

Motivational Factors for Various Generations of Employees in Nepal Telecom Pvt. Ltd.

¹ Prof. R. Madhusudana Raju, ² Bhagwati Prasad Chaudhary

¹ M. Com, Ph.D. Professor, Department of Commerce and Management Studies Andhra University

² B.E., MBA Research Scholar, Department of Commerce and Management Studies Andhra University

Abstract

The paper deals with generational differences with respect to various motivational factors in Nepal Telecom Pvt. Ltd. Changing globalization and demographics have brought major changes in the work culture of the organizations. Today's workplace consists of employees coming from different cultural backgrounds. They differ in many ways like lifestyles, preferences, value system, priorities, personal, social, organizational needs and many more. Therefore, it would be interesting and impulsive to study the preferences of employees on different motivational factors and making an effort to motivate them accordingly in a scientific way. Data for the study was collected through purposive sampling from 358 respondents on six points ranking scale through a questionnaire. All respondents belong to three different age groups i.e., Younger, Mid and Elder Generations. Results of one-way ANOVA test revealed that there is a significant perceived difference among three generations of employees with respect to various motivational factors.

Keywords: Generational Workforce Diversity, Motivational Factors, Nepal Telecom Pvt. Ltd.

Introduction

Generational diversity is one of the important aspects of workforce diversity. Modern organizations operate in global intense competitive environment because of that their workforces consist of diverse group of employees. It is understood that workforce diversity has become inevitable. Workforce can also be diverse based on employees' ages popularly known as generational diversity in modern Human Resource Management literature. Employees of different ages constitute a workforce and they work together for the attainment of organizational objectives. However, they differ in many ways like lifestyles, preferences, value system, priorities, personal, social, organizational needs and many more. Therefore, it would be interesting and impulsive to study the preferences of employees on different motivational factors and making an effort to motivate them accordingly in a scientific way. So far, modern Human Resource Managers and organizational leaders are paying more attention to deal with generational differences at the workplace scientifically so that work culture would be in fine tune and harmonious.

In recent years, the concept of generational differences as a legitimate workplace diversity issues has gained increasing recognition. Nancy R. (2009) [1]. Stated that SHRM's director of diversity and inclusion initiatives, Shirley A. Davis, pointed out that in the US, discussions of workplace diversity tend to focus on topics of race, ethnicity, gender, sexual orientation and disability. "However, in all parts of the world, there is another category of diversity that cannot be overlooked: Multigenerational Diversity. There are greater number of workers from each age group that bring both new opportunities and challenges, if organizations want to thrive in this competitive environment of global talent management, they need employees and managers who are aware of and skilled in dealing with the different generations. Therefore, an attempt has been made to identify the preferences of employees on different motivational factors at the workplace.

Review of Literature

Due to pace of changing globalization, the business world is growing wider, where the organization is facing more competition. So in this regard, it is important for the organization to prepare such workforces who are competent, innovative, and motivated to achieve success for their company. Today's workforce consists of employees from different generations who differ in their preferences on different motivational factors, so it is important to identify their preferences and motivate them accordingly. In this regard, Agarwal, R. (2001) [2]. Stated that today's organizations not only need to understand the importance of employees' motivations, but they also should comprehend the variances in preferences of motivation factors between various groups of employees' generations. Failure in satisfying these aspects could result in decline of organizations' total effectiveness. Hence, motivating employees in the present day business activities are different from years ago because each generation has their own preference in working environment and expectations from their contributions. Similarly, Chris Burton (2016) [3]. Stated that motivated staff work more efficiently and work is done in a faster way with greater levels of collaboration. There are various studies related to generation differences on their preference on different motivational factors in the organization around the globe. A few are mentioned below. Steve Williams and Jennifer Schramm (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 ways 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. Similarly, Eddy S. W. Ng and Others (2010) [5]. Examined the expectations and priorities of the Younger generation employees. The data for the study were obtained from a national survey of undergraduates from a sample of 23,413 students across Canada. The study found that the Millennials do have great expectations and priorities when it comes to their careers. They had realistic expectations of their first job and salary, but were seeking rapid advancement in terms of career, promotion, large pay increase, good colleague and the development of new skills, while also ensuring a meaningful and satisfying work/life balance environment. Moreover, it was found that social responsibility is not a major factor in job choice. Millennial do not know how to help and care others in organization. The study suggested that employers could leverage their social responsibility reputation to attract Millennial and engage them in a meaningful and challenging work.

Moreover, Jennifer (2007) [6]. Undertook a study to find the satisfaction and engagement factors for employees of different generations. The data for this study were taken from a different SHRM (Society for Human Resource Management) survey reports conducted in USA. The study found that Elder generation of employees are more interested to work for the employers regardless of age, appear to be looking for security in its various forms and the ability to balance their work and personal lives either through job flexibility or paid time off. Hence, in this perspective feeling secure about the future for Elder generation employees may mean working for an employer who provides retirement benefits, whereas for a Younger generation employees good salary may seem to be more important. Similarly, when it comes to balancing work and family, Younger generation employees may be more concerned with job flexibility as a way to balance their everyday needs of a Young family where both partners are working.

