

Factors affecting employee engagement for various generations of employees in Nepal Telecom Pvt. Ltd.

Mr. Bhagwati Prasad Chaudhary

Research Scholar, Department of Commerce and Management Studies, Visakhapatnam, Andhra University.

Abstract

The paper deals with various factors affecting employee engagement for various generations of employees in Nepal Telecom Pvt. Ltd. Employee Engagement has become top in priority for the human resource managers in the organizations. Today employees of various generations seek for better compensation, better working environment and better image of the company as their employer. So it is a big challenge for the organizations in linking with the interests of the employees to the interests of organizations to engage and retain them for longer. Hence, this study has made an attempt to find the factors affecting employee engagement for various generations of employees. Data for the study was collected thorough purposive sampling from 358 respondents on five points ranking scale through a questionnaire. All respondents belong to three different age groups i.e., Younger Generation, Mid Generation and Elder Generation. Results of one-way ANOVA test revealed that there is perceived difference on the order of importance of factors i.e. Quick Promotion, Paid Leave, Job Rotation and Leisure time for relaxation during work hours among Younger, Mid and Elder generations of employees. However, there is no perceived difference on the order of importance of factor i.e. Career Development among Younger, Mid and Elder generations of employees.

Keywords: Generational Workforce Diversity, Employee Engagement, Nepal Telecom Pvt. Ltd.

1. Introduction

Employee engagement has become one of the major issues in organizations these days. It has become top priority for the business leaders in the organization. With increasing globalization and migration, today's workplace consists of employees with diverse in nature with respect to their generational differences in terms of age, mixed ethnic backgrounds, religions, nationalities, educations and different mindset etc. In one hand organization has excellent opportunity to take advantage of these diversified talents, if it is properly managed. On the other hand, it may cause heavy loss to the organization, if not engaged properly. The management of diversified workforce starts with employee engagement and engagement starts with recruitment and selection, development, motivation and maintenance or retention of best employees who has positive attitudes towards the organization and who always feels motivated to connect with their colleagues, managers and management for the betterment of the organization.

So far, modern human resource managers and organizational leaders are paying more attention to deal with generational differences at workplace scientifically so that work culture would be in fine tune and harmonious.

Moreover, different questions strikes in the mind of employer such as, what are the ways to lead ahead than the competitor? How to gain competitive advantage in the marketplace? How to be more successful with good name and fame? Certainly, all of these are the desire that every organization dream daily to have it. Of course, good plans and policies, better strategy, qualitative product and services, advanced technology to name a few are vital to accomplish the goal but these things can be copied by other organization over time and again the same problems arises. Now the best thing that cannot be copied and

can create sustainable competitive advantage is engagement of employees. There are various researches carried out in the field of employee engagement around the globe from past two and half decade which proves that employee engagement is very important for the organization in creating positive and healthy work environment which leads it to sustain and remain competitive in the business world. In this perspective, Robert J. Vance, (2006) ^[1] found that highly engaged employees are 1.3 times more likely to be high performers than less engaged employees. Similarly, they are five times less likely to voluntarily leave the company. Balakrishnan and Dr. D Masthan, (2013) ^[2] stated that engaged employees are more profitable, productive, focused, have fun and less likely to leave the company.

2. Review of Literature

So far, SHRM (2012) ^[3] found that employees of various generations seeks opportunities to maximize their skills and abilities, ensure their job security, better compensation and better relationship with management. Moreover, the study suggests that organizations should find creative and cost-effective ways of making employees happy and connected through work-life fit practices. These can be in the form of flextime, telecommuting and compressed workweeks.

Similarly, Steve (2007) ^[4] found that the Elder generation of employees are more interested to work for the employers who provide them with retirement benefits to secure their future needs and value paid time off more whereas for Younger generation of employees a good wage that can be put toward reducing debt burden or to pay for immediate living costs, job flexibility and work life balance is a very important factor to make them loyal towards the organization. However, employees of different generations value security and share the

same values of caring for and spending time with their families but the way in which they do varies based on the context of their current life stages. The study mainly used secondary sources of data which includes articles, survey reports of SHRM (Society for human resource management), SHRM journals, published interviews of professionals in various newspapers, Magazines and websites of different companies. Moreover, Eddy S. *et al.*, (2010) [5] examined the expectations and priorities of Younger generation of employees. The data for the study were obtained from a national survey of Younger generation of employees undergraduate university from a sample of 23,413 students across Canada. The study found that the Younger generation of employees seeks rapid advancement in terms of career, large pay increase (Compensation), good colleague (Relationship with Peer) and ensures a meaningful and satisfying work/life balance environment.

