Global Conference on Advances in Business and Social Sciences (GCABSS – 2020 Online)

Comments and Questions
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Paper No. 201201

Comment 1
While the research idea is interesting, it would be more interesting to know the background of the XYZ Company. Only then we shall see how the company can contribute to millennial employees' employee engagement and organizational commitment.

Reply
XYZ Company is founded in February 14th, 2011 by a group of professionals which specializes in transforming financial processes for providers and payers by implementing best practices for healthcare providers and maintains Global Service Delivery Center in Colombo. XYZ Company is emphasized on “analytics powered revenue cycle transformation” which helps their partners to maximize and realize their organizations full revenue potential. XYZ Company is a healthcare organization dedicated to the financial success of American Healthcare industry. Mother Company of XYZ Company today presence in over forty five states in America maintaining the headquarters at Texas. As a KPO Organization their main focus is on data analytics of revenue cycle management. It also consists of two subsidiaries in Global Service Delivery Centers in Sri Lanka as XYZ Technology Labs and XYZ Solutions which focus on IOT (Internet of Things) and software development for healthcare industry. XYZ Solutions Company provides services such as XYZ Analytics, XYZ Company pay-patient payment solution, credentialing and contracting services, coding optimizer solutions and system integration and automation. These services supports for the operations of revenue cycle management of XYZ Company with different specialties such as orthopedics, oncology, urgent care, ambulatory services, laboratory services and hospital services. At the time of study the Global Service Delivery Center of XYZ Company consists of 397 employees with a composition of 198 males and 199 females in full time. 54.6% of employees belong to full time employee category and the balance of 45.4% represents the part time category operations. Age category of XYZ Company ranges from less than 25 to 55 years of age.

Comment 2
Presenters explain the theoretical foundations are drawn from Homan's Social Exchange theory and Meyer and Allen's Organizational Commitment model. They should explain the reasons for choosing these very models for their study.

Reply
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Social Exchange Theory which emphasizes the importance of mentor and mentee relationship based on their ability, attitude and personality. People choose from among relationships that provide the most reward with a least cost. Homan explains that people tend to incur a cost with an expectation of receiving a reward with either profit or at least equity. One of the party’s in the relationship is dependent on the other for fulfilling personal goal through interaction with another person. Therefore, this theory was ideal to explain the interaction of mentor and mentee in a mentoring relationship. Organizational Commitment Model by Meyer and Allen (1997) explained commitment as a summation of affective commitment, normative commitment and continuous commitment which covers employee’s emotional attachment with the organization, their obligations to stay with the organization and as well as awareness of the costs associated with leaving the organization. This model covers almost every aspect that relates to organizational commitment. Therefore, it identified as an ideal model to explain organizational commitment related aspects in the study.

Question No. 1
What are the underlying assumptions of your research model?

Reply
Since, this is a qualitative case study a research model hasn’t been used as in a quantitative study. However, based on the literature review and specifically on characteristics and behavior of millennial generation that have been identified by scholars we assumed that millennials respond differently to mentoring relationship than the other generations. And, as well as they have a unique way of responding to employee engagement and organizational commitment in light of a mentoring relationship.

Question No. 2
What is the uniqueness of your research?

Reply
There have been plenty of studies in modern research context focusing on mentoring and employee engagement, mentoring and organizational commitment. However, it was difficult to find a study which focused on mentoring, employee engagement and organizational commitment within a single study in local context and as well as in global context in relation to millennials. Millennial generation was the main focus of this study who has been conquering the work force since last decade. The study was centered on identifying their feelings, emotions and behavior in terms of mentoring program and how they react with it in terms of engagement and commitment. Therefore, the study was able to fill out the gap in local and global context by studying millennial generation in terms of impact of mentoring on employee engagement and organizational commitment. The study also indicated a notable finding about millennials in KPO industry that they are committed to their job but not to their organization. The finding may facilitate future
researches in this industry whereas the organizations in KPO industry can make use of the study results to reevaluate their organizational strategies in terms of millennial employees.

Question No. 3
What factors limit the outcomes of your study?

Reply
Mainly the time factor. The data collection of the study was limited to a six months period therefore timely effects of mentoring could not identified. Also, the study was limited to single case study which focused only on millennials at XYZ organization. Some respondents hesitated to express their true feelings during the interviews as this is a sensitive topic. Furthermore, some respondents refused audio recording of interviews and confined the researcher only to take field notes. Millennials have a sincere commitment towards their job but not to their organization. This also impacted as a limiting factor for the study.

Question No. 4
What definition of employee engagement and organizational commitment is used in the research?

Reply
Kahn (1990) definition of employee engagement and Allen and Meyer (1991) organizational commitment definition have used for the study. According to Kahn (1990) “in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. Allen and Meyer (1991) defined organizational commitment as “a psychological state that characterizes the employee’s relationship with the organization, and has implications for the decision to continue membership in the organization”.
