

# Generational Factors of Private Managerial Commitment on Guam

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This study examined organizational commitment factors on the US Territory of Guam, through the perspective of private-sector managers. A qualitative research approach was used which involved a collective case study of eight private managerial individuals who were, at the time, working for their respective companies. The collection of data occurred in two different phases with a demographic questionnaire and in-depth interviews. Participants described their rationale for commitment based on personal experiences in their work and daily lives. The findings in this study provide a clearer picture of how generational norms influence the decisions of Guam managers to remain with their respective companies. Recommendations for further research involve comparable studies in public sector management, with *Generation Z* managers, and with private executives from other islands in the Micronesian region; with the goal of understanding different managers' perspectives on generational distinctions and organizational commitments.

*Keywords:* Generation X, baby boomers, millennials, organ-izational commitment, managerial executives.

## The Problem

High employee turnover significantly impacts organizations due to its negative effect on overall firm performance. Employee turnover intention factors include increased costs associated with recruiting new employees and the time and cost obligations of retraining individuals on the organization's processes, culture, and job expectations (Rainayee, 2013). Several rationales exist for the potential lack of commitment of individuals to an organization, categorized as internal and external factors associated with the workplace environment (Guha & Chakrabarti, 2015). In studying the commitment of individuals in a multigenerational workforce, the research considers several elements. Some commitment-based aspects include how individuals' generations influence their professional identities, values, and perspectives (Stutzer, 2020). In

addition, the present generational outlook (i.e., millennial) on organizational commitment (designated the post-loyalty era) has also impacted managerial executives in considering job positions. One such viewpoint of Millennials consists of pursuing networking opportunities and financial extensions rather than long-term positions in the organizations, as was viewed favorably by prior generations (Hawkins, 2001).

**Table 1**  
*Largest Occupational Groups of Guam in 2019*

Major Occupational Group	Percent of Total Employment	Hourly Wage Variance from the U.S.
Management	8.2	-42%
Educational instruction and library	7.2	-22%
Food preparation and serving related	11.4	-20%
Office and administrative support	14.7	-25%
Construction and extraction	7.2	-39%

*Source: Bureau of Labor Statistics, Occupational Employment and Wages in Guam, May 2019.*

Management personnel on Guam have the third-highest occupational proportion on Guam. Compared to the US, Guam-based managers account for a higher proportion (8.2%) of total employment on the island than managers in the US (5.5%) (BLS, 2019). Hourly wage earnings for management reflects the most significant negative difference (-42%) between Guam and US-based counterparts amongst the largest occupational groups on the island. Thus, a need exists for identifying the commitment and retention factors of a significant proportion of Guam’s workforce.

### **Purpose of the Study and Research Questions**

This study examines generational influences, cultural norms and values, and personal preconceptions (motivation) on establishing

organizational commitment through managerial executives working for private companies on Guam. Therefore, two research questions guided the study:

1. What influence do generational norms have on the decision of managers to remain with an organization?
2. In what way do perceived workplace environment factors affect organizational commitment amongst managerial executives?

### **Review of Current Literature**

Producing a better understanding of the perceptions, motivations, and rationale that private managerial individuals have concerning commitment to organizations will assist such individuals in gaining a better sense of the positive facets involving their professional situations and personal outlooks. Such an analysis should also improve the quality of the work environment. Identifying commitment rationale and multigenerational values should assist Guam-based organizations in comprehending influences that produce employee retention.

### **Commitment Factors**

Commitment has been described in various studies as potential actions that bind employees to their organizations, separate from mere motives or attitudes (Meyer & Herscovitch, 2001). For example, in their study, Mowday, Steers, and Porter (1979) determine a converging relationship between commitment and attitudinal (sentimental connection to firms) and motivational viewpoints (performance). Likewise, Dursun (2015) posits a need for encouragement (support) of superiors which produces job satisfaction, ultimately leading to trust and improvement, and commitment to the firm. In addition, researchers categorize organizational commitment into two alignments, one of which focuses on the moral, attitudinal viewpoint related to affiliation and connection and allegiance to the organization (Mowday et al., 1979). The second orientation, calculative, has been depicted by Becker's side-bet theory. The theory involves an awareness of perceived incurred costs associated with leaving an organization, such as benefits associated with

tenure (compensation for seniority). In addition, the time and investment costs of learning skills specific to the organization (Powell & Meyer, 2004).

