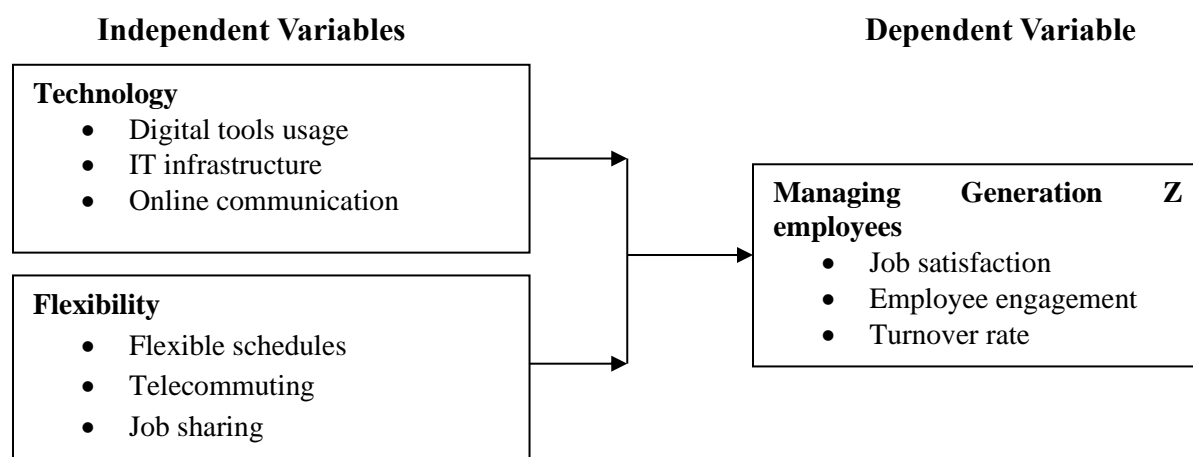


Figure 1: Conceptual Framework

Technology

Technology is a critical aspect of managing Generation Z employees in the workplace. It involves the use of various technological tools and platforms to communicate, collaborate, and perform tasks efficiently. Several studies have examined the influence of technology on employee behavior, attitudes, and performance. For example, Gupta and Arora (2021) found that technology adoption positively affects employee productivity and job satisfaction. Similarly, Lee and Hong (2019) found that the use of mobile devices and social media positively impacts employee communication and collaboration.

Flexibility

Flexibility refers to the extent to which HRM professionals can adjust work arrangements to accommodate the needs and preferences of Generation Z employees. This includes flexible working hours, remote work options, and the use of various technologies to facilitate work. Research has shown that flexibility is crucial for attracting and retaining Generation Z employees. For example, a study by Deloitte (2020) found that work-life balance and flexible work arrangements are among the top priorities for Generation Z employees. Similarly, Gubman (2017) found that flexible work arrangements can increase employee engagement and productivity.

Managing Generation Z employees

Managing Generation Z employees involves understanding their unique characteristics, preferences, and needs. Generation Z employees value meaningful work, flexibility, and work-life balance. Research has shown that managing Generation Z employees requires a collaborative and inclusive approach. For example, a study by Cardon et al. (2017) found that Generation Z employees value collaboration and teamwork. Similarly, Cennamo et al. (2018) found that Generation Z employees value diversity and inclusivity in the workplace.

Empirical Literature Review

Technology on Managing Generation Z employees

Elliott and Dweck (2017) studied technology and the millennial employee: a qualitative exploration of emerging issues. It was a qualitative study using semi-structured interviews with 21 millennial employees. The study found that technology plays a significant role in the lives of millennial employees, and that they expect their employers to provide them with up-to-date technology. The study also found that millennial employees prefer to use social media and instant messaging to communicate with their colleagues and managers.

Kowske, Rasch, and Wiley (2019) study was on "Generation Z Goes to Work: How the Next Generation Is Transforming the Workplace." It was a quantitative survey of 1,005 Gen Z employees. The study found that Gen Z employees prefer to use technology to communicate with their colleagues and managers, and they believe that technology makes their work more efficient. The study also found that Gen Z employees are more likely to use their personal devices for work-related tasks than previous generations.

