

Factors Influencing Organisational Commitment and Adaptive Work Behaviour of the Digital Native Employees in Broadcasting Stations in Delta State, Nigeria

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Abstract

Background: Employees from different generations differ in their habits, drives, and attitudes. Miscommunication, difficulty retaining top talent, high employee attrition, work-life conflict, and a decline in organisational loyalty are possible consequences of ineffective management of different generations. Most studies conducted on digital native employees to date have been conducted in developed countries that do not share cultural features similar to Nigeria's.

Objective: The study examined factors influencing the organisational commitment and adaptive work behaviour of digital native employees in broadcasting stations in Delta State, Nigeria.

Methodology: The study employed a cross-sectional research design and gathered data from 141 employees of broadcasting stations in Delta State, Nigeria. The respondents were sampled using a stratified sampling technique. Independent T-test and ANOVA analyses were used to analyse data for the study.

Result: Person-organisation fit, perceived job security, person-environment fit, job satisfaction, coworkers' support, and job autonomy positively and significantly influence digital native employees' adaptive work behaviour and organisational commitment in broadcasting stations in Delta State.

Conclusion: Maintaining a high degree of organisational commitment and flexible work habits of the digital native workforce requires a balanced approach to all the job resources.

Unique Contribution: The study has contributed to a better understanding of generational differences and provides organisations with valuable insights about enhancing the organisational commitment and flexible work habits of Nigerian digital native employees.

Key Recommendation: Developing a welcoming workplace that will increase organisational commitment and the adaptable work behaviour of digital native employees should be a priority for the management of broadcasting stations in Delta State to understand how digital native employees think about their jobs and what kind of job atmosphere they would prefer.

Keywords: Digital native, organisational commitment, adaptive work behaviour, job resources

Introduction

The generations currently in the Nigerian workforce are the Baby Boomers, Generation X, Millennial or Digital natives, and Generation Z. Baby Boomers are those who emerged between 1946 and 1965. This generation of employees is generally characterised as having excellent social abilities but lacking knowledge of technology, and they are committed to both their jobs and their employers. Additionally, the Baby Boomers are optimistic and devoid of scepticism (Fry, et al., 2018). Similarly, Jiri (2016) affirm that this generation of workers is typically described as being devoted to their work, devoted to their employers, and possessing excellent communication abilities but lacking in technical abilities. Generation X is characterised by a strong emphasis on personal development, a sharp critique of authority, and a lover of technology, autonomy, plurality, and casualness. The millennials, also known as digital natives, are those born between 1982 and 1994, and technology is part of their everyday lives: all their activities are mediated by a screen. The concept of on and off is completely integrated into their lives. They are typically characterised as preferring independence and a healthy work-life balance, as well as being driven by their emotional and social attachments to their co-workers but being more focused on financial gains. Generation Z, often known as post-millennial, originated between 1995 and 2010. Workers in this category are known for being well-versed in technological advances, having short attention spans, and prioritising socialisation over acquiring rational understanding (Parry & Urwin, 2011).

In today's organisations, the mix of generations in the workforce poses managerial difficulties. It will be beneficial for executives to seek out greater work commitment from employees as workplaces grow increasingly age-diverse in order to provide enhanced services (Cicekli & Kabasakal, 2017). There are four (4) Generations working in today's workplace, and each brings distinctive principles and convictions to the workplace. The generations include Baby Boomers, Generation X, Digital natives, and Generation Z. Executives can better understand their workforce by knowing which particular generation each employee fits into (Stewart et al., 2017). Today, the high rate of employee turnover among the digital native workforce has grown to be a serious problem that requires attention. The Baby Boomer Generation, which is workers typically described as being devoted to their work, devoted to their employers, and possessing excellent communication abilities but lacking in technical abilities, are retiring, leaving digital native employees to make up a sizable portion of the Nigerian workforce. As more digital native workers join the workforce, the percentage will continue to grow and they have been observed to switch jobs frequently. The process of globalisation has caused the world economy to undergo a fundamental change in the modern era towards one that is knowledge-based as well as service-focused. To put it differently, organisations cannot afford to overlook the fact that gaining employees' dedication and keeping young workers, particularly those from digital natives, has emerged as one of the most challenging issues facing them (Kicheva, 2017). In Nigeria today, the turnover tendency among digital native employees is unquestionably worrisome because a high level of turnover has numerous detrimental effects on organisations. In terms of an organisation's immediate and long-term costs, job turnover is pricey. While indirect costs include diminished organisational memories, a damaged reputation, lower morale, and more tension from remaining staff members, immediate expenses include the expense of hiring interim workers and recruiting and training newly hired employees (Filatrovi, 2020).

