

IMPACT OF GENERATIONAL DIFFERENCES ON EMPLOYEES' PREFERENCES FOR ENGAGEMENT - ENABLERS AND DRIVERS AT FEROZE1888 MILLS LTD.

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Abstract

The aim of this study is to identify the impact of generational differences on employee preferences for engagement - enablers and drivers at feroze1888 mills ltd. To conduct this research, Employee Engagement Drivers have been identified through the research paper named as 'The Drivers of Employee Engagement: a diagnostic model' which was presented by Institute of Employment Studies in 2003, while the Employee Engagement Enablers have been extracted from the research paper 'Engaging for Success: Enhancing performance through employee engagement' published in 2009 by MacLeod and Clarke. The identified variables in terms of Enablers and Drivers have then been evaluated with respect to preferences of three generations for them which includes Baby Boomers, Gen X and Gen Y. Stratified Random Sampling has been used for this research resulting in a total sample size of 208 respondents comprising of 3 strata groups based on the 3 generations. For data Integration and analysis, one-way ANOVA has been used to find out the results in categorical form for the purpose of creating a comparison between the three groups. Having some of its hypothesis rejected while majority getting excepted, the research has concluded that 'yes there do exist some difference amongst the 3 generations in their preferences for the Enablers and Drivers'. This research can be useful for organizations who consider the Engagement of each of their employees equally important regardless of the age bracket to which they belong. This research can provide them an insight about which areas of Employee Engagement are to be kept in focus to engage their young, middle aged and senior employees.

Keywords; Employee Engagement, Baby Boomers, Generation X, Generation Y, Generational difference. Drivers, Enablers, Strategic narrative, Engaging managers, Employee voice, Organizational Integrity, employee development, supportive management, performance & appraisal, open communication, equal opportunity, pay and benefit, health & safety, cooperation, family friendliness, job satisfaction.

Jel Classification: J108, J101

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1. INTRODUCTION AND AIM OF THE STUDY

There is a universal agreement of Managers that for achieving efficiency in this era of technology, simply relying upon methods like Total Quality Management and Business Process Reengineering won't serve the need hence the emphasis in this regard is shifting more towards Employee Engagement (Markos, 2010). Employee Engagement is all about employees' enthusiasm towards their job supported by a positive mindset and characterized by absorption, vigor and dedication. (Malavika Desai, 2010).

Employee Engagement may considerably be affected by certain job characteristics and prevailing organizational practices, but one cannot neglect the importance of individuals' dispositional factors as studies have shown that Extraversion and Conscientiousness are two personality traits that turned out to be important for Employee Engagement (Ilke Inceoglu, 2012). Neuroticism plays an inversely proportionate role with Employee Engagement and was found to be positively linked with Employee Burnout (Saar Langelaan, 2006). Based on past researches it may be envisaged that keeping other external and internal factors under consideration, employees' Job Engagement does have their roots tied up with Individual's personality traits.

Talking about personalities, they can be dominated by culture and upbringing experienced by individuals in different frames of time and such experiences differ for the Generations thus creating differences in their personalities. Baby Boomers can be classified as more individualistic and dominant by the trait of Conscientiousness (Jean M. Twenge, 2008). Generation X is more towards being pragmatic, self-reliant, and adaptive to change (Susana Fernandez, 2009). For Generation Y, their personality traits of narcissism and agreeableness makes them raise their career expectations (Sean Lyons, 2012).

For the purpose of establishing and fueling up employee engagement, there are certain enablers of employee engagement such as Strategic Narrative, Engaging Managers, Employee Voice and Integrity as determined by MacLeod and Clarke (Dromey, 2014) and employee engagement key drivers such as Career Opportunities, Managing Performance, Organization Reputation, Pay, Communication, Innovation and Recognition (Sandeep Kular, 2008). These Employee Engagement drivers are also affected by employees' personality traits (Roman, 2013).

In continuation with all these researches, an issue that ought to be highlighted can be the differences created in employees' preferences for engagement enablers and drivers at work because of their generational differences. Therefore, the aim of this study is to evaluate whether different generations of workforce can differ in their preferences for employee engagement enablers and drivers.

By first identifying the research variables in terms of Employee Engagement Enablers and Drivers, this research then analyzes using different statistical tools that according to what sequence those enablers and drivers can be prioritized by each of the three generations i.e. Generation X, Generation Y and Baby Boomers. The results of this research provides an insight about what steps an organization can take to achieve the highest and sustained Employee Engagement levels of the three Generations working for them.

Feroze1888 Mills Ltd is the organization whose workforce has been chosen to serve as the respondents for this research. Feroze1888 Mills Ltd is a vertically integrated export company having business in terry towel manufacturing and has remained in operation since early 1970s. The company is operational in 8 different locations spread over Karachi and Hub city

and has remained determinant towards environment friendly production services, quality products and employee engagement.

