

# Determining which Employee Engagement Practices are Most Valued Relative to Generational Variability

By: Yosua Husodo | Supervisor: Dr. Nicola Lacetera

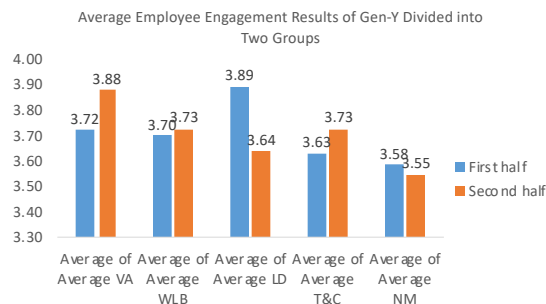
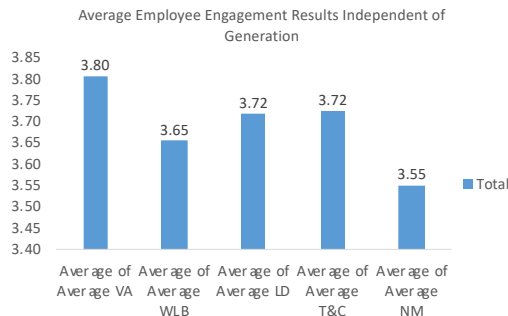
SSM1100Y MScSM Research Paper

## Introduction

- Studies have shown a **declining trend of employee engagement** in recent years, all of which leads to unsustainable organizational behavior (Deloitte, 2018).
- Many employers perceive value and/or purposed based practices as a strategy that many young entrants seek.
- Employee engagement is defined as “**the two-way exchange of effort between employees and employers**” including commitment, enthusiasm, and emotional attachment to a company (Markos & Sandhya Sridevi, 2010)

**This research seeks to determine which employee engagement practice is most valued by different generations.**

## Results



### Sample Size Distribution:

N=182 | Gen-X= 76 | Gen-Y=106

## Literature Review

- Studies suggest that **generational gaps occur due to historical, economic, and social experiences** that individuals encounter at a young age (Baldonado, 2013; Smola & Sutton, 2022).
- All these combined led to **cognitive gaps that alter individual perceptions regarding attitudes, values, and motivation** (Angeline, 2011).
- Variabilities cause different misinterpretation of what employers mean when implementing employee engagement strategies.

## Methodology

### The Assessment:

- Measures 5 employee engagement practices consisting of 2 questions each.
- The assessment was measured on a 5-Point Likert scale (1: lowest, 5 highest).

### Data Collection:

- Utilize Amazon MTurk as a crowdsourcing tool
- The assessment is limited to employees with full-time jobs

**The data collected included Boomers, Gen-X, Gen-Y, and Gen-Z, but the analysis focuses on Gen-X and Gen-Y due to data limitations.**

## Discussion

- The sample population of this study determine that there is a relationship between employee engagement and generational: Gen-X prioritizes Value Alignment while Gen-Y values Learning & Development.
- An R-Square value of 0.0426 tell us that this study has a variance of 4.26%, which determine that further study needs to be conducted as this is not a good representation of the general population. Work-life balance is an emerging trend that Gen-Y desire much more than Gen-X. This practice is particularly true with regards to having flexible work policy (Hickman & Robinson, 2020).
- A successful employee engagement strategy needs to consider every aspect of an employee's emotional attachment to the organization. The study shows that although Gen-X may have lower average values, they are more equal across the board unlike Gen-Y scoring highly on Value Alignment and Learning & Development but pays very little attention to the remaining three practices.

## References

1. Angeline, T. (2011). Managing generational diversity at the workplace: expectations and perceptions of different generations of employees. *African Journal of Business Management*, 5(2), 249-255. <https://doi.org/10.5897/AJBM10.335>
2. Baldonado, A. M. (2013). Motivating Generation Y and Virtual Teams. *Open Journal of Business and Management*. <https://doi.org/10.4236/ojbm.2013.12006>
3. Deloitte. (2018). 2018 Deloitte Millennial Survey Millennials disappointed in business, unprepared for Industry 4.0. In *Deloitte | Human capital trends*. <https://doi.org/10.1002/ejoc.201200111>
4. Markos, S., & Sandhya Sridevi, M. (2010). Employee Engagement: The Key to Improving Performance. *International Journal of Business and Management*.