Le and Nguyen (2019) researched on the impact of technology on employee engagement: a study of hotel employees in Vietnam. The study was a quantitative survey of 215 hotel employees. The study found that technology has a positive impact on employee engagement, and that employees who use technology to complete their work tasks are more engaged. The study also found that employees who receive training on how to use technology are more engaged than those who do not receive training.

Chhinzer and Russo (2018) examined the effects of information and communication technology (ICT) on work and Human Resource Management (HRM). The study conducted literature review of articles related to the use of ICT in HRM. The study found that ICT has the potential to improve HRM practices, such as recruitment, training, and performance management. However, the study also found that the use of ICT can lead to job insecurity and work intensification, which can negatively impact employee well-being.

Au and Ngai (2018) investigated the role of mobile technology in the job satisfaction of Generation Z employees. The study used a quantitative approach and found that the use of mobile technology positively affects job satisfaction among Generation Z employees. Another study by Kim and Lee (2019) examined the influence of social media on the communication patterns of Generation Z employees. The study used a qualitative approach and found that social media facilitates communication and collaboration among Generation Z employees.

Similarly, another study by Rutherford et al. (2018) investigated the use of digital communication channels among Generation Z employees. The study used a mixed-methods approach and found that the use of digital communication channels, such as instant messaging and video conferencing, was positively associated with employee satisfaction and productivity. Finally, a study by Chen and Lien (2020) explored the impact of artificial intelligence on employee job satisfaction and organizational commitment. The study used a quantitative approach and found that the use of artificial intelligence positively affects employee job satisfaction and organizational commitment.

Flexibility on Managing Generation Z employees

Allen et al. (2013) researched on flexible work arrangements and work-life balance: what are the implications for employee well-being and job-related outcomes?" The study was a meta-analysis of 67 studies on flexible work arrangements. The study found that flexible work arrangements have a positive impact on employee well-being and job-related outcomes, such as job satisfaction, organizational commitment, and productivity.

Uwuigbe, Akinwumi, and Okafor (2017) examined the impact of flexible working arrangements on work-life balance: a study of Nigerian Banks. The study conducted a quantitative survey of 210 employees in Nigerian banks. The study found that flexible working arrangements have a positive impact on work-life balance and job satisfaction. The study also found that employees who have access to flexible working arrangements are more likely to have a positive perception of their employers.

Deery and Jago (2015) studied the effects of flexibility on employee retention in the hospitality industry. The study carried out a quantitative survey of 277 employees in the hospitality industry. The study found that flexible work arrangements have a positive impact on employee retention. The study also found that employees who have access to flexible work arrangements are more likely to have a positive attitude towards their job and their employer.

Joo and Shim (2019) investigated the relationship between flexible work arrangements and job satisfaction among Generation Z employees. The study used a quantitative approach and found that flexible work arrangements were positively associated with job satisfaction among Generation Z employees. Another study by Zhang and Tian (2021) examined the impact of telecommuting on employee performance and job satisfaction among Generation Z employees. The study used a quantitative approach and found that telecommuting was positively associated with employee performance and job satisfaction.

Similarly, a study by Jiang and Hu (2019) explored the role of work-life balance on employee engagement among Generation Z employees. The study used a quantitative approach and found

that work-life balance was positively associated with employee engagement among Generation Z employees. Finally, a study by McKeown et al. (2020) investigated the impact of flexible work arrangements on employee retention among Generation Z employees. The study used a mixed-methods approach and found that flexible work arrangements were positively associated with employee retention among Generation Z employees.

RESEARCH METHODOLOGY

Research design adopted was descriptive cross-sectional survey. Cooper and Schindler (2008) indicated that this type of studies is done one time. This kind of study helps the researcher in determining if at any particular time the variables are significantly related (Mugenda & Mugenda, 2008). This design suits the scenario where the correlation of two variables is to be determined at an instant in time (Mugenda, 2008; Cooper & Schindler, 2011). For this study the targeted population was practicing Human Resource (HR) professionals in Nairobi County registered under Institute of Human Resource Management Kenya (IHRM). From data obtained from IHRM, there was a total of 623 HR professionals in Nairobi County who were practicing. Therefore, the target population for this study was 623 HR professionals. The study used the Krejcie and Morgan (1970) formula to determine the size of the sample. From the formula, the sample size was 244. This study used the technique of simple random sampling in selecting the sample. The advantage of random sampling is that it ensures that the sampling error is minimal which increases precision of techniques of estimation in use (Cooper & Schindler, 2017).