Additionally, studies have identified organizational commitment as two distinct classifications: *Affective* (moral obligation), and *instrumental* (a calculative attachment due to incentives) (Penley & Gould, 1988). Moreover, through the cost perceptions of leaving, Becker's *side-bet* model represents a contributory commitment approach. Finally, future models, such as Meyer and Allen's *Three-Component Model* of organizational commitment, have developed the foundation for a third type, *continuance commitment* (Powell & Meyer, 2004).

According to Chang and Choi (2007), commitment involves two categorical forms, professional commitment (career outlook) and how an individual perceives his or her firm, considered organizational-based. Additionally, Singh and Gupta (2015) extend the notion of commitment to include team-based commitment, in addition to organizational and professional commitment. Employees feel the emotional connection due to interpersonal group relationships, differing from solely organizational commitment due to the focus of the attachment being the team rather than for the overall firm. Studies associate lower commitment with interpersonal workplace challenges such as incivility, and intra-organizational problems (such as lack of communication, poor climate, and absenteeism), negatively impacting the organization's workplace environment (Ahmed, 2013). Furthermore, Rusu (2013) indicates that organizational commitment reflects a byproduct of effective management leading to beneficial outcomes, including overall firm performance.

## **Generational Cohorts in the Workplace**

Regarding the current workplace, the generational cohorts that encompass the majority of the workforce are the Baby Boomers (born 1946 to 1964), Gen X (born 1965 to 1980), and Gen Y (born 1981 through 1994), also known as Millennials (Cennamo & Gardner, 2008; Kelly, Elizabeth, Bharat, & Jitendra, 2016). In addition, through autonomous organizational structures, decision-making responsibility has been

demonstrated as a potential factor concerning generational perceptions of both job satisfaction and turnover, ultimately relating to commitment (Mencl & Lester, 2014). Furthermore, cohort perceptions and how each group values their respective organizational environment can be attributable to understanding the values, motivational influences, outlooks, and mannerisms distinct to each cohort and learning the appropriate method of communication. Appropriate communication methods assist in avoiding any potential workplace conflict arising from the unique generational characteristics (Kelly et al., 2016).

According to Fry (2015), regarding the U.S. labor force, the Millennial generation has surpassed Generation X as the most significant representation in the workforce, totaling 53.5 million, while Generation X amounts to 52.7 million individuals and Baby Boomers equating to 44.6 million. The three-generational cohorts -- Baby Boomers, Generation X, and Generation Y (also identified as the Millennials) -- primarily embody the current organizational workplace (Hoole & Bonnema, 2015; Glass, 2007). The generational makeup of the U.S. labor force shows a transition from 2010, where Baby Boomers were the most prominent representation, approximating 55 million workers, while Generation X accounted for roughly 52.8 million in the workplace, and Millennials had just under 40 million individuals in the U.S. labor force (Fry, 2015). From the perspective of age, Baby Boomers encompass individuals born between the period of 1946 and 1964, Generation Xers are born from 1965 to 1981, and Generation Y (Millennials) as those with birth years from 1984 to 2000 (Burnett, 2012; Zemke, Raines, & Filipczak, 2013; Shragay & Tziner, 2011; Strauss & Howe, 1991).

Nelson (2012) provides a correlational study between affective commitment and work-family conflict amongst the three current generations in the workplace, thus supporting generational influence about organizational commitment. Moreover, a lack of synchronization between individual and workplace values yields lower levels of commitment and increased turnover intention for all three cohorts (Shragay & Tziner, 2011). Likewise, Macky, Gardner, and Forsyth (2008) suggest a linkage between generational distinctions in leadership

advancement desires and approaches to development and learning to retention behavior, which establishes the legitimacy of generational theory in exploring the potential commitment influences.

## **Method**

**Participants.** The managerial participants were selected using a snowball method with a criterion-based, purposeful sample. Through a snowball intermediary, who contacted individuals known to him, the study fulfilled criterion parameters, and individuals volunteered to be a part of the research study. Additionally, in completing the participant list, the researcher asked the participants themselves for referrals.