2. LITERATURE REVIEW

2.1 Employee Engagement

Having a diverse series of definitions, employee engagement sometimes gets associated with other terminologies as most remain perplex about how to contrast it thus it has created its identity as “Old wine in new bottle” (Saks, 2006). Employee Engagement is usually referred to as organizational commitment because as described by literature of psychology, McCashland while defining Employee Engagement used the terms Engagement and Commitment interchangeably. (Colin Dicke, 2007). The wide variations in defining Employee Engagement also gets it associated with “Job Involvement” but if we are to contrast it, then employee engagement is more about how engaged an employee is while delivering his performance for achieving company goals whereas job involvement is more about being emotionally and psychologically attached with one’s job (Mark Gatenby, 2008). Amongst the quo of such related terms, organizational citizenship behavior (OCB) has also been considered similar as employee engagement however (OCB) can be taken as an analyst of employee engagement which is demonstrated by an employee once he socially and psychologically creates a bond with its organization and delivers towards the organizational goal without an intend for any monetary rewards. (Ariani, 2013).

Even after having diverse and contradictory definitions, employee engagement has been acclaimed by many researchers such as Dale Carnegie Training as the fuel for companies in generating profits because survey has shown that engaged employees are more likely to be retained. (MicroEdge, 2012).

2.3 Generation of Baby Boomers

Baby Boomers is the generation that can considered to be the most loyal one towards their employers, they tend to be more focused towards their goal and believe in promoting teamwork (Dowd-Higgins, 2013). Baby Boomers always prefer to work with such managers who develop goals with mutual consent and define team mission in clear terms (Murphy, 2007). This generation is soon to retire and as shown in a research by (Collinson, 2014), around 41% baby boomer employees in a survey of 2000 respondents were worried about their living standards.

2.4 Generation X and Generation Y

Although preceding one another, Generation X and Generation Y can make their employers feel the distinction (Cole, 2002). Gen X can be pessimistic towards their jobs but are loyal towards their profession whereas Gen Y tends to be more confident about their skill dexterity hence is more optimistic about their jobs (Susana Fernandez, 2009). Work value is yet another variable which sets both generations apart as Gen Y inclines more towards leisure time than Gen X, also Gen Y are not much passionate about forfeiting for their jobs because of the opinion that their parents ‘couldn’t achieve much (Twenge, 2010). Nevertheless, workforce comprising of Gen Y are more positive, multi-tasking and technically sound (Han, 2011).

The generations' work values, loyalty, desire for recognition, career expectations eventually lead them to their job satisfaction and performance outcome and variances in which ultimately depict their employee engagement level (Schaufeli, 2009).

2.5 Enablers of Employee Engagement

Based on their extensive research on Employee Engagement literature, (MacLeod, 2009) identified four enablers for effective Employee Engagement; Strategic narrative, Engaging managers, Employee voice, Organizational Integrity.

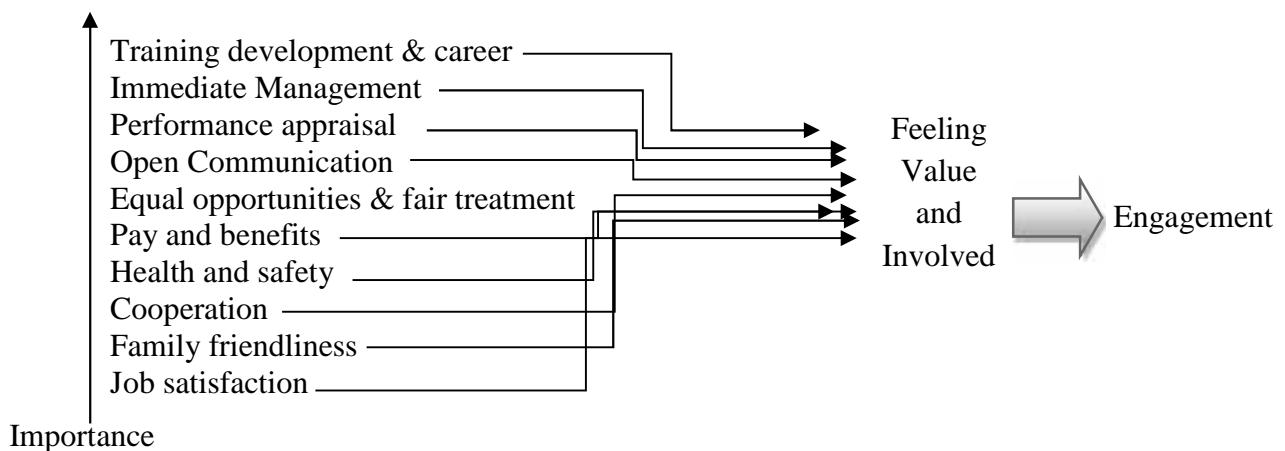
These enablers have been endorsed by other researchers as well. Strategic Narrative is all about bringing the employees together to work for same values and mission (Dromey, 2014). Engaged Managers of an Organization are the honest ones, ready to face challenges and are passionate about their work and team building (Dilys Robinson, 2009). Presence of integrity and respect minimizes the gap between middle and top management and enables them to do the best in fulfilling each others' expectations (Purcell, 2012). Involving employees with crucial decisions related to organization and providing them consultation related to workplace issues makes them realize that the 'employee voice' is important for their organization and instigate their engagement with the organization (CIPD, 2010).