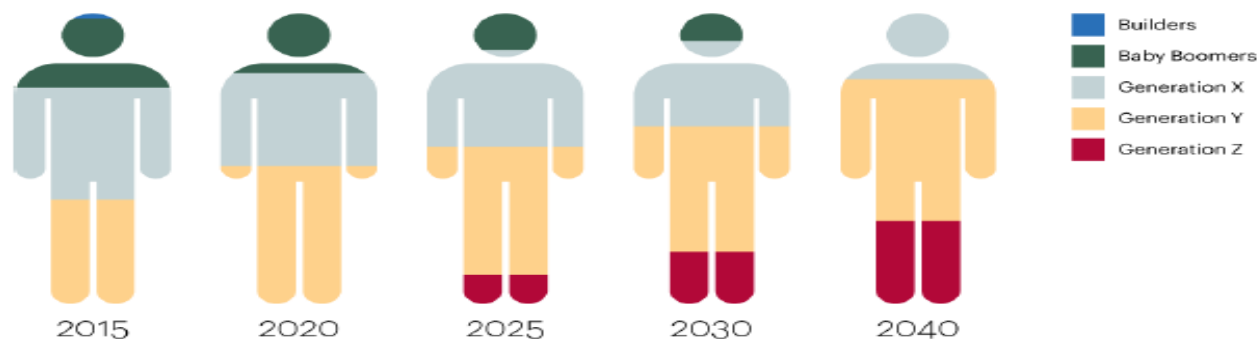
Today, the constantly changing relationship between the work ethics held by digital native employees and the HRM practices that the hiring organisation implements will ultimately influence the job attitudes of digital native employees, ultimately affecting the behaviours that digital native employees exhibit in the workplace. In the long run, this will affect a number of organisational outcomes, including competitive edge, revenues, market share, retention of clients and credibility as an employer (Stan & Vîrgă, 2021). Therefore, organisations need to understand how digital native thinks about work and the type of working atmosphere they would prefer in order to effectively attract, recruit, and maintain digital native workers (Filatrovi, 2020). Researchers and practitioners have recently begun discussing the topic of Generational transitions in the workplace (Parry et al., 2016). While many studies have been conducted in this field worldwide, very few have been conducted in the Nigerian context (Parry & Urwin, 2011; Tay, 2011; Kamau et al., 2014; Rane & Sari, 2018; Filatrovi, 2020). Digital native employees in Nigeria currently make up the majority of new hires and have a history of changing jobs frequently. Because digital native employees are more likely to leave an organisation once they fail to receive an improved offer, employers are having more difficulties recruiting and keeping this generation of workers. The organisations they are currently employed may incur significant costs as a result of this (Horvath, 2011). In view of this, the factors influencing the organisational commitment and adaptive work behaviour of digital native employees in broadcasting stations in Delta State, Nigeria were examined in this study. Thus, the practical value of this study lies in its capacity to provide organisations with valuable insights about how to enhance the organisational commitment and flexible work habits of Nigerian digital native employees.

Review of Related Literature

Digital Natives

Millennials and the generation after them are commonly referred to as "digital natives" because they were raised completely engulfed by laptops, tablets, video games, cell phones, and other gadgets and have easily adapted to using them on a daily basis. Many experts define digital natives as those who were born in the 1980s, though there is still debate about the precise scope and an average age of this group. The term "digital native" may be perceived as biased in the workplace when applied to older employees who possess comparable or greater technological proficiency than their younger colleagues but are deemed less knowledgeable due to their older generational heritage (Mohsen, 2016; Kamau et al., 2014; Stan & Vîrgă, 2021). Digital native employees are known for their inventiveness because they have integrated technological devices into their daily routines and used them to promote their job duties in the workplace. According to Primana (2018), they can quickly gather and share information thanks to advanced technological devices, which help them focus on multiple projects at once and perform multiple tasks successfully. In recent years, because of the global change in population that is affecting the labour force of organisations, the workforce's makeup is rapidly changing and comprises the Baby Boomer generation, Generation X, Digital native employees, and Generation Z as its main constituents. The aforementioned generational shift happened when Baby Boomers were beginning to retire, and digital native employees, also referred to as Millennials, entered the world of work. As depicted in Figure 1, the United States Census Bureau predicts that by 2025, Seventy-five percent of the world's workforce will be made up of members of digital native and their progeny. The generation's traits differ by location based on interpersonal relationships and economic climate. Nonetheless, rising utilisation and acquaintance with electronic media and

communication devices are typically indicative of such behaviour (Bovis et al., 2022). Figure 1: Digital natives will comprise the majority of the workforce by 2025