In qualitative inquiry, a research code of ethics outlines the procedures and emphasis on various research issues such as privacy, confidentiality, and adherence to collecting and presenting valid and reliable empirical data (Denzin & Lincoln, 2000). In order to ensure the anonymity of participants and their employers, the researcher did not include any specific identifying data about them during the procedures of the study. Instead, the researcher established pseudonyms for each of the eight participants and presented comprehensive demographic information. In addition, the researcher removed employers' names and other identifiable characteristics of their organizations.

## **Procedures**

The study incorporated a qualitative research approach utilizing a collective case study of eight management-level individuals. They had been working for private firms for at least two years, and were continuing that employment. They maintained a supervisory or executive decision-making capacity for at least one year. The qualitative inquiry design incorporated in-depth, open-ended interviews, as well as a demographic questionnaire, as the focal instruments for data collection. The objective of utilizing in-depth interviews within this study was to embolden the managers to retrieve and convey their perceptions about managerial experiences and their expertise. The process allowed them to grasp and

convey their life accounts while using the questionnaire to form a narrative surrounding the background of the participants.

Participation in the study was strictly voluntary. The participants could withdraw during the study or the interview process without any negative repercussions. The researcher provided the interview transcriptions for each participant to review in order that they could identify any possible misrepresentations, inaccuracies, or misinterpretations. In addition, the researcher conducted the review of interview transcriptions for reaffirmation purposes, or to identify any information the participants did not want to include in the study. The researcher also informed participants of potential risks, including referencing previous memories, physical or emotional distress, and bad feelings about participating in the study. A listing of Guam Mental Health professionals was also provided to participants to help minimize any adverse reaction to the interview process.

The researcher gathered data for this study in two phases. In the first phase, the participants completed a demographic questionnaire. A general overview of the demographic information of the participants showed the generational breakdown of the individuals.

**Table 2**

*Classification by Generations and Gender*

Age Intervals	Number of Participants	
	Male	Female
Millennials (Gen Y)	1	1
Generation X	3	2
Baby Boomers	1	0

*Source: Author created*

All management individuals were working for their respective private firms for two years or longer. All participants held their respective positions in a management or supervisory capacity for at least

one year. Of the eight participants, six were in middle management positions, while two were serving in upper management roles. The number of years the individuals had served in a management role ranged from two years to 16 years. Three of the eight participants had previously worked in the public sector. Of the eight participants, four individuals were working for his or her own family-owned business.

The highest level of education completed by the eight managerial individuals was a Bachelor's degree. Although the questionnaire included higher levels of education such as Master and Doctoral degrees as options, the participants represented themselves only with the two levels mentioned. Four out of five males had received a high school diploma or equivalent as their highest level of educational completion, while one male had received his Bachelor's degree. Of the three female managerial participants, two had received their high school diplomas or equivalent as their highest levels of educational completion. In contrast, one female participant had received her Bachelor's degree. Overall, six out of eight (75%) participants were high school graduates.

In the second phase, the researcher collected data from in-depth, open-ended, individual interviews with the participants. The researcher coded findings from the data utilizing analysis from interviews and the observational field notes created during the interviews. The interviews were analyzed using categorical aggregation or direct interpretation, pattern correspondence, and naturalistic generalizations (Stake, 1995). During this process, the researcher dissected the transcription via an open coding process to induce thematic patterns, followed by an axial process. Next, the researcher established a linkage of subcategories to overall themes. Finally, the analysis included a selected coding procedure involving integrating and refining categories, subcategories, and patterns.

## **Results**

### **Perceived Generational Values**



The participants discussed their perceived outlooks on their management commitment to their organizations based on generational factors, identifying their respective generational cohorts. The majority of participants responded with the appropriate generation identification, while one individual needed information about his generation based on age. Based on their responses, the participants unexpectedly shared distinct and similar sentiments regarding generational factors related to espoused values and mindset and workplace expectations.

## **Espoused Values**

The following are some expressions of the adopted values of their generation that influenced their mindsets and perceptions of generational distinctions and that are potentially impactful to their organizational commitment as managers.