Further, Gursoy *et al.*, (2009) [6] found that Elder generation of employees respect authority and hierarchy, live to work, wait for their turn for promotions and rewards whereas Generation X want immediate recognition through title, praise, promotion and pay. Moreover, it was observed that Younger generation of employees believes in collective action, trust centralized authority, like teamwork and many more.

Furthermore, Catsouphe and Costa (2008) [7] found that Elder generation of employees are more engaged compared to Generation X and Younger generation of employees i.e. Generation Y with respect to job flexibility. The study mainly used quantitative data of 49,209 observations representing 183,454 employees from 22 different companies in U.S.

Similarly, Justina (2012) [8] undertook a study to identify and understand the factors of employee job satisfaction and engagement. The data for this study were randomly selected from an outside survey research organization's web-enabled employee panel, which is based on the American Community Study of 600 respondents. It was found that employees of different generations in the organization seeks opportunities to maximize their skills and abilities, ensure their job security, seeks better compensation and relationships with management.

3. Objective of the Study

The major objective of the study is to examine the factors affecting employee engagement for various generations of employees at workplace.

4. Hypothesis of the Study

There is perceived difference on the importance of various factors i.e. Quick Promotion, Paid Leave, Job Rotation, Career Development and Leisure time Relaxation during Work Hours affecting employee engagement among Younger generation of employees, Mid generation of employees and Elder generation of employees.

5. Methodology

A research design is a framework of the project that stipulates what information is to be collected from which sources by what procedures. The research design adopted in this study consists of descriptive method. The descriptive research design has been adopted to undertake fact-finding operation searching for adequate information in the context of factors affecting employee engagement for various generations of employees.

6. Sources of Primary and Secondary Data

This study has utilized both secondary and primary sources of data. The primary data has been collected from various generations of employees namely, Younger generation of employees, Mid generation of employees and Elder generation of employees in Nepal Telecom Pvt. Ltd. Similarly, the secondary data is collected from, Articles, Magazines, SHRM reports and journals.

7. Sampling Technique

This study has used simple random sampling probability sampling technique to gather primary data. Under this study, the names list of employees along with their identity numbers from different generations of employees i.e. Elder, Mid and Younger generations of employees were taken from the human resource department and then randomly the employees from different generations were chosen with the help of their identity number.

8. Determination of Sample Size for Primary Data

The sample size is determined based on the percentage level of significance and the formula. In the case of primary data, the sample is drawn from the total population of Nepal Telecom Pvt. Ltd. which is 5216 by using the following formula. The calculated sample size is 358 (rounded of). Since the study is to be conducted between three generations of employees, the sample size is divided according to the percentage of proportion of population in the company. Hence, the sample of Elder generation of employee after calculation is 72. The sample of mid-generation of employee is 125 and the sample of younger generation of employee is 165. The sample size is determined based on $\alpha\%$ level of significance:

$$n = \frac{n_0}{1 + (n_0 - 1)/N}$$

Where,

$$n_0 = \frac{t^2 PQ}{d^2}, P=0.5, Q=0.5, d=5\%, \alpha=5\%, t=1.96 \text{ and } N= 5216$$

Where N= Total employee of Nepal Telecom (5216)

d= permissible error (5%=0.05)

P= Proportion of satisfaction or dissatisfaction (0.5, from normal area of table)

t= (1.96, from Normal area of table)

Elder generation of employees = (1043/5216*358) = 72

Mid generation of employees = (1826/5216*358) = 125

Younger generation of employees = (2347/5216* 358) = 161

9. Tools used for analysis: Data Analysis is done using SPSS (Statistical Package for Social Science) Version 20.0. The data has been analyzed with the help of required statistical tool i.e. one way ANOVA.