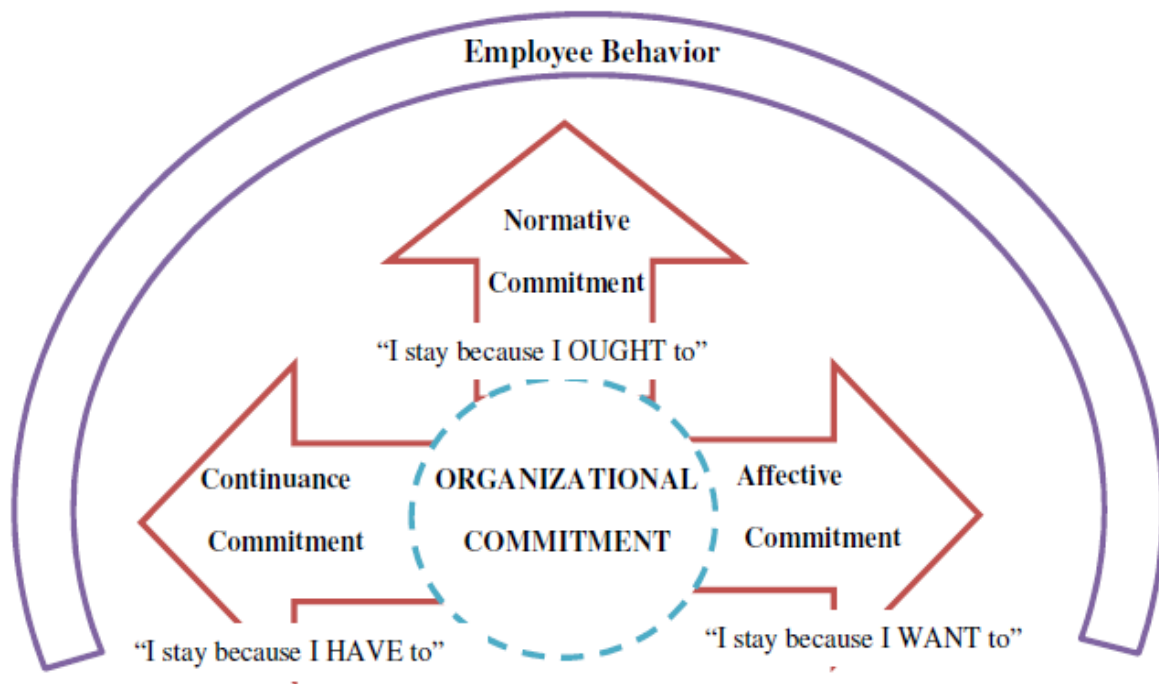


Source: Bovis, et al. 2022

Furthermore, employees from digital natives demand a better balance between work and personal life (Rane & Sari, 2018). In contrast to previous generations, members of digital natives do not see work as a means of subsistence, and as such, they do not tend to give up anything for the sake of their jobs. They appreciate various features related to flexible work arrangements, including having fun at work, dressing casually, enjoying music while working, and having time off when needed. It is well known that the most rapidly expanding generation in the workforce is digital natives. Nonetheless, compared to other generations, the digital native workforce is reportedly less likely to remain with the same organisation, as indicated by a number of scholars (Filatrovi, 2020).

Organisational Commitment

Organisational commitment is not a new idea; Howard Becker's (1960) side-bet commitment theory emerged over 60 years ago. Its strong correlations with several employment-related outcomes, including greater job satisfaction, increased productivity, decreased absenteeism, declining turnover, and increased organisational devotion, have become an essential component in organisational studies (Okolie et al., 2023). The first contemporary theory of organisational commitment was presented by Howard Becker in 1960 and was known as the "side-bet theory". As per Becker's side-bet theory, employees' loyalty to their respective organisations stems from their side-bets. "Side-bets" are investments that specific individuals value and eventually make it much more difficult for the individuals to quit their employment (Becker, 1960). Meyer and Allen (1993) defined organisational commitment as an emotional state that depicts the attachment between the employee and the organisation and the employee's choice to continue as an integral part of the organisation. It is comprised of three elements, namely, affective, continuance and normative commitments. As defined by Meyer and Allen (1993), affective commitment is a person's psychological or emotional bond to an organisation. The hallmark of continuity commitment is a more sober evaluation of the expenses associated with remaining versus leaving the organisation. Normative commitment is an ethical responsibility to remain a member of a specific organisation.