**Millennials.** A Millennial manager responded with of adopted values or expectations regarding his generation,  
*Everything else is kind of the same as previous times. Just do what you got to do, do it well, you know you want to do something well, provide enough value if you can, be on time, all the common work-related factors that you would have, or that an employer would want to have in an employee. So I think that they [respondent's generation] share some values. Yeah, they share most values. You will have people with different perceived values, like, for whatever factors that affect that, they just come with a different mindset than another person. I know that my generation is savvy, technology-wise. We grew up in the technological era of our time in the most prevalent technical era. There are cell phones. Everyone has got a cellphone, and everyone has got a laptop. There are all these new things coming out.*

**Gen X.** A Gen X manager mentions learning from other generations and adapting based on her experiences,

*I think my dad's mentality when running the show was 'my way or the highway. The door is there; if you do not like it, walk out the door.'* So

*for me, I realized, that yeah, ultimately, we are the boss, that is correct, but at the same time, I am not trying to sit here and be a dictator. I try to work with my employees.*

Another Gen X manager also emphasized the values instilled from His generation, less about the financial outcomes.

*However, growing up from where I came from, you cherish it. You learn from it, grow with it, and I think that is unique. If you talk to anybody, probably in my age group, you will not hear how much salary they are making; it is more about how much they love doing what they do.*

One Gen X manager emphasized finding a work-life balance,

*Many people think it is harder to decide with my age group because they are scared to make mistakes. It goes back to them after. So they do not want to make the decisions because they are scared, they are not very sure. So right now, I think with our generation, people see us as not so much as hard workers, it is like it balances, and we relax a bit. The way I see it, we work 8 to 5 right after you relax and probably get a beer or something.*

**Baby Boomer.** A Baby Boomer manager emphasized,

*Our generation versus the newer generation goes back to being 'old school.' If we were to look at our generation, we are more 'old school' and 'down in the gutters' with the people, being more upfront with your people; what I mean by 'down in the gutters' is being out there with them, expecting what you expect.*

## **Work-related Expectations**

For all participants, work-related expectations were another factor of generational distinction while also about their organizational commitment. Participants responded with frustration and happiness

when recollecting past and present memories and experiences regarding their upbringing and working in their respective generational eras.

**Millennials.** A Millennial manager expressed his generations' desire to seek organizations with progress-based efforts and wanting the flexibility to become innovative: *"I guess . . . improvements. I suppose it is not to adhere to already established procedures or conducts within a workplace environment. In that case, it is either that or a drastically improved version of those procedures or conducts"*. He mentioned, however, that his generation anticipates expectations to be technical individuals, referring again to individuals typecasting his generation as a technically-savvy cohort. The possible distress this may cause, *"You never really want to have that expected upon you, because what if you cannot deliver? You have already lost someone's interest or lost his or her respect, which is kind of sad"*.

**Gen X.** Workplace expectations for one Gen X manager emphasized having a desire for work rather than financial motives for his generation:

*I think the generation that I came from is not necessarily how much you are making, but it is really about the love of the job. Especially in the business that I am in, the business that I chose to pursue, hospitality and food and beverage, is really about loving what you do. So if you look at the per hour rate, it is almost a 75 percent increase from when I first started, but I am still doing what I am doing.*

Another Gen X manager demonstrated the same sentiment:

*For our generation, I think it is about stability. So many of my friends in my age group have all been in our positions or employment. Everybody has been in the same line for as long as I can remember. We are not just jumping around to the next higher pay.*

**Baby Boomer.** A Baby Boomer manager reflected effective decision-making in his rationale and expectations for the workplace: *I do not know, but as the older you get, your expectation gets higher. I would*

*think that what stands out for me is that my expectations are a little higher. I hate to say this, but you want immediate results. So I think with my age group, I think it is that higher expectations and results more quickly.*

## **Perceptions of other Generations**

The participants described their perceptions of other generational cohorts and how they felt other generations perceived their respective cohorts concerning work-related values.

**Millennials.** A Millennial manager states: *It is either you stick with the status quo and work with it, or in some cases, I will feel like we must expand upon it or make it better for the older generation. They look at us because we grew up in this climate, this technological culture, that we have almost had this innate [pauses] . . . So I feel like we are depended upon to run with what we have right now.*

**Gen X.** Generation X managers emphasized both perceptions by older (Silent, Baby Boomers), along with their perceptions of the younger generation (Millennials) in the workforce. One Gen X manager shares: *So, with the older employees, it is just 'let us do what the management says. I have been here for twenty years. We will retire soon, and if he is going to leave, we will sign the papers.' I think that is the difference between them [the older group], my [generation], and the younger ones. I can see a difference now with new managers, probably they will change their minds later in life, but the way I am seeing the new managers, the ones that get promoted now, the younger ones, are hungry for power somehow. I guess it is because they were in that position at a very young age, so they think they are smarter than everyone else.*