The focus on attaining Employee Engagement is rising year by year and around 66% of HR personals working on it and amongst them top percents have showed their consensus towards; Strategic narrative, Engaging managers, Employee voice and Integrity as four core enablers for Employee Engagement (Bruce Rayton, 2012). (CIPD, 2014) In their Employee Engagement fact sheet also acknowledges; employees' feedback facilitation, effective communication of Organization's purpose, role modeling of managers and fair management for all as the four main enablers of Employee engagement.

2.6 Drivers of Employee Engagement

(D Robinson, 2004) Explains that in connection with specific organizational characteristics, 'being valued' turns out to be the focal point for employees, this concept is also the main reason that 'Institute of Employment Studies' came up with a model which identifies the 10 key Drivers for Employee Engagement.

Figure 2. 1: Model for Drivers - Source: IES, 2003



2.6.1 Employee Development

With the increasing level of competition, training becomes essential both for employees and employers. Training helps employees in being more productive and gaining a sense of delivering more value to its organization (Khawaja Jehanzeb1 & Bashir1, 2013). New entrants in an organization enters with their own unique set of skills which might not be directly relevant with the needs of an organization hence can be improvised through training which can be fruitful for organizations to grow (Ojo, 2008). Training is what enables an employee or an individual to improve their performance for achieving the current required level of performance whereas development is for the purpose of getting them ready to meet to achieve the future objectives that are to be prepared for the organizational progress (Kavita Rani, 2014).

Career development is a term very well known by all also implemented by many but if we talk about organizations, a common debate is that whether career development is the responsibility of employees themselves or of the employer but ultimately it will be most beneficial for an organization to counsel and support their employees to direct their career which ultimately is in the best interest of the organization (Osibanjo, 2014).

2.6.2 Supportive Management

In a research conducted by (Carnegie, 2012) showed that 54% of the engaged staff feels that their work-life balance is important to their immediate managers therefore they have been able to develop a positive relationship with them. Managers who themselves are engaged can create a cascade effect to make their subordinates engaged as well, they make efforts to communicate with them and create possibilities for their subordinates to excel hence prove to be the true leaders (Hewitt, 2012).

A leader can portray its role of immediate management through four different behaviors; Task and relationship focused behavior in which they can show respect for their employees' ideas and also solve their work related issues, transformational behaviors where they provide them with a common 'vision' setting work goals and proving to be a role model, supportive behavior by discussing things related to their job and their routine life (Donaldson, 2013).

2.6.3 Performance Appraisal

Performance Appraisal has long enjoyed its importance as a performance measurement tool and (Jurjen J.A. Kamphorst, 2012) in their research concludes that positive feedback on appraisal motivates an employee along with employees' perception about his manager's ability to fill his appraisal. However researches have also concluded that internal politics and good negotiation ability of few employees in comparison to others at times can make performance appraisal system as a biased one (Rosenfeld, 1995). The effectiveness of a successful performance appraisal system is also dependent upon the perception of the appraisee about his ability of his appraiser to appraise him and this perception decline negativity if the manager or the appraiser tends to remain neutral or avoid to go into long debates with the appraisee (Swank, 2012).

In an organizational system where there is a practice of pay for performance, employees do care for their appraisal ratings, in such cases if the ratings are based on subjective measures rather than objective, final result may lead to 'misaligned incentives' and dissatisfaction of employees (Bayo-Moriones, 2011).

2.6.4 Open Communication

Effective communication should be the goal of every organization as it helps its employees in identifying themselves with the organization and eventually remains engaged with their organization (Lynn Kalani, 2009). Communication in terms of simply mentioning company achievements, events and future directions in company magazine cannot solely establish employee engagement or lead the organization towards success, hence what required is that organizations must focus on gaining effective communication through formalized method of communicating in three layers; foundational strategic and behavioural. Foundational is about communicating the basic processes and gaining employee input on them, strategic is about developing approaches to achieve the desired end result where as behavioural communication is about facilitating employees and gapping the bridge between them and the company objectives (Watson Wyatt Worldwide, 2004).

While communicating, a supervisor and a subordinate might differ in their interests. A supervisor might want to discuss about procedures, instructions related to work instructions whereas a subordinate might want to discuss about his task in hand or perhaps about the behaviours of his co-workers (Katz. D., 1966) and this difference must be considered in between the communication of a supervisor and a subordinate.

2.6.5 Equal Opportunity & Fair Treatment

A survey for UK workforce shows that policies of equal opportunity develops productive employees in large firms, whereas same survey on Australian workforce showed positive results for both SMEs and large firms (V. Pérotin, 2003). Providing equality in an organization at times gets its roots tied up with laws & legislations or can simply be a reflection of organizational culture, however benchmarking yourself in the game of creating equality for your employees gets you ahead of the game (Sue Bond & Emns Hollywood, 2009).

Mostly equal opportunity is taken in terms of providing equal benefits or equal opportunities to the employees which itself is true but it should also be considered that providing equal rights to fully or partially disabled employees, listening to them and aiding with the justified requirements also falls under the umbrella of equal opportunity and fair treatment (Sashida, 2011).