Figure 2: Three Components of Organisational Commitment

Source: Meyer and Allen (1993)

In line with the definitions above, three characteristics define organisational commitment: (i) a profound belief in and willingness to support the organisation's objectives and values; (ii) a readiness to put in dedication to advance the organisation's goals; and (iii) an intense motivation to continue as an active member of the organisation. According to Okolie et al. (2023), commitment is linked to both individual energy Generation and mental activation in addition to being a relational concept. Moreover, the execution of novel concepts and projects would be jeopardised in the absence of staff dedication.

Adaptive Work Behaviour

Given that adaptation is a behaviour that is affected by external factors as opposed to being inherent to the standard established realm, it can be found in any job. The question revolves around whether existing standards sufficiently capture such varied and adaptable performance expectations (Yun et al., 2007). Adaptive work behaviour is the ability to change efficiently to adapt to a shifting workplace. Adaptive performance is estimated by applying an index of psychological adaptability, which is predicated on a substantial amount of studies indicating that favourable previous accomplishments best project future success. Although adaptive behaviours are not frequently examined, it has been suggested that experience with change-related endeavours could make it easier to perform similar actions in the coming years. Evaluating job

specifications enables more point-to-point integration and content significance with items in the self-worth evaluation and performance rating tool. In practice, career approaches to self-management should involve looking for prospects at work to encounter shift and gain resilience abilities if previous involvement with it anticipates future adaptability. This implies that companies should offer chances that test workers' ability to adapt to change, and people should actively look for such possibilities (Maden-Eyiusta et al., 2022).

Factors Influencing Organisational Commitment and Adaptive Work Behaviour of Digital Native Employees

Organisational commitment and adaptive work behaviour were significantly influenced by person-organisation fit, perceived job security, person-environment fit, job satisfaction, coworkers' support, and job autonomy (Cheah et al., 2016). According to Bakker and Demerouti (2017), these factors are known as "job resources". Therefore, job resources support adaptable work behaviours and organisational commitment and preserve career drive. Employees' commitment to their employer is bound to rise when they engage in productive work practises. Workplace conditions significantly positively impact organisational commitment. Hanaysha (2016) also confirmed that the social support they receive at work increases employees' organisational commitment. Therefore, it is imperative to comprehend the nature of job resources to predict organisational commitment and adaptive work behaviours. Since Generational affiliation has been shown to have an ameliorating impact on the relationship between organisational commitment and intent to turnover, it is even more imperative that this topic be researched in working environments (Bosat, 2021). In the current study, we examined the following job resources as they related to the adaptive work behaviour and organisational commitment of digital native employees in broadcasting stations in Delta State.

Person-Organisation Fit: In organisational behaviour and HR management, person-organisation (P-O) fit has gained importance. Understanding employee behaviours and attitudes in organisations is crucial (Liu et al., 2010). According to Alexander and Liudmila (2016), person-organisation fit can be described as aligning employees with their organisations. According to Liu et al. (2010), employees have a significant ability to recognise P-O fit, which enables executives to make more reliable forecasts about organisational commitment, work fulfilment, intent to leave, and a readiness to advocate the organisation to other individuals, especially digital native employees.

Perceived Job Security: In order to determine employment-related outcomes, job security, that is, a person's subjective perception of their chances of finding new employment, is crucial. For instance, a significant factor influencing organisational commitment and happiness at work is job security (Alexander & Liudmila, 2016). Additionally, job security and satisfaction together firmly project organisational loyalty (Akpan, 2013). Therefore, job security affects how employees behave and perform at work, especially regarding digital native's organisational commitment (Alexander & Liudmila, 2016).

Person-Environment Fit: The extent of harmony or match between the employees and their immediate surroundings is known as person-environment fit or P-E. P-E fit was defined by Alexander and Liudmila (2016) as the degree of matching between environmental and individual characteristics. Workplace inspiration, fulfilment with work, organisational loyalty, work

efficiency, and employee well-being are among the consequences of P-E that impact digital native employees. Furthermore, the outcomes of a positive person-environment fit impact successful employee recruitment and productivity oversight in workplaces.