10. Findings of the Study

Business organizations are operating in intense and rapid changing business environment. Organizations bank on their human resources for maintaining their competitive edges. Hence, they invest huge amount of capital in getting and retaining highly qualified and committed employees. This very fact has affected the global labor market. Employees do have many expectations from their employer in line with their job career. If employees feel that their expectations have been met

by their employer then their level of job satisfaction would be higher that will lead to higher productivity of an organization. However, it is worth noting that do their expectations from their employer differ based on their generations. The respondents were asked to rate the various factors affecting employee engagement in order of their importance 5 to the most important, 4 to the next and so on up to 1. The responses

have been analyzed by using one way ANOVA test. The analysis of the responses are presented in (Table 1.0) Table 1.0 shows the mean differences and standard deviation differences between different independent variables i.e., Younger, Mid and Elder generations of employees with respect to various factors affecting employee engagement at workplace.

Table 1: Descriptive Statistics of Factors affecting Employee Engagement

Expectations		N	Mean	Std. Deviation
Quick Promotion	Elder Generation	72	3.00	1.267
	Mid Generation	125	3.32	1.473
	Younger Generation	161	4.37	.879
	Total	358	3.73	1.331
Paid Leave	Elder Generation	72	3.07	1.304
	Mid Generation	125	3.00	1.078
	Younger Generation	161	2.47	.859
	Total	358	2.77	1.073
Job Rotation	Elder Generation	72	1.93	1.117
	Mid Generation	125	2.48	1.323
	Younger Generation	161	2.01	1.064
	Total	358	2.16	1.192
Career Development	Elder Generation	72	4.36	.844
	Mid Generation	125	4.06	1.080
	Younger Generation	161	4.09	.854
	Total	358	4.13	.942
Leisure time for relaxation during work hours	Elder Generation	72	2.64	1.303
	Mid Generation	125	2.14	1.262
	Younger Generation	161	2.07	1.205
	Total	358	2.21	1.261

In order to test the hypothesis i.e., There is perceived difference on the importance of various factors i.e., Quick Promotion, Paid Leave, Job Rotation, Career Development and Leisure time Relaxation during Work Hours affecting employee

engagement among Younger, Mid and Elder generations of employees one way ANOVA test has been conducted. The results of one way ANOVA test has been presented in (Table 2.0)

Table 2: Results of One-way ANOVA Test

Expectations		Sum of Squares	df	Mean Square	F	Sig.
Quick Promotion	Between Groups	125.878	2	62.939	44.084	.000
	Within Groups	506.840	355	1.428		
	Total	632.718	357			
Paid Leave	Between Groups	27.958	2	13.979	12.967	.000
	Within Groups	382.715	355	1.078		
	Total	410.673	357			
Job Rotation	Between Groups	20.394	2	10.197	7.435	.001
	Within Groups	486.847	355	1.371		
	Total	507.240	357			
Career Development	Between Groups	4.828	2	2.414	2.747	.066
	Within Groups	312.002	355	.879		
	Total	316.830	357			
Leisure time for relaxation during work hours	Between Groups	17.020	2	8.510	5.490	.004
	Within Groups	550.268	355	1.550		
	Total	567.288	357			

Table 2.0 presents the results of one way ANOVA test. It is found that Quick Promotion, Paid Leave, Job Rotation and Leisure time for relaxation during work hours as a factors affecting employee engagement are significant at 1 percent level of significance. It means there is perceived difference on the order of importance of these factors among Younger, Mid and Elder generations of employees. However, it is evident that Career Development as a factor affecting employee engagement is insignificant. It means there is no perceived

difference on the order of importance of this factor among Younger, Mid and Elder generations of employees. Hence, it can be inferred that Quick Promotion, Paid Leave, Job Rotation and Leisure time for relaxation during work hours as a factors affecting employee engagement are not equally important for all generations of employees whereas Career Development as a factor affecting employee engagement is equally important for all generations of employees. Moreover, Post Hoc multiple comparison table clearly reveals that there is no significant