2.6.6 Pay & Benefits

In past years when better life style and career opportunities topped the chart for employee turnover, recent surveys show that most important are flexible timings and competitive salary packages (Loveridge, 2010). Money is ultimately the source to motivate people at workplace; employees may link the level of their job satisfaction with the digits of monetary rewards they are getting to perform that job (Bernadin, 2007).

There are still many researchers, consultants and motivational speakers who share their opinion of monetary benefits or pay as actually being the source of motivation for employees, few of them debate that workplace settings or workplace conditions are what hurdles in the effectiveness of monetary benefits. However strong compensation system can be used as a powerful tool to gauge the desired behaviors from employees as they tend to behave in the direction which ultimately gets rewarded (Shaw, 2014).

2.6.7 Health & Safety

Developing a Health & Safety environment can be another way of engaging employees where they themselves can be used as a 'messenger' to communicate policies among themselves and with the employer (McDonnell, 2010). Health & Safety can be provided to employees in terms of a benefit as well such as most of the companies provide health care packages for employees and their dependents, also employees' mental and emotional health benefits can be provided to employees by designing confidential counseling programs (Malveaux, 2013).

Safety for employees can only be achieved if the culture supports safety measurements and the requirement for such culture may vary from industry to industry. A safety culture should not only serve to be a measurement or assessment tool for safety precautions but should also be supportive to improvements for safety measures (Dr Jane Ward, 2008). Sharing strong messages and awareness about safety is a must for all organizations while also focusing on training regarding safety hazards (Tom LaTourrette, 2008).

2.6.8 Cooperation

Culture of team work and cooperation among peers builds a positive relation among them which eventually engages them with the organization (Carnegie, 2012). Communication with defined roles for communication to enhance relationship building is what can lead organizations towards successful cooperative environment (Robertson, 2000). A collaborative environment that supports teamwork can only be achieved in an organization when their top management communicates very clearly about their expectations in this regard, where team members collaborate for mutual agreements and the practice of reward and recognition is supported by the organizational culture (Fapohunda, 2013).

2.6.9 Family Friendliness

Family-Friendly policies with a focus on flexi timings and compressed working hours to support work-life balance creates a positive impact on employee commitment (Smith, 2001). Employers today must focus on the need of making work-life balance opportunities available to their employees as now it can be taken as part of social contract between the employer and the employee where the employee agrees to put in their complete efforts to contribute towards their jobs with the required creativity and the employer in return provides them with respectful treatment and flexibility to manage both personal and professional life to create a win-win situation (Lockwood, 2003).

The work-life policies may be defined as three different areas of interest for the employee, first is about giving the employee enough leverage to change his work location as per his convenience which is to work at home instead of office environment when needed, second is about getting paid leaves to spend some quality time with family and friends while the third one is about convenient length of working hours (Chapman, 2013)

2, 6, 10 Job Satisfaction

When an organization achieves Job Satisfaction of its employees, it eventually achieves effectiveness, efficiency and their positive behavior towards work (AZIRI, 2011). An old school of thought for Job Satisfaction is that it can only be created through monetary rewards or increase in wage whereas researchers have now showed that there are other underlying perspectives as well such as working on employees' learning & development, also

not only limiting the development plan to employees' professional life but also preparing plans to improve the quality for both their personal and professional lives (Parvin, 2011).

In another research by IES Institute of Employment Studies', (Robinson, 2004) describes that the most engaged workforce are in their 20's and 60's. The research further reveals that; 'Job Satisfaction' and 'Involvement' are what matters the most for an employee to feel 'valued'.

2.7 Research Hypothesis(es)

With the identified variables in terms of Employee Engagement Enablers and Drivers, following hypothesis were created to evaluate the impact of generational preferences on them..

H1 Employees' Generation creates a significant impact on their preferences for 'Strategic Narrative' as an Enabler for Employee Engagement.

H2 Employees' Generation creates a significant impact on their preferences for 'Engaged Managers' as an Enabler for Employee Engagement.

H3 Employees' Generation creates a significant impact on their preferences for 'Organizational Integrity' as an Enabler for Employee Engagement.

H4 Employees' Generation creates a significant impact on their preferences for 'Employee Voice' as an Enabler for Employee Engagement.

H5 Employees' Generation creates a significant impact on their preferences for 'Employee Development' as a Driver of Employee Engagement.

H6 Employees' Generation creates a significant impact on their preferences for 'Supportive Management' as a Driver of Employee Engagement.

H7 Employees' Generation creates a significant impact on their preferences for 'Performance Appraisal' as a Driver of Employee Engagement.

H8 Employees' Generation creates a significant impact on their preferences for 'Open Communication' as a Driver of Employee Engagement.

H9 Employees' Generation creates a significant impact on their preferences for 'Equal Opportunities and Fair Treatment' as a Driver of Employee Engagement.

H10 Employees' Generation creates a significant impact on their preferences for 'Pay & Benefits' as a Driver of Employee Engagement.

H11 Employees' Generation creates a significant impact on their preferences for 'Health and Safety' as a Driver of Employee Engagement.