Job Satisfaction: Research has demonstrated the validity of the relationships between job satisfaction and commitment as well as intentions to leave an organisation (Eker et al., 2008). These relationships imply that job satisfaction significantly affects organisational achievements. Lumley et al. (2011) research revealed a significant and favourable relationship between job satisfaction and organisational dedication. This study demonstrated that employee satisfaction levels improve in direct proportion to commitment to the organisation. Therefore, it is possible to determine whether there is an associated or predictive causality between job satisfaction and organisational commitment among the Nigerian digital native workforce.

Coworkers Support: Support from coworkers is a recognised potential defence against work-related stress. Because it helps resolve work-related issues, coworker support can be seen as an advantageous psychological energy and may lessen the effect of job overload on pressure (Macey & Schneider, 2008). Prior research has established a positive relationship between coworkers' support as a job resource and commitment (Stan & Vîrgă, 2021). Therefore, it is possible to determine whether there is an associated or predictive causality between coworkers' support and adaptive work behaviour and commitment of the Nigerian digital native workforce.

Job Autonomy: In accordance with Sisodia and Das (2013), job autonomy is a crucial factor in predicting both organisational commitment and adaptive work behaviour. It refers to the degree to which a career allows employees to exert control over their job duties and to make choices. Since this is linked to more possibilities to handle challenging circumstances, it is a vital resource for predicting adaptive work behaviour and commitment of digital native employees (Bakker & Demerouti, 2017).

Theoretical Framework

The theory of work adjustment developed by Lofquist and Dawis in 1969 served as the foundation for this study. According to Davis and Lofquist (1984), the fundamental tenet of the theory of work adjustment is that people strive to establish and preserve correspondence with their surroundings. A good match between a worker's desires and the appropriate ecological rewards leads to satisfaction; this process is called "work adjustment". According to Mohsen (2016), work environment and satisfaction with work are two of the several precedents of organisational commitment that have a significant relationship. The work environment significantly impacts digital native employees' organisational commitment. When an organisation's work environment fosters job fulfilment, it can increase organisational commitment and adaptive behaviour in the workplace. This is because it allows employees to forecast their state of job satisfaction (Kamau et al., 2014).

Mohsen (2016) further argues that workers from digital native workers are more likely to communicate openly, regardless of their position or title. They expect that their employers will be flexible and resilient. People belonging to digital native workers are highly adaptable to workplace transitions (Jenkins, 2007). Additionally, employees need to be flexible because they are typically independent. Therefore, the dedication and flexible work habits of digital native

employees are increasingly compatible with a constantly wholesome work environment. The theory has been helpful for a variety of client categories, from youngsters starting their careers to those approaching retirement. It provides both reactive and proactive approaches that digital native employees could employ to enhance their job conditions (Stan & Vîrgă, 2021). A key idea in the framework of work adjustment concerns digital native employees' satisfaction with their work. This is especially relevant to this study that has tried to explain the organisational commitment and adaptive abilities of digital native workers in broadcasting stations in Delta State.

Research Hypothesis

In light of the above, the following hypotheses were tested in order to fulfil the study's objective:

H1: There is a significant difference between male and female opinion on the job resources (person-organisation fit, perceived job security, person-environment fit, Job satisfaction, coworkers' support and job autonomy) of digital native employees in broadcasting stations in Delta State, Nigeria.

H2: There is a significant joint contribution of job resources (person-organisation fit, perceived job security, person-environment fit, Job satisfaction, coworkers' support and job autonomy) to the prediction of (organisational commitment and adaptive work behaviour) of digital native employees in broadcasting stations in Delta State, Nigeria.