Further, Reilly (2012); Linquist (2008) [7] found that the Younger generation of employees joins such organizations which has comfortable office atmosphere and flexible work schedule. Moreover, Dwyer (2009) [6] stated that Younger generation of employees are more concerned about their personal life. Therefore, they make priorities of flexible work arrangement that support personal choices with respect to their lifestyles. Furthermore, (Wall Street Journal stories and video interviews with CEOs) [8], revealed that Elder generation of employees may see a 60-hour work week as a prerequisite for achieving success, while Younger generation of employees may prefer a more balanced life that includes reasonable working hours—with occasional bouts of overtime—and weekends off. Similarly, Elder generation employees may prefer to communicate by phone or face to face, whereas Younger generation of employees communicate with their peers and coworkers through email, face book, sms text and many more. Similarly, Justina (2012) [9]. Undertook a study to identify and understand the factors of employee job satisfaction and engagement. The study was based on online survey of 600 respondents drawn from web-enabled employee panel of SHRM. The study 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. 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.

Objective of the Study

The objective of the study is to identify the preferences of different generations of employees on various motivational factors at the workplace.

Hypothesis of the Study

- H₁: There is a perceived difference in the importance of various motivational factors of employees. Such as, Job Security, Job Flexibility, Retirement Benefits, Work Life Balance, Better Compensation and Relationship with Peer among Younger Generation employees, Mid Generation employees and Elder Generation employees

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 generational workforce diversity with respect to its different motivational factors.

Sources of Primary and Secondary Data

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

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 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.

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 which is 5216 by using the following formula. The calculated sample size is 358 (rounded off). 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 employee after calculation is 72. The sample of Mid-Generation employees is 125 and the sample of Younger Generation employees is 165.

The sample size is determined based on $\alpha\%$ level of significance:

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

Where,

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

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 employees = (1043/5216*358) = 72
 Mid Generation employees = (1826/5216*358) = 125
 Younger Generation employees = (2347/5216* 358) = 161

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.

Findings of the Study

Table 1.0 presents the overall data related to different motivational factors of Younger, Mid and Elder Generations employees. The respondents were asked to rank different motivational factors, i.e., Job Security, Job Flexibility, Retirement Benefits, Work Life Balance, Better Compensation, and Relationship with Peers, from 6 to 1, as 6 to the most important, and 1 to the least important. From table 1.0 it is evident that employees from all generations ranked Job Security as a most important motivational factor in the organization. Similarly, Younger Generation employees also ranked Better Compensation as an important motivational factor in the organization. Whereas, Elder and Mid Generations employees ranked Retirement Benefits as an important motivational factor in the organization. Further, Younger and Mid Generations employees also ranked Work Life Balance as an important motivational factor in the organization.

Table 1: Motivational Factors

Generations of Employees Motivational Factors	Ranking	Younger Generation	Mid Generation	Elder Generation
Job Security	6	78 (48.4%)	86 (68.8%)	44 (61.1%)
	5	37 (23.0%)	26(20.8%)	25(34.7%)
	4	27 (16.8%)	05(4.0)	0(0.0%)
	3	14 (8.7%)	04(3.2%)	3(4.2%)
	2	0 (0.0%)	0(0.0%)	0(0.0%)
	1	5 (3.1%)	04(3.2%)	0(0.0%)
Job Flexibility	6	12 (7.5%)	3(2.4%)	0(0.0%)
	5	32 (19.9%)	19(15.2%)	06(8.3%)
	4	29(18.0%)	22(17.6%)	13(18.1%)
	3	62 (38.5%)	22(17.6%)	19(26.4%)
	2	26 (16.1%)	25(20.0%)	18(25.0%)
	1	0 (0.0%)	34(27.2%)	16 (22.2%)
Retirement Benefit	6	03(1.9%)	17 (13.6%)	26 (36.1%)
	5	15(9.3%)	37(29.6%)	34(47.2%)
	4	21(13.0%)	26(20.8%)	07(9.7%)
	3	11(6.8%)	11(8.8%)	01(1.4%)
	2	57(35.4%)	24(19.2%)	01(1.4%)
	1	54(33.5%)	10(8.0%)	03(4.2%)
Work Life Balance	6	30(18.6%)	16 (12.8%)	0 (0.0%)
	5	29(18.0%)	19(15.2%)	0(0.0%)
	4	24(14.9%)	16(12.8%)	5(6.9%)
	3	48(29.8%)	36(28.8%)	15(20.8%)
	2	22(13.7%)	30(24.0%)	32(44.4%)
	1	08(5.0%)	8(6.4%)	20(27.8%)
Better Compensation	6	38(23.6%)	3(2.4%)	01(1.4%)
	5	40 (24.8%)	15(12.0%)	03(4.2%)
	4	46(28.6%)	53(42.4%)	28(38.9%)
	3	20(12.4%)	29(23.2%)	23(31.9%)
	2	06(3.7%)	16(12.8%)	05(6.9%)
	1	11(6.8%)	9 (7.2%)	12(16.7%)
Relationship with Peer	6	0(0.0%)	0 (0.0%)	01(1.4%)
	5	08 (5.0%)	9(7.2%)	01(1.4%)
	4	14(8.7%)	3(2.4%)	19(26.4%)
	3	6(3.7%)	23(18.4%)	14(19.4%)
	2	50(31.1%)	30(24.0%)	16(22.2%)
	1	83(51.6%)	60(48.0%)	21(29.2%)