H12 Employees' Generation creates a significant impact on their preferences for 'Cooperation' as a Driver of Employee Engagement.

H13 Employees' Generation creates a significant impact on their preferences for 'Family Friendliness' as a Driver of Employee Engagement.

H14 Employees' Generation creates a significant impact on their preferences for 'Job Satisfaction' as a Driver of Employee Engagement.

3. RESEARCH METHOD

This is an explanatory research as it aims to explain the fluctuations of generational preferences for employee engagement enablers and drivers. This is a quantitative type research, having its results analyzed in numeric terms.

Data for this research has been collected from employees of Feroze1888 Mills Ltd working in company's units located in S.I.T.E area only which makes the total population comprises to 450 personnel.

The division of total population in terms of the required three generations in numeric form.

Baby Boomers (age: 50-65)	=	54
Generation X (age: 35-49)	=	140
Generation Y (age: 20-34)	=	256
Total Population	=	450

This research uses ‘Stratified Random Sampling Technique because when different groups are to be picked from total population for a research, these groups can be taken as ‘strata’ and the technique used to take a sample from complete population for those strata is known as ‘Stratified Random Sampling Technique’ (Paula Lagares, 2001).

Using Online Sample Size Calculator, sample size calculated for population for 450 at 5% confidence interval turns out to be 208 personnel. With the sample size of 208 personnel, the strata for Generation X, Generation Y and Baby Boomers can be calculated as;

Calculating strata from sample size based on complete population

Baby Boomers (age: 50-65)	=	208×0.12	=	25
Generation X (age: 35-49)	=	208×0.31	=	64
Generation Y (age: 20-34)	=	208×0.57	=	119
Total Sample Size			=	208

To collect data for this research, a questionnaire had been developed. The questionnaire comprised of 2 statements for each of the enablers and drivers which makes a total of 28 statements for entire 14 variables of enablers and drivers.

Before collecting data from complete sample, a pilot test has been conducted on around 25 respondents to check reliability of the questionnaire. For this purpose, Cornbach’s alpha test has been applied on the data collected for all fourteen sets of statements representing all 14 variables. The achieved value of Cornbach’s alpha for the drivers are; 0.538 for Employee Development, 0.928 for Immediate Management, 0.634 for Performance & Appraisal, 0.519 for Open Communication, 0.690 for Equal Opportunity. 0.931 for Pay and Benefits, 0.681 for Health & Safety, 0.814 for co-operation, 0.771 for Family Friendliness and 0.659 for Job Satisfaction. For enablers these values are; 0.756 for Strategic Narrative, 0.792 for Engaging Managers, 0.928 for Employee Voice and 0.538 for Integrity.

4. DATA INTEGRATION AND ANALYSIS

To integrate the collected data into meaningful information, One-way ANOVA was applied with the help of SPSS. For one-way ANOVA, the significance value of ANOVA, if turns out to be less than 0.05 shows that there is a difference in preferences and the Null Hypothesis gets rejected, whereas Post Hoc test results help in correlating results of different generations by describing values in all possible comparison between the three generations and if Post Hoc value is less than 0.05 then there exists a significance difference between the preferences of the two generations that are being compared. Mean value determines that how much preference has been shown by each generation separately towards that particular driver and enabler for which the test has been applied.

4.1 Analysis for Enablers

Table 4. 1: Strategic Narrative

Strategic Narrative	ANOVA Significance Value	Post HOC Test (Significance Values)		Mean Values	
		Gen Y vs Gen X		Gen Y	
	0.035	Gen Y vs B.B	0.653	0.027	Gen X
		Gen X vs B.B	0.158	B.B	4.1400

ANOVAs Significance value 0.035 being less than 0.050 shows that Null Hypothesis H_0 fails and there is significant difference between three age groups, therefore H_1 has been accepted.

Table 4. 2: Engaged Managers

Engaging Managers	ANOVA Significance Value	Post HOC Test (Significance Values)		Mean Values	
		Gen Y vs Gen X		Gen Y	
	0.000	Gen Y vs B.B	0.033	0.000	Gen X
		Gen X vs B.B	0.005	B.B	4.6400

ANOVAs Significance value 0.000 being very less than 0.050 shows that Null Hypothesis H_0 fails and there is very significant difference between three age groups, therefore H_2 has been accepted.

Table 4. 3: Organizational Integrity

Organizational Integrity	ANOVA Significance Value	Mean Values	
		Gen Y	
	0.231	Gen X	3.9832 4.0078 4.2200

ANOVAs Significance value 0.231 being greater than 0.050 shows that Null Hypothesis H_0 stands and there is no significant difference between three age groups, hence H_3 has been rejected.

Table 4. 4: Employee Voice

Employee Voice	ANOVA Significance Value	Post HOC Test (Significance Values)		Mean Values	
		Gen Y vs Gen X		Gen Y	
	0.001	Gen Y vs B.B	0.264	0.010	Gen X
		Gen X vs B.B	0.001	B.B	4.3800

ANOVAs Significance value 0.001 being very less than 0.050 shows that Null Hypothesis H_0 fails and there is very significant difference between three age groups, therefore H_4 has been accepted.