The study used primary data gathered using questionnaire. The study used structured questionnaire. Through a pilot test the research tool was pretested and validated. Population of the pilot was 24 individuals which represented 10% of the total population size which was pre tested to all the respondents in all cadre sample population. According to Leedy and Ormrod (2019), a pilot group of between 5 and 10% of study sample size is an excellent sample to determine the feasibility of the study. Data collected from the field was analyzed using SPSS version 26. Quantitative data collected was analysed using descriptive statistics techniques. Pearson R correlation was used to measure strength and the direction of linear relationship between variables. Multiple regression models were fitted to the data in order to determine how the predictor variables affect the response variable.

RESEARCH FINDINGS AND DISCUSSIONS

The study selected a sample of 244 practicing HR professionals. All selected respondents were issued with questionnaires for data collection but the researcher was able to receive back only 217 questionnaires. The returned questionnaires formed a response rate of 88.9%. According to Mugenda and Mugenda (2013), a response rate of 50% and above is good for analysis and reporting, that of 60% is sufficient while 70% and above is excellent. Therefore, since our response rate was above 70% it was considered to be excellent and was used for further analysis and reporting.

Descriptive Statistics

In this section the study presents findings on Likert scale questions where respondents were asked to indicate their level of agreement or disagreement with various statements that relate with the predictors of managing generation Z employees in Nairobi County, Kenya. They used a 5-point Likert scale where 1-strongly disagree, 2-disagree, 3-moderate, 4-agree, 5-strongly agree. The means and standard deviations were used to interpret the findings where a mean value of 1-1.4 was strongly disagree, 1.5-2.4 disagree, 2.5-3.4 neutral, 3.5-4.4 agree and 4.5-5 strongly agree. On the

other hand, a standard deviation greater than 1.5, suggests that the responses were more diverse, with a wider range of scores across the participants.

Technology

The first objective of the study was to examine the influence of technology in managing Generation Z employees in Nairobi City County, Kenya. Respondents were therefore asked to indicate their level of agreement or disagreements with statements that related to the influence of technology in managing Generation Z employees in Nairobi City County, Kenya. Table 1 presents summary of the findings obtained.

Table 1: Descriptive Statistics on Technology

Statement	Mean	Std. Dev.
Technology has improved the flexibility of work arrangements for Generation Z employees.	3.959	1.478
Technology has reduced the communication gap between Generation Z employees and other employees in organizations.	3.959	1.625
Technology has made it easier to provide training and development opportunities to Generation Z employees.	3.911	0.362
The use of technology has helped in managing the unique needs of Generation Z employees in organizations.	3.847	0.463
The adoption of technology in managing Generation Z employees has increased their engagement in the workplace.	3.821	0.916
Technology has enabled effective communication with Generation Z employees in organizations.	3.697	1.474
The use of technology has enhanced the performance of Generation Z employees in organizations.	3.633	0.992
Aggregate Score	3.832	1.044

From the findings, the respondents agreed on average that technology plays a part in the management of Gen Z employees in organizations as shown by an aggregate mean of 3.832 (SD= 1.044). Specifically, the respondents were in agreement that technology has improved the flexibility of work arrangements for Generation Z employees (M= 3.959, SD= 1.478); that technology has reduced the communication gap between Generation Z employees and other employees in organizations (M= 3.959, SD= 1.625). They were also in agreement that technology has made it easier to provide training and development opportunities to Generation Z employees (M= 3.911, SD= 0.362); that the use of technology has helped in managing the unique needs of Generation Z employees in organizations (M= 3.847, SD= 0.463); and that the adoption of technology in managing Generation Z employees has increased their engagement in the workplace (M= 3.821, SD= 0.916). They further agreed that technology has enabled effective communication with Generation Z employees in organizations (M= 3.697, SD= 1.474); and that the use of technology has enhanced the performance of Generation Z employees in organizations (M= 3.633, SD= 0.992).

The study findings agree with Cennamo et al. (2019) that technology has become a significant factor in managing and engaging employees in the workplace. Moreover, technology has been shown to enable more flexible work arrangements, which has been identified as an important factor for the younger generations, such as Generation Z (Kumar et al., 2018). It also agrees with the findings of Chiang et al., (2019) that technology has reduced communication gaps and helped manage the unique needs of Generation Z employees align with the idea that technology can facilitate communication and collaboration among employees. The use of technology in training

and development opportunities for Generation Z employees is also consistent with the notion that technology can enhance learning experiences (Khan et al., 2019).