Another Gen X echoed this sentiment emphasizing: *Some of these younger kids, it is like, 'you pay me more, and then I will work harder.' That is not really how it works [chuckles]. It works the other way around, so that you know. It is just the newer generation. I think they are not as eager to work for what they want, and they are more entitled to, 'how can I get this more*

*easily.' They are not used to working hard for everything that they made or want.*

**Baby Boomers.** A Baby Boomer manager emphasized the differences between his generation and perceptions of other generations: *Our generation versus the newer generation goes back to being 'old school.' If we were to look at our generation, we are more 'old school' and 'down in the gutters' with the people, being more upfront with your people. What I mean by 'down in the gutters' is being out there with them, expecting what you expect. The new generation now does not often have the same mentality as we do. I do not mean it negatively. I mean, I think they are more business or structure-oriented. They want results from behind the desk versus our generations, and we like to see the results physically.*

The findings regarding the effects of generational norms on private managerial individuals reflected three theme categories: (a) espoused values, (b) discernment of other generational cohorts, and (c) workplace expectations. The following section comprises relevant findings regarding the motivational aspects related to organizational commitment.

## **Commitment**

As the participants discussed their management commitment to their respective organizations, they expressed their professional and personal rationale for remaining with their firms. All of the participants' responses had characteristics of three types of commitment: affective (emotional attachment), continuance (cost-related factors), and normative (an obligation to remain).

## **Emotional Attachment**

All managerial participants displayed some sort of emotional attachment shown through an affective commitment to their organizations. Most noteworthy of responses was the passion and

admiration that each participant had for their bosses, customers, or organization, in general. In addition, the participants responded with amusement, joy, and overall enjoyment in being able to tell their personal stories and appreciation for their organization and their workplace.

**Millennials.** A Millennial manager expressed an affinity for his customers, as he cherished the relationships he had built during the time working for his organization, “My clients [customers] would probably be the biggest factor.” Another Millennial manager mentioned the autonomy she felt in the workplace, a reason for her affinity for her organization:

*What I love is I know my boss is not on the island [laughs]. I can be my boss. I can do one thing at a time and not rush because I can make sure I can make my own decisions. Do not worry about who will have a say, who will like it, or if they will not approve of [my decisions]. That is why I like it. All I have to do is just answer [her mother, the owner] by phone.*

**Generation X.** A Generation X manager reflected her emotional attachment to her organization and the sense of pride she gained from the organization continuing to prosper under her helm, having taken over the company from her father:

*I love what I do, I enjoy what I do, and my dad sees all the awards and everything going on now. I think we make him proud that we are hanging on, businesses rarely survive to the second generation and [construction services] of all things, and we are girls!*

Another Generation X manager emphasized his organization’s values as corresponding to his own:

*When you are loyal to yourself, and not necessarily to the company, you know that your loyalty is the best possible. It makes your decision to stay with the company a lot easier because of the ohana part again. I love family, I have my own family, and family values are concerned it is easy for me.*

**Baby Boomers.** A Baby Boomer manager describes his affinity for his work, surrounding the day-to-day functions of his role within his organization leading to an emotional attachment:

*I mean, I never thought of leaving. It is not the money; it is not the position. It is none of that. I have had management positions before. It is all work-related, fundamentally loyal to the company, good people working with, great environment. If anyone ever tells you why they leave a business, it is because they are not happy. I am personally happy.*

### **Continuance-Based Commitment**

The majority (seven) of the eight participants expressed some cost associated with leaving their respective organizations. Most notably, although participants expressed the potential costs that they would incur due to departing from their companies, only two participants suggested a lack of other better career opportunities, an additional factor of continuance commitment. The participants' responses were both humorous, and at times, expressively moving, as participants shared a clear outlook into their personal and professional career motivations.