Table 4. 5: Employee Development

Employee Development	ANOVA Significance Value	Post HOC Test (Significance Values)		Mean Values	
			Gen Y vs Gen X	0.141	Gen Y
	0.033	Gen Y vs B.B	0.068	Gen X	4.3281
		Gen X vs B.B	0.683	B.B	4.4600

4.2 Analysis for Drivers

Table 4. 6: Employee Development

Employee Development	ANOVA Significance Value	Post HOC Test (Significance Values)		Mean Values	
			Gen Y vs Gen X	0.141	Gen Y
	0.033	Gen Y vs B.B	0.068	Gen X	4.3281
		Gen X vs B.B	0.683	B.B	4.4600

ANOVA Significance value 0.033 being less than 0.050 shows that Null Hypothesis H_0 fails and there is significant difference between three age groups, therefore H_5 has been accepted.

Table 4. 7: Supportive Management

Immediate Management	ANOVA Significance Value	Post HOC Test (Significance Values)		Mean Values	
			Gen Y vs Gen X	0.873	Gen Y
	0.002	Gen Y vs B.B	0.002	Gen X	4.3047
		Gen X vs B.B	0.010	B.B	4.7400

ANOVAs Significance value 0.002 being less than 0.050 shows that Null Hypothesis H_0 fails and there is significant difference between three age groups, therefore H_6 has been accepted.

Table 4. 8: Performance Appraisal

Performance Appraisal	ANOVA Significance Value	Mean Values	
		Gen Y	3.8655
	Gen X	3.8047	
0.076	B.B	4.2200	

ANOVAs Significance value 0.076 being greater than 0.050 shows that Null Hypothesis H_0 stands and there is no significant difference between three age groups, therefore H_7 becomes rejected..

Table 4. 9: Open Communication

Communication	ANOVA Significance Value	Mean Values	
		Gen Y	3.9244
	Gen X	4.0625	
	0.049	B.B	4.2600

ANOVAs Significance value 0.049 being almost equal to 0.050 shows that Null Hypothesis H_0 stands and there is no significant difference between three age groups, therefore H_8 becomes rejected..

Table 4. 10: Equal Opportunity

Equal Opportunity	ANOVA Significance Value	Post HOC Test (Significance Values)		Mean Values	
		Gen Y vs Gen X	0.604	Gen Y	4.2773
	Gen Y vs B.B	0.024	Gen X	4.1797	
	0.008	Gen X vs B.B	0.006	B.B	4.6600

ANOVAs Significance value 0.008 being less than 0.050 shows that Null Hypothesis H_0 fails and there is significant difference between three age groups, therefore H_9 has been accepted.

Table 4. 11: Pay & Benefits

Pay Benefits	ANOVA Significance Value	Post HOC Test (Significance Values)		Mean Values	
		Gen Y vs Gen X	0.908	Gen Y	4.3067
	Gen Y vs B.B	0.000	Gen X	4.3516	
	0.001	Gen X vs B.B	0.003	B.B	4.9000

ANOVAs Significance value 0.001 being very less than 0.050 shows that Null Hypothesis H_0 fails and there is very significant difference between three age groups, therefore H_{10} has been accepted.

Table 4. 12: Health & Safety

Health & Safety	ANOVA Significance Value	Post HOC Test (Significance Values)		Mean Values	
			Gen Y vs Gen X	0.435	Gen Y
		Gen Y vs B.B	0.000	Gen X	4.0469
	0.000	Gen X vs B.B	0.000	B.B	4.7800

ANOVAs Significance value 0.000 being very less than 0.050 shows that Null Hypothesis H_0 fails and there is very significant difference between three age groups, therefore H_{11} has been accepted.

Table 4. 13: Co-operation

Cooperation	ANOVA Significance Value	Post HOC Test (Significance Values)		Mean Values	
			Gen Y vs Gen X	0.721	Gen Y
		Gen Y vs B.B	0.015	Gen X	4.1719
	0.007	Gen X vs B.B	0.006	B.B	4.6400

ANOVAs Significance value 0.007 being very less than 0.050 shows that Null Hypothesis H_0 fails and there is very significant difference between three age groups, H_{12} has been accepted.

Table 4. 14: Family Friendliness

Family Friendliness	ANOVA Significance Value	Post HOC Test (Significance Values)		Mean Values	
			Gen Y vs Gen X	0.555	Gen Y
		Gen Y vs B.B	0.000	Gen X	3.8889
	0.000	Gen X vs B.B	0.005	B.B	4.4600

ANOVAs Significance value 0.000 being very less than 0.050 shows that Null Hypothesis H_0 fails and there is very significant difference between three age groups, H_{13} has been accepted.

Table 4. 15: Job Satisfaction

Job Satisfaction	ANOVA Significance Value	Post HOC Test (Significance Values)		Mean Values	
			Gen Y vs Gen X	0.004	Gen Y
		Gen Y vs B.B	0.010	Gen X	3.9688
	0.001	Gen X vs B.B	0.812	B.B	4.0800

ANOVAs Significance value 0.001 being very less than 0.050 shows that Null Hypothesis H_0 fails and there is very significant difference between three age groups, H_{14} has been accepted.