Flexibility

The second objective of the study was to assess the influence of flexibility in managing Generation Z employees in Nairobi City County, Kenya. Respondents were therefore asked to rate the level to which they agreed with various statements on the influence of Flexibility in managing Generation Z employees in Nairobi City County, Kenya. The summary of the findings were as presented in table 2

Table 2: Descriptive Statistics on Flexibility

Statement	Mean	Std. Dev.
Providing flexible work arrangements improves the work-life balance of Generation Z employees.	3.889	1.23
Generation Z employees value flexibility more than traditional benefits like high salaries and job security.	3.847	0.1
Implementing flexible work policies leads to increased job satisfaction and motivation for Generation Z employees.	3.826	0.678
Flexibility in the workplace is important in attracting and retaining Generation Z employees.	3.745	1.042
Flexible work arrangements lead to better employee engagement among Generation Z workers.	3.706	1.296
The lack of flexibility in the workplace negatively impacts the morale and productivity of Generation Z employees.	3.672	1.233
Offering flexible work arrangements positively impacts the performance of Generation Z employees.	3.627	1.54
Aggregate Score	3.759	1.017

From the findings in Table 2, respondents agreed on average that flexibility influence management Generation Z employees in Nairobi City County, Kenya as shown by an aggregate mean of 3.759 (SD= 1.017). Specifically, respondents agreed that providing flexible work arrangements improves the work-life balance of Generation Z employees (M= 3.889, SD= 1.23); that generation Z employees value flexibility more than traditional benefits like high salaries and job security (M= 3.847, SD= 0.1); and that implementing flexible work policies leads to increased job satisfaction and motivation for Generation Z employees (M= 3.826, SD= 0.678). They also agreed that flexibility in the workplace is important in attracting and retaining Generation Z employees (M= 3.745, SD= 1.042); that flexible work arrangements lead to better employee engagement among Generation Z workers (M= 3.706, SD= 1.296); that the lack of flexibility in the workplace negatively impacts the morale and productivity of Generation Z employees (M= 3.672, SD= 1.233); and that offering flexible work arrangements positively impacts the performance of Generation Z employees (M= 3.627, SD= 1.54).

The findings above that that flexibility influences the management of Generation Z employees is supported by previous research. For example, a study by De Cooman et al. (2019) found that flexible work arrangements were positively related to the well-being and work engagement of young workers. Similarly, a study by Raghuram et al. (2018) highlighted the importance of flexible work arrangements in attracting and retaining millennial employees. Additionally, the finding is consistent with the perspective of generational theory, which suggests that the values and preferences of different generations shape their expectations regarding work arrangements (Costanza et al., 2012). For instance, Generation Z employees tend to prioritize work-life balance

and value the ability to work remotely (Strauss & Howe, 2007). Therefore, organizations that offer flexible work arrangements are likely to attract and retain Gen Z employees.

Managing Generation Z Employees

The study sought to examine the predictors of managing generation Z employees in Nairobi County, Kenya. Respondents were therefore asked to indicate the extent to which they agree or disagree with the following statements relating to managing Generation Z employees in Nairobi City County, Kenya. Table 3 presents summary of the findings obtained.

Table 3: Descriptive Statistics on Managing Generation Z Employees

Statement	Mean	Std. Dev.
Generation Z employees tend to value work-life balance more than other aspects of their job.	3.901	1.549
The use of technology is essential in managing Generation Z employees.	3.802	1.211
Providing regular training and development opportunities to Generation Z employees is important for their job satisfaction and retention.	3.743	0.948
Flexibility in work arrangements is necessary for managing Generation Z employees.	3.736	1.642
Managing Generation Z employees requires a different approach compared to managing older generations.	3.732	1.019
A positive work culture is crucial in managing Generation Z employees.	3.702	1.182
Communication is a key factor in effectively managing Generation Z employees.	3.596	0.817
Aggregate Score	3.745	1.195