**Millennials.** One manager mentioned the financial opportunity provided by his organization: *That is like a personal thing because it is external to the core focus, the core product. It is just an extra factor that supplements technology as a whole, the tech company as a whole because I do get asked questions, I do get asked if I can do this or that, which I will entertain for several reasons. Either I can do it or know someone who can do it or is easy enough or lucrative enough. So it makes sense to do it.*

**Generation X.** A Gen X manager discussed a long-term goal of achieving financial stability with her respective firm: *I want to be able to be like, 'Okay, we can make this kind of run on autopilot,' and get people in the correct positions so that we can enjoy the fruits of our labor. So we cannot go on family vacations, because one of us has to be here. So we want to get to the point where we can have people in the right places, train them properly, and have the business running as smoothly as possible without you having to be here to oversee it.*

Another Gen X manager mentions the time investment and stability of the organization: *“Of course, family and security . . . job-security. I have been here six or seven years, but yeah, job security, and they trust me, trust me to build things, and that is what I like, to build my wings.”*

## **Normative Commitment**

Of the eight managerial participants, six individuals demonstrated feelings of obligation to remain with their respective firms. Most notable of the participants' responses was the overall sense of having a duty or responsibility to give back to the organization or its members for their opportunities. The participants responded with laughter and a sense of appreciation by retelling accounts and personal stories regarding their commitment to their respective firms.

**Millennials.** One Millennial manager expressed an obligation to her and her company, in remaining committed to her organization: *I do not want to fail my mother [the company's owner]. I motivated my mom to move from Chuuk over so that we can start a small business. I did want her to sell. A friend of mine pushed me to hold on to the fish mart and see where it goes. So, that is the reason why I thought it over again and think, 'you know what? I am not going to fail her,' because I was the one who had her move over Chuuk. That was a big step for her because she had to leave the family there in Chuuk, you know, my dad, and she moved over [to Guam] and stayed here [on Guam] for six months. So, I did not want her to think it was for nothing.*

**Generation X.** One Gen X manager emphasizes her obligation and responsibility to her family and her organization: *Yeah, I feel obligated to the company, I kind of do, because my dad has no sons, so it was past to my sister and me. My sister does not do the [operations] side of the business; she does the taxes, payroll . . . all the stuff I hate to do, the numbers stuff, the bookkeeping, paying the bills. Sh So she tells me how much money we need, and I get the money in.*



Another Gen X manager mentions his obligation to his company due to the support it provided him: *The company also allows me to improve myself. On their behalf, I did not have to pay for any of [the improvements]. It was given to me by the company to equip myself and even educate myself to be more equipped in what we do.*

The findings categorized motivational factors surrounding organizational commitment into three themes: (a) emotional attachment, (b) obligation to stay, and (c) cost-related factors.

### **Insights, Discussions, Recommendations**

The purpose of this study was to examine the perceptions of managerial individuals working for private firms by attaining a clearer understanding of the rationale behind their decisions to remain committed to their present organizations. The study yielded data from demographic questionnaires and in-depth, face-to-face, interviews. In addition, the study produced a narrative summary of the responses to the demographic questionnaires to form a detailed description and introductory background about the study participants. Data from the individual interviews were analyzed utilizing Stake's (1995) three classifications of qualitative analytic inquiry and interpretation, concentrating on the case study approach; categorical information from reoccurring opinions through segmentation of the data, followed by axial coding and selective coding to identify emergent patterns and the themes that developed. Furthermore, the study provided a discussion linking the findings to the current literature recommendations for future use.

#### **Insights**

Upbringing had a role in perceptions of workplace values, a factor of generational norms. The individuals expressed determination, work ethics, and hard work as specific values instilled in them since an early age, either through observing elders, other individuals' opinions, or the difficult situations they encountered. Two individuals explained growing up in environments where they experienced financial hardships, which

had fueled them to succeed. Interestingly, three individuals who had all noted the significance of generational norms on commitment, felt an internal motivation. Even though they had shared the same work-related factors consistent with their respective generational groups, they did not feel motivation as generalizable by generational distinctions. The two millennial participants explained that their motivation, in part, was due to the highly competitive, fast-paced, current business landscape that required them to be determined.

Unpredictably, most individuals had an undesirable perception of the generational cohort younger than their own identified generation. The reasoning for the negative undertone surrounded the individuals' feelings involving the perceived workplace values, personal motivations, career outlooks, and mindsets of the younger generational cohort. The two participants belonging to the younger, Millennial cohort, explained having felt pressure or a sense of the older generational groups' expectations of them in the workplace. Interestingly, one individual from the older generational cohort had expressed an awareness of the younger groups' perception of her older group having more expectations and mutual effort regarding work ethics.