5. DISCUSSION AND CONCLUSION

Analysis of the collected data for this research depicts that out of the 14 suggested hypothesis, 11 got accepted which makes it quite evident that there does lie a significant difference among preferences of the three generations for employee engagement enablers and drivers.

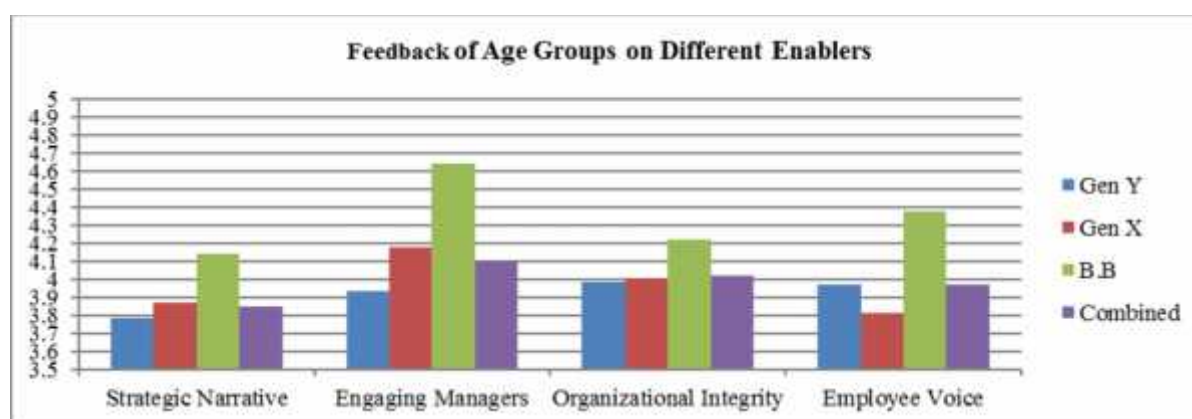
Table 5.1 shows the mean values for the four enablers in accordance with the responses given by the three different generations and in view of this it can be observed that Baby Boomers prefer 'Engaged Managers' comparatively more than other two generations, reason can be that because they are the most senior generation at workplace and have reached to their 'Self-Actualization' level, as described by Maslow in 'Maslow's Hierarchy of Needs', they now feel the importance of having management who themselves are engaged and that who believes in them and appreciates them for their work, same has been mentioned in chapter 2 that this generation have more expectations form their management. Also they have considered 'Employee Voice' more important in comparison to other generations as they are now at a stage that they want their opinions to be listened to.

Table 5. 1: Mean Values of Enablers

Enablers	Age Group			Combined
	Gen Y	Gen X	B.B	
Strategic Narrative	3.7815	3.8672	4.14	3.851
Engaging Managers	3.937	4.1797	4.64	4.0962
Organizational Integrity	3.9832	4.0078	4.22	4.0192
Employee Voice	3.9664	3.8125	4.38	3.9688

For 'Strategic Narrative' and 'Organizational Integrity', again the Baby Boomers have shown their level of importance slightly more when compared to other two younger Generations. Hence overall the four enablers have more worth for Generation of Baby Boomers than others and same can be observed in Figure 5.1.