perceived difference on the importance of Quick Promotion as a factor affecting employee engagement between Elder and Mid generations of employees. However, Younger generation of employees have express higher importance to Quick Promotion than Mid and Elder generations of employees as mean rating of Younger, Mid and Elder generations of employees are 4.37, 3.32 and 3.0 respectively. Hence, it is inferred that Quick Promotion as a factor affecting employee engagement is more important to Younger generation of employees than Mid and Elder generations of employees. Hence, it is evident that for the better engagement and retention of Younger generation of employees Quick Promotion is a major engagement factor. This may be because Younger generation of employees are in their early career and in this stage they have lots of expectations to be fulfilled. So in this regard they expect quick promotion in order to lift their pay and status. Similarly, there is no perceived difference on the importance of Paid Leave as a factor affecting employee engagement between Elder and Mid generations of employees. However, their perceived importance of Paid Leave as a factor affecting employee engagement is higher than Younger generation of employees as mean rating of Younger, Mid and Elder generations of employees are 2.47, 3.00 and 3.07 respectively. Therefore, it is evident that for the better engagement and retention of Mid and Elder generations of employees Paid Leave is a major engagement factor. This may be due to their higher personal responsibilities back to home. Further, there is no perceived difference on the importance of Job Rotation as a factor affecting employee engagement between Elder and Younger generations of employees. However, Mid generation of employees have express higher importance to Job Rotation than Younger and Elder generations of employees as mean rating of Younger, Mid and Elder generations of employees are 2.01, 2.48 and 1.93 respectively. Hence, it is inferred that Job Rotation as a factor affecting employee engagement is more important to Mid generation of employees than Younger and Elder generations of employees. Furthermore, there is no perceived difference on the importance of Career Development as a factor affecting employee engagement between Elder, Mid and Younger

generations of employees as their mean rating are 4.09, 4.06 and 4.36 respectively. Hence, it can be inferred that Career Development as a factor affecting employee engagement is equally important for all generations of employees. Likewise, there is no perceived difference on the importance of Leisure time for relaxation during work hours as a factor affecting employee engagement between Younger and Mid generations of employees. However, Elder generation of employees have express higher importance to Leisure time for relaxation during work hours than Younger and Mid generations of employees as mean rating of Younger, Mid and Elder generations of employees are 2.07, 2.14 and 2.64 respectively. Hence, it is inferred that for the better engagement and retention of Elder generation of employees Leisure time for relaxation during work hours is a major engagement factor. This may be because their aging bodies may not support continuous working.

To interpret the results of ANOVA, if the P value is less than or equal to alpha level i.e. 0.05 then null hypothesis (H0) is rejected i.e., there is difference of variances and If the P value is greater than alpha level i.e. is 0.05 then null hypothesis is accepted. Here P value is less than 0.05 for four factors related to factors affecting employee engagement which shows that the F ratio is statistically significant and P value is greater than 0.05, for one factor related to factor affecting employee engagement that shows that the F ratio is statistically insignificant.

Further, having found that there is perceived differences on the importance of different factors affecting employee engagement related to their job at organization among the three different categories of employees namely; Younger generation, Mid generation and Elder generation of employees. However, one cannot say where the differences occur between the categories. Hence, Post Hoc Multiple Comparison test has been conducted (Table 3.0)

Table 3.0 shows the results of Post Hoc Multiple Comparison test. The mean differences among the categories are presented in Table 1.3 along with their p value. So far, to make meaningful conclusion each factor affecting employee engagement is explained along with statistical significance below:

Table 3: Post Hoc Multiple Comparisons

Dependent Var.	(I) Category of Gen.	(J) Category of Generation	Mean Difference (I-J)	Sig.
Quick Promotion	Elder Generation	Mid Generation	-.320	.168
		Younger Generation	-1.373*	.000
	Mid Generation	Elder Generation	.320	.168
		Younger Generation	-1.053*	.000
	Younger Generation	Elder Generation	1.373*	.000
		Mid Generation	1.053*	.000
Paid Leave	Elder Generation	Mid Generation	.069	.894
		Younger Generation	.604*	.000
	Mid Generation	Elder Generation	-.069	.894
		Younger Generation	.534*	.000
	Younger Generation	Elder Generation	-.604*	.000
		Mid Generation	-.534*	.000
Job Rotation	Elder Generation	Mid Generation	-.549*	.005
		Younger Generation	-.076	.892
	Mid Generation	Elder Generation	.549*	.005
		Younger Generation	.474*	.002
	Younger Generation	Elder Generation	.076	.892
		Mid Generation	-.474*	.002
Career Development	Elder Generation	Mid Generation	.305	.073