The findings show that respondents agreed an average with statements relating to managing Generation Z employees in Nairobi City County, Kenya as shown by mean of 3.745 (SD= 1.195). Specifically, the respondents agreed that generation Z employees tend to value work-life balance more than other aspects of their job (M= 3.901, SD= 1.549); that the use of technology is essential in managing Generation Z employees (M= 3.802, SD= 1.211); and that providing regular training and development opportunities to Generation Z employees is important for their job satisfaction and retention (M= 3.743, SD= 0.948). Respondents further agreed that flexibility in work arrangements is necessary for managing Generation Z employees (M= 3.736, SD= 1.642); that managing Generation Z employees requires a different approach compared to managing older generations (M= 3.732, SD= 1.019); that a positive work culture is crucial in managing Generation Z employees (M= 3.702, SD= 1.182); and that communication is a key factor in effectively managing Generation Z employees (M= 3.596, SD= 0.817).

The findings agree with Kramar (2018) that work-life balance is a critical aspect for employee satisfaction and retention, especially for the younger generations who prioritize it more than older generations. Additionally, technology has become an integral part of managing the millennial and generation Z workforce due to their high levels of digital literacy and reliance on technology (Deloitte, 2017). Also, the importance of regular training and development opportunities for the younger workforce has also been highlighted in previous research as a critical aspect of job satisfaction and retention (Jauhari & Srivastava, 2020).

Furthermore, the need for flexibility in work arrangements has been identified as a crucial aspect of managing the millennial and generation Z employees (PwC, 2020). The findings also highlight the importance of a positive work culture in managing and retaining the younger workforce, which has been identified in previous studies as a crucial factor in employee engagement and retention (Shuck & Wollard, 2019). Finally, the key role of communication in effectively managing the

millennial and generation Z workforce has been emphasized in previous research as a critical aspect of employee engagement and retention (Edwards et al., 2021).

Inferential Statistics

Correlation Analysis

Pearson R correlation was used to measure strength and the direction of linear relationship between variables. The association was considered to be: small if $\pm 0.1 < r < \pm 0.29$; medium if $\pm 0.3 < r < \pm 0.49$; and strong if $r > \pm 0.5$.

Table 4: Correlations

		Managing Gen Z	Technology	Flexibility
Managing Generation Z employees	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	217		
Technology	Pearson Correlation	.793**	1	
	Sig. (2-tailed)	.000		
	N	217	217	
Flexibility	Pearson Correlation	.743**	.376**	1
	Sig. (2-tailed)	.000	.000	
	N	217	217	217

The strong positive correlation between managing Generation Z employees and technology ($r=.793$, $p<.001$) indicates that technology plays a vital role in managing this generation. This finding is consistent with previous studies that have highlighted the importance of technology in managing the younger generation in the workplace (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). Technology has been identified as a tool that enables the effective communication and management of Generation Z employees, which is supported by the current study findings.

The positive correlation between managing Generation Z employees and flexibility ($r=.743$, $p<.001$) indicates that providing flexible work arrangements is crucial in managing this generation. This finding is consistent with previous studies that have highlighted the importance of flexible work arrangements in the management of the younger generation (Kossek, Lautsch, & Eaton, 2006). Providing flexibility is a strategy that can enable managers to attract, motivate, and retain Generation Z employees.

Multiple Regression Analysis

Multiple regression models were fitted to the data in order to determine how the predictor variables affect the response variable. This study used a multiple regression model to examine the predictors of managing generation Z employees in Nairobi County, Kenya.

Model Summary

A model summary is used to show the amount of variation in the dependent variable that can be explained by changes in the independent variables. In this study the study sought to establish the amount of variation in managing Generation Z employees in Nairobi City County, Kenya as a result of changes in technology, flexibility.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 ^a	.776	.772	0.13919

a. Predictors: (Constant), technology, flexibility

The findings presented in Table 5, show that the value of adjusted R square is 0.772. This suggests that 77.2% variation in managing Generation Z employees in Nairobi City County, Kenya can be explained by changes in technology, flexibility, training and development, and work culture. The remaining 22.8% suggests that there are other factors that can be used to explain variation in managing Generation Z employees in Nairobi City County, Kenya that were not discussed in this study. The findings also show that the independent variables (technology, flexibility, training and development, work culture) and the dependent variable (managing Generation Z employees in Nairobi City County, Kenya) are strongly and positively related as indicated by correlation coefficient value (R) of 0.881.