Figure 5. 1: Feedback of Generations for Enablers

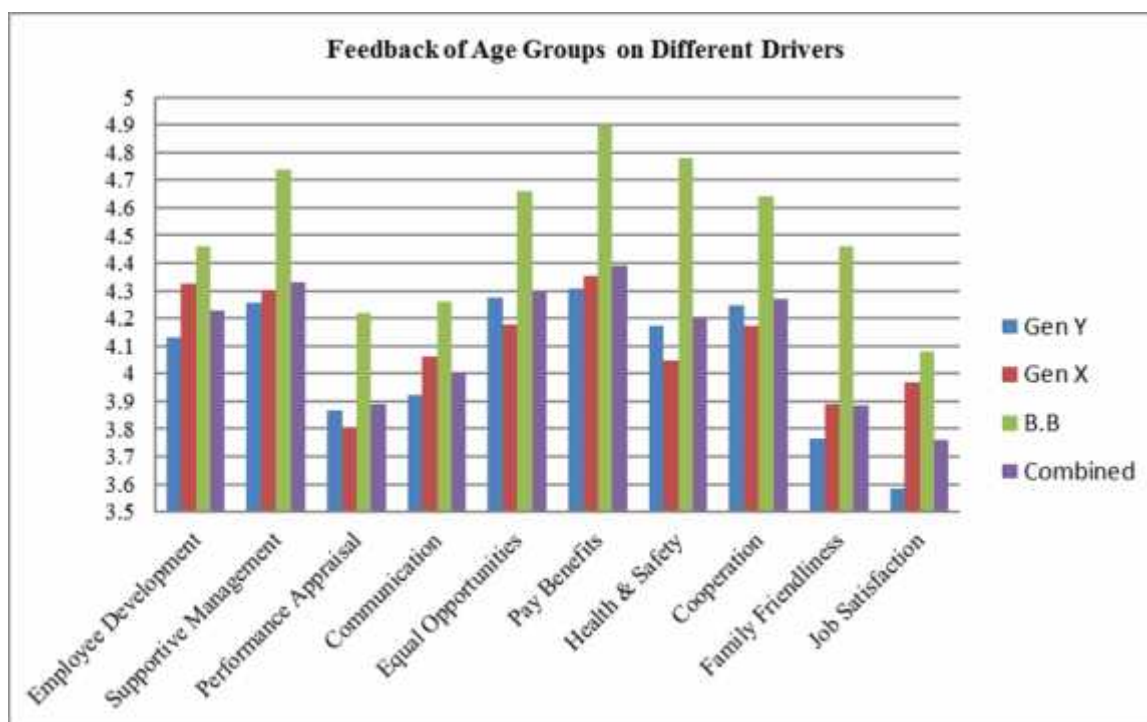


For Generation Y, not much difference between ‘Engaging Managers’, ‘Organizational Integrity’ and ‘Employee Voice’ can be observed. Keeping their highest level of interest for the enablers’ maximum near mean value of 4, this young generation at workplace indicates that they are not as loyal as other two generations and this has been commented by the researcher as the four enablers are not directly associated with one’s own self and hence requires them to consider things on a more broader perspective, also same perception about Generation Y has been highlighted in chapter 2. Overall, it can be observed that no matter what generation the respondents might belong to, their desire to work with a common vision that is having a Strategic Narrative is at the lowest in comparison to other Enablers.

For Drivers of employee engagement, Table 5.2 describes the mean values of each of the three generation’s preferences for each of the 10 Drivers. In this table and also in Figure 5.6, it can be clearly observed that the Baby Boomers stand out from the other two generations in admiring the level of importance for each of the 10 Drivers.

Table 5. 2: Mean Values of Drivers

Drivers	Age Group			
	Gen Y	Gen X	B.B	Combined
Employee Development	4.1303	4.3281	4.46	4.2308
Supportive Management	4.2563	4.3047	4.74	4.3293
Performance Appraisal	3.8655	3.8047	4.22	3.8894
Open Communication	3.9244	4.0625	4.26	4.0072
Equal Opportunities	4.2773	4.1797	4.66	4.2933
Pay Benefits	4.3067	4.3516	4.9	4.3918
Health & Safety	4.1723	4.0469	4.78	4.2067
Cooperation	4.2479	4.1719	4.64	4.2716
Family Friendliness	3.7647	3.8889	4.46	3.8865
Job Satisfaction	3.584	3.9688	4.08	3.762

Figure 5. 2: Feedback of Generations for Drivers

Here, 'Pay & Benefits' turns out to be the most important driver for respondents where Generation X and Generation Y considers it equally important with not much variations whereas the Baby Boomers holds it to be an extremely important driver for them. Reason can be because this generation is getting near to their retirement age and hence the concern for a secure future triggers their need to have more savings and benefits such as provident fund and same has been discussed in chapter 2 as supported by (Collinson, 2014) that they fear for their living standards.

'Immediate Management', 'Performance & Appraisal', 'Equal Opportunity, 'Health & Safety', 'Open Communication' and 'Family Friendliness' are again the drivers whose importance have clearly been accepted more by Baby Boomers. Considering their age bracket their expectations from their management have increased to consider them important because of the contributions that they have made so far. Most of them now hold higher posts and therefore do consider the importance of managing performance with appraisal. The wide difference in Baby Boomer's preference for Health & Safety and family friendliness reflects that at this point they care more for their health and prefer a productive work life balance more.

Generation Y gets them different from others by choosing to consider job satisfaction of least importance, same was reflected in chapter 2 that because they see that their parents haven't achieved much in life they tend to remain not contented with what they get in terms of grade and responsibilities.

To conclude this research, the purpose for this research has been summarized in Table 6.1 which demonstrates that how the three working generations differ in their preferences for Employee Engagement Drivers and Enablers.

Table 6. 1: Preferences of three Generations for Enablers and Drivers

Priority List of Drivers and Enablers	Generation Y	Generation X	Baby Boomers
Drivers			
01	Pay Benefits	Pay Benefits	Pay Benefits
02	Equal Opportunities	Employee Development	Health & Safety
03	Supportive Management	Supportive Management	Supportive Management
04	Cooperation	Equal Opportunities	Equal Opportunities
05	Health & Safety	Cooperation	Cooperation
06	Employee Development	Open Communication	Employee Development
07	Open Communication	Health & Safety	Family Friendliness
08	Performance Appraisal	Job Satisfaction	Open Communication
09	Family Friendliness	Family Friendliness	Performance Appraisal
10	Job Satisfaction	Performance Appraisal	Job Satisfaction
Enablers			
01	Organizational Integrity	Engaging Managers	Engaging Managers
02	Employee Voice	Organizational Integrity	Employee Voice
03	Engaging Managers	Strategic Narrative	Organizational Integrity
04	Strategic Narrative	Employee Voice	Strategic Narrative

For enabler, none of them has been of equal importance for all three generations and hence the research can be concluded in a way that the three working generations do differ in their preferences for Enablers and Drivers yet this difference can be seen more for Enablers and Less for Drivers.

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