Research Methods

This study applied a cross-sectional research design, and all management and non-management employees of Delta State's broadcasting stations made up the study's population. Three broadcasting stations are based in the state: Delta State Broadcasting Service (DBS) in Asaba, Nigerian Television Authority (NTA) in Asaba, and Delta State Broadcasting Service (DBS) in Warri. 175 workers of Delta State Broadcasting Service (DBS) in Asaba (67), Nigerian Television Authority (NTA) in Asaba (53) and Delta State Broadcasting Service (DBS) in Warri (55) constituted the population of this study. The sample stratification method achieves a representative sample of the different strata of the population of interest. The study employed a structured self-administered questionnaire to collect data from 98 management staff and 77 non-management staff members of the chosen broadcast stations. With the support of research aids, the questionnaire copies were given to broadcast station employees across a range of levels of employment and duties. We obtained 141 of the 175 copies of the questionnaire that were distributed, yielding an 81.5% response rate. 68 of the 141 responders were male, and 73 were female. The instrument's reliability was assessed using a pre-test survey. Twenty (20) copies of the questionnaire were given to the DBS Asaba employees to pre-test the study tool. In order to ascertain the internal consistency of the survey questions without replacement and the dependability of the study tool, the data gathered from the retrieved questionnaires were tested by employing the Cronbach Alpha test of reliability and the Smart Learning Style Criterion.

Table 1: Reliability Results

Construct	No. of items	Composite Reliability	Cronbach's Alpha	Average Variance Extract
Person-organisation fit	5	.863	.745	.609
Perceived job security	7	.851	.767	.617
Person-environment fit	6	.840	.761	.612
Job satisfaction	8	.823	.772	.634
Coworkers support	7	.850	.769	.632
Job autonomy	5	.868	.754	.603
Organisational commitment and adaptive work behavior	10	.810	.782	.656

Source: Field Survey, 2023

According to Table 1, the two constructs' values for composite reliability span from 0.810 to 0.868 and Cronbach's alpha from 0.745 to 0.782, respectively. Given that Cronbach's alpha coefficient and composite results are higher than the cutoff of 0.70, it implies that all the constructs are reliable. The Average Variance Extract (AVE) discriminant validity figures above the 0.50 threshold support the reliability results (Hair et al., 2017). Face validity was employed for this study to ensure the validity of the instruments by subjecting them to independent assessors for cross-examination. This was scholars in this field from the Department of Public Administration and Business Administration for their thorough scrutiny before the questionnaire was applied. As a result, outstanding internal consistency and dependability were demonstrated by this study's constructs. Using the independent T-test, ANOVA, and multiple regression analysis, the study's hypotheses were tested using version 23.0 of the Statistical Package for Social Sciences (SPSS) software.

Results and Discussion of Findings

In Table 2, findings showed that the main variables influencing digital natives' adaptive work behaviour and organisational commitment in broadcasting stations in Delta State were job satisfaction, perceived job security, job autonomy, coworkers' support, and person-organisation fit.

Table 2: Perceive Factors Influencing Organisational Commitment and Adaptive Work Behaviour of Digital Native Employees in Broadcasting Stations in Delta State, Nigeria

S/N	Variables	Frequency	Percentage (%)	Cumulative percentage
1	Person-organisation fit	23	16.3	16.3
2	Perceived job security	26	18.4	34.7
3	Person-environment fit	16	11.4	46.1
4	Job satisfaction	29	20.6	66.7
5	Coworkers support	23	16.3	83.0
6	Job autonomy	24	17.0	100
Total		141	100	

Source: Field Survey, 2023

Testing of Hypotheses

At this point, it is critical to find out if the male and female employees of Delta State's broadcasting stations have differing perspectives on the perceived elements influencing digital native employees' adaptive work behaviour and organisational commitment. The result is displayed in Table 3 below.

H1: There is a significant difference between male and female staff opinion on the job resources of digital natives in broadcasting stations in Delta State, Nigeria

Table 3: Opinion of Male and Female Staff on the Job Resources of the Digital Native in Broadcasting Stations in Delta State, Nigeria

S/N	Variables	Group	N	Mean	SD	Cat.T	Crit.T
1	Person-organisation fit	Male	68	6.180	.355	1.623	1.982
		Female	73	6.100	.386		
2	Perceived job security	Male	68	5.973	.399	1.649	1.947
		Female	73	5.688	.456		
3	Person-environment fit	Male	68	5.260	.477	1.481	1.985
		Female	73	5.095	.495		
4	Job satisfaction	Male	68	5.004	.500	1.738	1.942
		Female	73	4.831	.513		
5	Coworkers support	Male	68	4.572	.507	1.659	1.979
		Female	73	4.290	.524		
6	Job autonomy	Male	68	4.076	.568	1.607	1.956
		Female	73	3.789	.553		

Source: SPSS Output, 2023

All calculated "t" values (1.623, 1.649, 1.481, 1.738, 1.659, and 1.607) are less than the critical "t" value (1.947), in line with the results shown in Table 3. This indicates that the perceptions of job resources for digital native employees in broadcasting stations in Delta State, Nigeria, are not different between male and female staff members. As a result, hypothesis one was disproved, reiterating that there is no discernible difference in the opinions of male and female staff members regarding the job resources available to digital native workers in broadcasting stations in Delta State, Nigeria.