Analysis of Variance

Analysis of variance is used to test the significance of the model. The significance of both models, un-moderated and the moderated regression models were tested at 5% level of significance.

Table 6: Analysis of variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	111.24	4	27.810	21.515	.000 ^b
Residual	274.116	212	1.293		
Total	111.24	216			

a. Dependent Variable: managing Generation Z employees
b. Predictors: (Constant), technology, flexibility

For the findings in Table 6, the significance of the model was 0.000 which is less than the selected level of significance 0.05. This therefore suggests that the model was significant. The findings further show that the F-calculated value (21.515) was greater than the F-critical value ($F_{4,212}=2.257$); this suggests that the variables, technology, flexibility, training and development, and work culture can be used to predict managing Generation Z employees in Nairobi City County, Kenya.

Beta Coefficients of the Study Variables

The beta values that were developed were used to fit regression equations. The findings were also used to answer the study research questions.

Table 7: Beta Coefficients of Study Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.920	0.081		11.358	0.000
1 Technology	0.388	0.084	0.032	4.619	0.029
Flexibility	0.784	0.127	0.429	6.173	0.007

a. Dependent Variable: Managing Generation Z employees

From the findings, the following regression equation was fitted;

$$Y = 0.920 + 0.388X_1 + 0.784X_2 + \varepsilon$$

From the findings, it was also seen that that technology has positive and significant influence on managing Generation Z employees in Nairobi City County, Kenya ($B = 0.388$, $p = 0.029 < 0.05$). The positive relationship between technology and managing Generation Z employees is also consistent with findings of Van den Broeck et al., (2021) which has shown that technology can facilitate communication, collaboration, and knowledge sharing among employees, including Generation Z employees. Technology can also improve employee productivity and engagement,

as it allows employees to work remotely and access work-related information and resources easily (Henderson et al., 2020).

The study also found that flexibility and managing Generation Z employees were positively and significantly related ($B= 0.784$, $p= 0.007 < 0.05$). The positive relationship between flexibility and managing Generation Z employees is consistent with previous research by Ng et al., (2020) and Prasuna and Reddy (2021) which has shown that flexibility in work arrangements can enhance employee well-being, job satisfaction, and work-life balance, which are important to Generation Z employees. Furthermore, flexibility can enhance productivity and employee engagement, as it allows employees to balance their personal and work responsibilities effectively (Gajendran & Harrison, 2007).

Conclusions

Based on the study findings, it can be concluded that technology has a significant and positive influence on the management of Generation Z employees in Nairobi City County, Kenya. The beta value of 0.388 and significance of 0.029 indicates that the use of technology can improve the management of Generation Z employees. This finding is consistent with the literature that highlights the importance of technology in managing the younger generation, who are digital natives and are more comfortable with technology (Dhiman, 2020).

The study concludes that flexibility has a significant and positive influence on the management of Generation Z employees in Nairobi City County, Kenya. The beta value of 0.784 and significance of 0.007 shows that flexibility in work arrangements can improve the management of Generation Z employees. This finding is consistent with the literature that emphasizes the need for flexible work arrangements to attract and retain Generation Z employees, who prioritize work-life balance and value autonomy in their work (Nguyen & Nguyen, 2021).

Recommendations

As technology plays a significant role in managing Generation Z employees, organizations should invest in technological advancements that are relevant to the needs of this generation. This could include providing tools and platforms for remote collaboration, communication, and project management. Furthermore, organizations should train their managers and supervisors on how to effectively use technology to manage and lead their teams.

The study found that flexibility is an essential aspect of managing Generation Z employees. Organizations should consider implementing flexible work arrangements such as telecommuting, flexible work hours, and job sharing. By offering such flexibility, organizations can attract and retain the best talent from this generation. Additionally, organizations should establish clear policies and guidelines on how to manage and measure performance under flexible work arrangements.

Suggestions for Further Studies

This study was limited to Nairobi County; future studies should focus on other cities or regions in Kenya to investigate whether the findings in this study hold for other areas. Secondly, qualitative studies can be conducted to explore the experiences and perceptions of Generation Z employees in Kenya in more detail.

Future research can investigate the impact of other factors, such as leadership styles or work-life balance policies, on the management of Generation Z employees in Kenya. Finally, longitudinal studies can be conducted to examine the changes in the management of Generation Z employees over time and identify factors that contribute to such changes.

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