	Mid Generation	Younger Generation	.274	.099
		Elder Generation	-.305	.073
		Younger Generation	-.031	.959
	Younger Generation	Elder Generation	-.274	.099
		Mid Generation	.031	.959
		Younger Generation	.495*	.021
Leisure time for relaxation during work hours	Elder Generation	Younger Generation	.571*	.004
		Elder Generation	-.495*	.021
	Mid Generation	Younger Generation	.076	.867
		Elder Generation	-.571*	.004
	Younger Generation	Elder Generation	-.571*	.004
		Mid Generation	-.076	.867

Quick Promotion

It is evident that significant perceived difference were found on the importance of “Quick Promotion” as a factor affecting employee engagement among three different generations of employees at the $P < 0.05$ level [F (2, 355) = 44.084, P = 0.00]. Post Hoc multiple comparison reveals that the mean score of Younger generation of employees (M=4.37, S.D=0.879) is significantly higher than both Mid (M=3.32, S.D=1.473) and Elder generations of employees (M=3.00, S.D=1.267). However, there is no significant perceived difference on the importance of Quick Promotion as a factor affecting employee engagement between Elder generation and Mid generation of employees. Hence, these results suggest that Quick Promotion as a factor affecting employee engagement is more important for Younger generation of employees than Mid and Elder generations of employees.

Paid Leave

It is evident that significant perceived difference were found on the importance of “Paid Leave” as a factor affecting employee engagement among three different generations of employees at the $P < 0.05$ level [F (2, 355) = 12.967, P = 0.00]. Post Hoc multiple comparison reveals that the mean score of Elder generation of employees (M=3.07, S.D=1.304) was significantly higher than both Mid (M=3.00, S.D=1.078) and Younger generations of employees (M=2.47, S.D=0.859). However, there is no significant perceived difference on the importance of Paid Leave as a factor affecting employee engagement between Elder generation and Mid generation of employees. Hence, these results suggest that Paid Leave as a factor affecting employee engagement is more important for Elder and Mid generation of employees than Younger generation of employees.

Job Rotation

It is evident that significant perceived difference were found on the importance of “Job Rotation” as a factor affecting employee engagement among three different generations of employees at the $P < 0.05$ level [F (2, 355) = 7.435, P = 0.001]. Post Hoc multiple comparison reveals that the mean score of Mid generation of employees (M=2.48, S.D=1.323) is significantly higher than both Younger generation (M=2.01, S.D=1.064) and Elder generation of employees (M=1.93, S.D=1.117). However, there is no significant perceived difference on the importance of Job Rotation as a factor affecting employee engagement between Elder generation and Younger generation of employees. Hence, these results suggest that Job Rotation as a factor affecting employee engagement is more important for Mid generation of employees than Younger and Elder generations of employees.

Career Development

It is evident that no significant perceived difference were found on the importance of “Career Development” as a factor affecting employee engagement among three different generations of employees at the $P > 0.05$ level [F (2, 355) = 2.747, P = 0.066]. Post Hoc multiple comparison reveals that the mean score of Elder generation of employees (M=4.36, S.D=0.844) is significantly higher than both Younger generation (M=4.06, S.D=0.854) and Mid generation of employees (M=4.06, S.D=1.080). However, there is no significant perceived difference on the importance of Career Development as a factor affecting employee engagement between Elder Mid and Younger generations of employees. Hence, it can be inferred that Career Development as a factor is equally important for all generations of employees namely Younger generation of employees, Mid generation of employees and Elder generation of employees.

Leisure time for relaxation during work hours

It is evident that significant difference were found on the importance of “Leisure time for relaxation during work hours” as a factor affecting employee engagement among three different generations of employees at the $P < 0.05$ level [F (2, 355) = 5.490, P = 0.004]. Post Hoc multiple comparison reveals that the mean score of Elder generation of employees (M=2.64, S.D=1.303) is significantly higher than both Mid generation (M=2.14, S.D=1.262) and Younger generation of employees (M=2.07, S.D=1.205). However, there is no significant perceived difference on the importance of Leisure time for relaxation during work hours as a factor affecting employee engagement between Younger and Mid generation of employees. Hence, these results suggest that Leisure time for relaxation during work hours as a factor affecting employee engagement is more important for Elder generation of employees than Mid and Younger generations of employees.