H2: There is a significant joint contribution of job resources (person-organisation fit, perceived job security, person-environment fit, Job satisfaction, coworkers' support and job autonomy) to the prediction of (organisational commitment and adaptive work behaviour) of digital natives in broadcasting stations in Delta State, Nigeria

Table 4: Model Summary on the Effect of Job Resources on Organisational Commitment and Adaptive work Behaviour of Digital Natives in Broadcasting Stations in Delta State, Nigeria

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.851	.764	.719	.356

a. Predictors: (Constant), Job resources

b. Dependent variable: Organisational commitment and adaptive work behaviour

Source: SPSS Output, 2023

Table 5: ANOVA^a on the Effect of Job Resources on Organisational Commitment and Adaptive work Behaviour of Digital Natives in Broadcasting Stations in Delta State, Nigeria

Model	Sum of square	Df	Mean	F	Sig.
Regression	4.802	2	4.915		
Residual	5.519	137	0.547	352.680	.000 ^b
Total	10.321	139			

a. Dependent variable: Organisational commitment and adaptive work behaviour

b. Predictors: (constant), Job resources

Source: SPSS Output, 2023

Table 4 shows that the job resources explain 76.4% of the variation in the expected level of organisational commitment and adaptive work behaviour of digital native employees in broadcasting stations in Delta State, Nigeria. This is indicated by the R² value of 0.764. The model's F. statistics of 352.680 in Table 5 indicate that it is statistically significant at 0.05 significant levels. In light of this, the study comes to the conclusion that job resources influenced digital native employees' adaptive work behaviour and organisational commitment in broadcasting stations in Delta State, Nigeria. As a result, hypothesis two was approved since job resources significantly and jointly contribute to the prediction of organisational commitment and adaptive work behaviour of digital native employees working in broadcasting stations in Delta State. This result is in line with Alexander and Liudmila's (2016) study, which discovered that job resources raised digital native employees' organisational commitment in Thailand. Furthermore, Mohsen (2016) found that digital native employees working collaboratively with other employees increase their job satisfaction in the workplace.

Conclusion and Recommendations

The findings of this study demonstrate that job resources had an impact on digital native employees' adaptive work behaviour and organisational commitment in broadcasting stations in Delta State, Nigeria. The results of this study provide compelling evidence for the existence of predictive links and a positive association between respondents' organisational commitment and job resources. This study looked at how job resources affected digital native employees' adaptive work behaviour and organisational commitment in broadcasting stations in Delta State, Nigeria. In sum, the results show that job satisfaction, coworker support, perceived job security, person-organization fit, job autonomy, and job satisfaction significantly influence adaptive work behaviour and organisational commitment. Second, job satisfaction has a greater impact on

digital native employees' organisational commitment and adaptive work behaviour towards their organisations, based on the results of the multiple regression analysis. According to the results of the current study, a key element influencing digital native employees' organisational commitment to their employers was job satisfaction. According to this study, employees' job satisfaction is a critical issue that top management should take seriously because disgruntled workers are likelier to have low loyalty to their organisations. Thus, in order to improve digital native workers' job satisfaction, employers should attend to their desires by ensuring that they are happy with their jobs and all of their perks, including a rise in salary, opportunities for advancement, a healthy balance between work and life, and comfortable working conditions. Researchers anticipate that this study will provide insightful information for subsequent studies on digital native and attitudes related to the workplace. In light of the study's results and conclusion, the following recommendations are made:

- i. In order to develop a welcoming workplace that will increase organisational commitment and the adaptable work behaviour of digital native employees, the management of broadcasting stations in Delta State and Nigeria at large should step up efforts to understand how digital native employees think about their jobs and what kind of job atmosphere they would prefer.
- ii. The broadcasting station leadership in Delta State and Nigeria at large should increase the opacity of their regulations and processes used in the attraction and retention of digital native employees in order to raise the level of their organisational commitment.
- iii. To close the gap and realise the potential of today's diverse workforce, broadcasting stations' top management in Delta State and Nigeria should provide training forums that foster rapport-building between the digital natives and the older Generations in the workplace. This can be achieved by strategically allocating a sizable sum of money for the forums' training.

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