## **Discussion of Results**

Regarding the commitment discipline, the findings in the study are that management individuals in private firms on Guam have commitment rationale consistent with Allen and Meyer's (1990) Three-Component Model (TCM), which describes commitment as affective, normative, and continuance-based. The literature review emphasized that these TCM commitment factors were related to intentions to leave and positive workplace outcomes (Allen & Meyer, 1990; Ghosh & Sahney, 2011; Herscovitch & Meyer, 2002). Budihardjo (2013) suggested that managers who are highly motivated by their affective commitments to their firms enhance organizational capability, overall effectiveness, and overall performance. The results indicate affective commitment as the highest indicator of turnover intention and employee attitudes toward their respective organizations and work (Yao & Wang, 2006). The

findings of this study corroborated this assertion, as participants' responses most reflected an emotional attachment to their firms.

From the normative obligation rationale, individuals have a moral or psychological sense of obligation to their respective firms, a finding highlighting the investments made by firms and thus developing a sense of reciprocity (Yucel, et al., 2014). Participants expressed such indebtedness to their firms based on the support and investment their companies had given them and described a feeling of responsibility – a moral imperative – in terms of the organizations' success. However, the normative commitment was the least of the three types of commitment detailed by the participants. The personal sacrifice associated with continuance, the personal investment of time, effort, and potential rewards or incentives, suggests a negative effect on employees' perceptions regarding their work place behavior and overall feelings toward their organizations (Iverson & Buttigieg, 1999). However, participants in this study reflected investments made to their organization but exhibited positive feelings toward their organizations and their workplace behavior – hard work, positive interaction, and determination – thus, potentially conflicting with current and past research.

All participants identified themselves with their particular cohort, stating similar experiences, reflecting both location and age traits indicative of generational cohort theory. A generational difference in commitment regarding career outlooks, pursuing work from a perspective of “job for life,” has been maintained as a perception for the Baby Boomers in the workplace (D'Amato & Herzfeldt, 2008, p. 933). Although the Baby Boomer participant did mention this outlook (unpredictably), the six participants who were part of Generation X also had a similar perspective to Baby Boomers' work place arrangements. However, the two millennial participants did not mention a career viewpoint of their work situations.

## **Recommendations**

Future research should examine organizational culture factors surrounding environment, growth opportunities, and socialization to more effectively determine workplace factors that support organizational commitment in Guam's private firm managerial workforce. Although managerial participants did acknowledge the factors in their respective workplaces that supported their commitment, the researcher failed to determine which factors specifically related directly to commitment. Moreover, researchers should investigate the effectiveness of open space work places as organizational arrangements on commitment. Participants mentioned open space elements such as collective, collaborative, flexibility, and decision-making autonomy associated with positive work place environments.

The theme of generational distinctions and norms in this study reveals that the approach to work did not differentiate among the groups. Nevertheless, the perception of other generations' work values became evident in the findings. Moreover, the newest generation, Generation Z, has started to enter the work place. Therefore, this study could include the youngest cohort to enter the work force as they may have different rationales for their professional careers.

Findings in this study also explore commitment rationale for management rationale in line with job satisfaction, indirectly related to affective commitment, and goal-setting theory. Individuals feel empowered by challenging but achievable goals in the work place. A logical extension to this research would be to compare goal-setting rationale versus expectancy about commitment motivation in organizations. Another relevant extension to the study should involve a look at public sector management commitment. Research has shown a potential differentiation exists, surrounding prestige and status in the form or value commitment; thus, possibly related to an expectancy-based influence (Cho & Lee, 2001). The private firm managerial participants in this study represented a particularly unique group of individuals on Guam. Comparable studies should focus on private firm managers in neighboring islands in Micronesia to ascertain whether location and culture also impact commitment rationale.

## Conclusion

Management individuals act as the go-between and the backbone of the organization. They are facilitators, mentors, communicators, and decision-makers for their respective organizations. Retaining such skilled, knowledgeable, and experienced individuals remains significant for an organization concerned with quality and consistency of performance, while also maintaining a competitive advantage. Understanding the thought process for why an individual chooses to stay with their respective firm can assist Guam businesses in maintaining one of their greatest assets – the manager.

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