Conclusion

The study evidences that that there is perceived difference on the order of importance of factors i.e. Quick Promotion, Paid Leave, Job Rotation and Leisure time for relaxation during work hours among Younger, Mid and Elder generations of employees. However, there is no perceived difference on the order of importance of factor i.e. Career Development among Younger, Mid and Elder generations of employees. Hence, it can be inferred that Quick Promotion, Paid Leave, Job Rotation and Leisure time for relaxation during work hours as a factors affecting employee engagement are not equally important for all generations of employees where as Career Development as a factor affecting employee engagement is equally important for all generations of employees. Understanding of these

factors affecting employee engagement for various generations of employees helps managers in motivating and engaging them effectively. This can be basis for higher job satisfaction of the employees and it may lead to higher productivity of the organization. It is found that the Quick Promotion as a factor affecting employee engagement is more important to Younger generation of employees than Mid and Elder generations of employees whereas Paid Leave as a factor affecting employee engagement is more important to Mid and Elder generations of employees than Younger generation of employees. Moreover, It is evident that Job Rotation as a factor affecting employee engagement is more important to Mid generation of employees than Elder and Younger generations of employees whereas Leisure time for relaxation during work hours as a factor affecting employee engagement is more important for Elder generation of employees than Mid and Younger generations of employees. However, Career Development as a factor affecting employee engagement is equally important for employees of all generations.

References

1. Robert J Vance, Employee Engagement and Commitment: A guide to understanding, measuring and increasing engagement in your organization, Society for human resource management, 2006; 2.
2. C Balakrishnan, D Masthan, Impact of Internal Communication on Employee Engagement – A Study at Delhi International Airport, International Journal of Scientific and Research Publications, 2013; 3(8):2.
3. SHRM (Society for human resource management), Employee Engagement: Your Competitive Advantage, 2012.
4. Steve Williams and Jennifer Schramm, Workplace Vision, Society for Human Resource Management, 2007; 3:1-8.
5. Vance RJ. Employee Engagement and Commitment SHRM Foundation, USA, 2006.
6. Eddy SW, Ng Linda Schweitzer, Sean T Lyons. New Generation, Great Expectations: A Field Study of the Millennial Generation, Journal of Business psychology, 2010; 25:281-292.
7. Dogan Gursoy, Thomas A Maier, Christina G Chi. Generational differences: An examination of work values and generational gaps in the hospitality workforce, International Journal of Hospitality Management, 2008; 27:3448–458.
8. Marcie Pitt-Catsouphes And Christina Matz-Costa, The Multi-Generational Workforce: Workplace Flexibility And Engagement, Investigating Workplace Flexibility Using A Multi-Organization Database: A Collaboration Of Academics And Practitioners, Community, Work & Family Vol.11, No. 2, 2008, 216-224.
9. Justina Victor. Employee Job Satisfaction and Engagement, Society for human resource management, 2012, 1-88.
10. Talent engagement: A bigger challenge than attrition and recruitment, Timesjobs.com, March 2, 2015, Retrieved from, http://articles.economictimes.indiatimes.com/2015-03-02/news/59683982_1_timesjobs-com-organisations-engagement
11. The Towers Perrin Talent Report, Working Today: Understanding What Drives Employee Engagement, U.S Report, 2003. Online Available: http://www.towersperrin/tp/getwebcachedoc?Webc=HRS/USA/2003/200309/Talent_2003.pdf.
12. Laura Sabatini, Anika Warren, Sarah Dinolfo, Emily Falk, Mekayla Castro. Beyond Generational Differences: Bridging Gender and Generational Diversity at Work, Catalyst Publication, 2010.
13. SHRM. Employee Engagement: Your Competitive Advantage, 2012.
14. Deloitte. How to effectively manage a multigenerational workforce in the Federal government: Four generations working toward a common goal, 2011.
15. CIPD research report, Creating engaged workforce, (January, 2010). [Online]. Available: http://www.cipd.co.uk/nr/rdonlyres/d66e557-db90-4f07-8198-87c3876f3371/0/creating_engaged_workforce.pdf