PREDICTORS OF MANAGING GENERATION Z EMPLOYEES IN NAIROBI COUNTY, KENYA

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ABSTRACT

The emergence of Generation Z, born between 1995 and 2015, into the workforce presents unique predictors for Human Resource Management (HRM) professionals. 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. Empirical studies have shown that managing Generation Z employees presents unique predictors for HRM professionals. However, while these studies provide insights into the predictors faced by HRM professionals in managing Generation Z employees, there is a gap in the literature regarding the specific predictors faced by HRM professionals in managing Generation Z employees in Nairobi City County, Kenya. This study sought to address this gap by identifying the predictors faced by HRM professionals in managing Generation Z employees in Nairobi City 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. This study concludes that technology has a positive and significant effect on the management of Generation Z employees in Nairobi City County, Kenya. The study also concludes that flexibility has a positive and significant effect on the management of Generation Z employees in Nairobi City County, Kenya. Based on the findings, the study recommends that 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.

Key Words: Predictors of Managing Generation Z Employees, Technology, Flexibility

Background of the Study

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 predictors 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 predictor facing HRM in managing Generation Z employees. They also note that Gen Z employees value a positive work culture, diversity, and inclusion.

Another predictor 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 predictors 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 predictors and providing recommendations for managing Generation Z employees. This study sought to examine the predictors facing HRM in managing Generation Z employees in workplaces. This research aimed to identify the key factors that contribute to these predictors and to provide recommendations for HRM practitioners to effectively manage Generation Z employees.

In the Middle East, research by GulfTalent (2020) found that Generation Z employees prioritize work-life balance, a positive work culture, and a sense of purpose in their work. They also value diversity and inclusion and expect their employers to provide them with opportunities for professional growth. Therefore, by understanding the predictors facing HRM in managing Generation Z employees worldwide, organizations can develop effective HRM practices to attract, retain, and develop this important segment of the workforce.

Similarly, research by Adeyemi and Adeyemi (2020) found that Generation Z employees in Nigeria value work-life balance, career growth opportunities, and a positive work environment. They also expect their employers to provide them with a competitive salary and benefits package, as well as opportunities for training and development. In Egypt, research by Mohamed et al. (2020) found that Generation Z employees value work-life balance, a positive work culture, and a sense of purpose in their work. They also expect their employers to provide them with opportunities for professional development and training.

HRM in Kenya is facing several predictors in managing Generation Z employees, including the need for constant feedback and recognition, the desire for work-life balance, and the expectation for up-to-date technology. To effectively manage this generation of employees, HRM must adapt to their unique needs and preferences, offering a supportive company culture and the latest

technology to attract and retain top talent. This study therefore sought to This study sought to examine the predictors faced by Human Resource Management (HRM) in managing Generation Z employees in workplaces located in Nairobi City County, Kenya. The purpose of this research was to provide insights into the unique needs and preferences of this generation of employees and to assist HRM professionals in developing effective strategies for managing them. By identifying the predictors facing HRM in managing Generation Z employees, this study contributes to a better understanding of the changing workforce and help organizations in Nairobi City County to attract and retain top talent.

Statement of the Problem

The emergence of Generation Z, born between 1995 and 2015, into the workforce presents unique predictors 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 predictors 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 predictors 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 predictors 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 predictors faced by HRM professionals in managing Generation Z employees, there is a gap in the literature regarding the specific predictors faced by HRM professionals in managing Generation Z employees in Nairobi City County, Kenya. This study sought to address this gap by identifying the predictors faced by HRM professionals in managing Generation Z employees in Nairobi City County, Kenya.

Objectives of the Study

This study was guided by a general objective and two specific objectives.

General Objective

The main focus of this study was to examine the predictors faced by HRM professionals in managing Generation Z employees in Nairobi City County, Kenya.

Specific 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.

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.
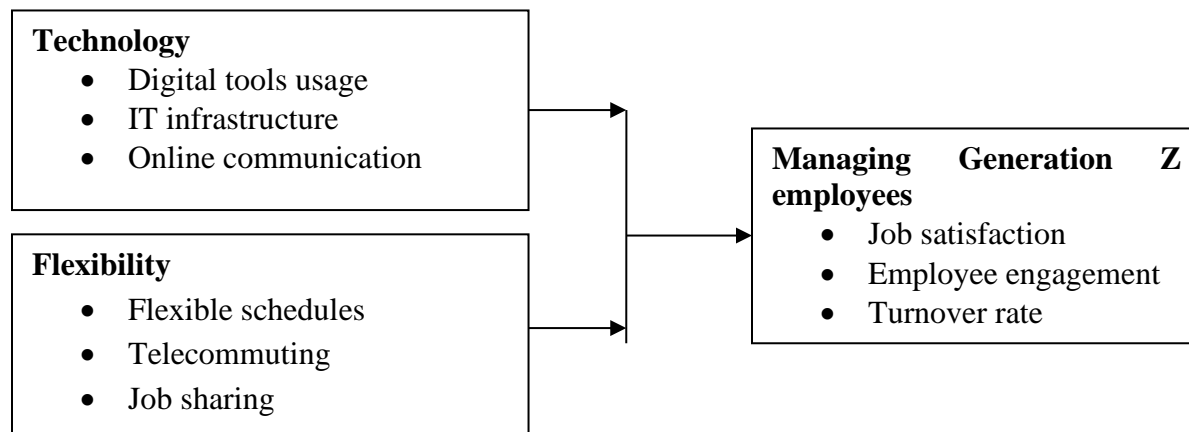
Social Exchange Theory

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.

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 and flexibility). Conceptual framework for this study is a presented in Figure 2.1.

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┌─────────────────────────────────┐
│ Technology                      │
│    • Digital tools usage        │
│    • IT infrastructure          │
│    • Online communication       │
└─────────────────────────────────┘

┌─────────────────────────────────┐
│ Flexibility                     │
│    • Flexible schedules         │
│    • Telecommuting              │
│    • Job sharing                │
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┌─────────────────────────────────┐
│ **Managing   Generation   Z** │
│ **employees**   │
│   • Job satisfaction   │
│   • Employee engagement   │
│   • Turnover rate   │
└─────────────────────────────────┘

Independent Variables   **Dependent Variable**

Figure 2.1: 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.

Empirical Literature Review

Technology and 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.

Flexibility and 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.

RESEARCH METHODOLOGY

Research Design

Research design adopted was descriptive cross-sectional survey. Hence the design was appropriate to the study because the research will seek to establish a cause-effect relationship.

Target Population
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

Sampling Frame
In this study 623 registered HR professionals in Nairobi County formed the sampling frame for this study.

Sample Size and Sampling Technique
The study used the Krejcie and Morgan (1970) formula to determine the size of the sample. The selection formula is as follows:

$$n = \frac{N}{1+(N-1)e^2}$$

Where n= the required sample size

      N = is the Target Population (623 respondents)

      e = accuracy level required. Standard error = 5%

Sample calculation

$$n = \frac{N}{1+(N-1)e^2}$$

$$n = \frac{623}{1+(623-1)0.05^2}$$

$$n = \frac{623}{1+(622)0.05^2}$$

$$n = \frac{623}{2.555}$$

n=244

From the formula, the sample size was 244 which represent 39.16% of targeted population.

Data Collection Instruments

The study used primary data gathered using questionnaire. According to Chandran (2009), a questionnaire is a tool of measurement whose focus is to communicate to the researcher what is needed and to obtain the responses required from respondents in order fulfil the study's objectives. The study used structured questionnaire. Questionnaires were created in reference with the objectives focused at addressing the research questions. Structured responses that facilitated tangible recommendation were obtained using close-ended questions. Closed ended questions facilitated testing various attributes which assists in lowering the number of responses that are associated; this enables acquiring responses that are varied. Questionnaire was a preferred instrument as it has a wide reference and applicability to the research problem and the population size. It is also cost-effective (Saunders, 2012).

Pilot Test

Through a pilot test the research tool was pretested and validated. MCneill (2009) defines pilot testing as a trial or run done in preparation for a major study. Pilot study was conducted to determine if there were flaws, limitations, or other weaknesses within the data collection instrument to make the necessary revisions prior to the implementation of the study. 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 Analysis and Presentation

Because of difficulty in interpreting data raw from the field, cleaning, coding was done and finally it was analysed (Mugenda & Mugenda, 2008). The study adopted the Mixed methods data analysis method where inferential and descriptive analysis were performed. The objectives of the study guided data analysis. Data collected from the field was analyzed using SPSS version 26. In order to allow data to be entered into the software, the questionnaires was referenced and the data coded. Quantitative data was collected. Quantitative data collected was analysed using descriptive statistics techniques. Through descriptive analyses, correlational as well as experimental studies emerge; and also they provide clues on the issues that require more attention which leads to further research (Mugenda & Mugenda, 2008).

Pearson R correlation was used to measure strength and the direction of linear relationship between variables. Correlation analysis results were considered to be: small if $\pm0.1 < r < \pm0.29$; medium if $\pm0.3 < r < \pm0.49$; and strong if $r > \pm0.5$. Multiple regression models were fitted to the data in order to determine how the predictor variables affect the response variable. Multiple regression Analysis was used in this study because it uses the predictor variables in predicting

the response variable. It is a statistical tool attempting to establish whether some variables can be used together in predicting a particular variable (Mugenda & Mugenda, 2008). The overall model was;

$$Y= \beta o + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Y = Managing Generation Z employees
X₁ = Technology
X₂= Flexibility

$\beta_1, \beta_2,$ are regression coefficients corresponding to $X_1, X_2,$ respectively

ε= Error term
β = the beta coefficients of independent variables

The findings of data analysis were presented using tables and figures.

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive Statistics
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 4.1 presents summary of the findings obtained.

Table 4.1: 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 y 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 4.2

Table 4.2: 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 4.4, 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.

Correlation Analysis

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

Table 4.3: 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 faced by HRM professionals in managing Generation Z employees in Nairobi City County, Kenya.

Model Summary

Table 4.4: 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 and flexibility

The findings presented in Table 4.9, 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 and flexibility. 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 and flexibility) 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.

Table 4.5: Analysis of variance

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	111.24	2	55.62	21.515	.000[b]
1	Residual	274.116	214	1.281		
	Total	111.24	216			

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

For the findings in Table 4.10, 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, 1.280 can be used to predict managing Generation Z employees in Nairobi City County, Kenya.

Table 4.6: 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

From the findings, the following regression equation was fitted;

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

It was 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

This study concludes that technology has a positive and significant effect on the management of Generation Z employees in Nairobi City County, Kenya. Findings revealed that digital tools usage, IT infrastructure and online communication influences the performance of airlines in Nairobi County.

The study also concludes that flexibility has a positive and significant effect on the management of Generation Z employees in Nairobi City County, Kenya. Findings revealed that Flexible schedules, Telecommuting and Job sharing influences the performance of airlines in Nairobi County.

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.

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