Further, to have a more detailed understanding of overall responses of Younger, Mid and Elder Generations employees on different motivational factors, One Way ANOVA test has been carried out. In this regard, mean of overall responses on different motivational factors, generations wise, has been calculated to have a better understanding of exact response of each generation on different motivational factors. Moreover, ANOVA test is implemented to test the significance level of different motivational factors. A significant F value may indicate that there are differences in the means, but it does not

tell where those differences are. Hence, Post Hoc Multiple Comparison test (parameter on the One Way ANOVA command) has been conducted to identify the differences between employees of different generations on their various motivational factors. The analyses of the responses are presented in (Table 1.0).

Table 2.0 shows the mean differences between different generations of employees, i.e. Younger Generation employees, Mid Generation employees and Elder Generation employees with respect to their different motivational factors.

Table 2: Descriptive Statistics of Motivational factors

Factors		N	Mean
Job Security	Elder Generation	72	5.53
	Mid Generation	125	5.46
	Younger Generation	161	5.02
	Total Respondents	358	5.27
Job Flexibility	Elder Generation	72	2.65
	Mid Generation	125	2.81
	Younger Generation	161	3.64
	Total Respondents	358	3.15
Retirement Benefits	Elder Generation	72	5.03
	Mid Generation	125	3.86
	Younger Generation	161	2.35
	Total Respondents	358	3.41
Work Life Balance	Elder Generation	72	2.07
	Mid Generation	125	3.45
	Younger Generation	161	3.83
	Total Respondents	358	3.34
Better Compensation	Elder Generation	72	3.11
	Mid Generation	125	3.46
	Younger Generation	161	4.32
	Total Respondents	358	3.78
Relationship with Peers	Elder Generation	72	2.53
	Mid Generation	125	1.97
	Younger Generation	161	1.84
	Total Respondents	358	2.03

In order to test the hypothesis, i.e. there is a perceived difference in the importance of various motivational factors, i.e. Job Security, Job Flexibility, Retirement Benefits, Work Life Balance, Better Compensation and Relationship with Peers among Younger, Mid and Elder Generations employees, one way ANOVA test has been conducted. The results of ANOVA test has been presented in (Table 3.0). Table 3.0 presents the results of ANOVA test. It is observed

That the results of the ANOVA test of all the six different motivational factors of employees' in the organization are significant at 1 percent of level of significance. Hence, there is a perceived difference in the importance of various motivational factors, i.e., Job Security, Job Flexibility, Retirement Benefits, Work Life Balance, Better Compensation and Relationship with Peers among Younger, Mid and Elder Generations employees.

Table 3: Results of ANOVA Test

Factors		Sum of Squares	df	Mean Square	F	Sig.
Job Security	Between Groups	19.277	2	9.638	8.110	.000
	Within Groups	421.897	355	1.188		
	Total	441.173	357			
Job Flexibility	Between Groups	71.038	2	35.519	20.442	.000
	Within Groups	616.817	355	1.738		
	Total	687.855	357			
Retirement Benefits	Between Groups	394.941	2	197.471	99.312	.000
	Within Groups	705.874	355	1.988		
	Total	1100.816	357			
Work Life Balance	Between Groups	156.703	2	78.352	40.902	.000
	Within Groups	680.037	355	1.916		
	Total	836.740	357			
Better Compensation	Between Groups	91.079	2	45.540	27.633	.000
	Within Groups	585.044	355	1.648		
	Total	676.123	357			
Relationship with Peers	Between Groups	23.839	2	11.920	8.380	.000
	Within Groups	504.934	355	1.422		
	Total	528.774	357			

To interpret the results of ANOVA, if the P value is less than or equal to alpha level, i.e. 0.05 then the null hypothesis (H_0) is rejected i.e., there is a difference of variances and if the P value is greater than alpha level i.e. 0.05 then the null

hypothesis is accepted. Since the P values are less than 0.05, which shows that the F ratio is statistically significant. Hence, alternative hypothesis (H_1) is accepted.

Table 4: Post Hoc multiple comparisons

Factors	(I) Category of Generation	(J) Category of Generation	Mean Difference (I-J)	Sig.
Job security	Elder Generation	Mid Generation	.072	.897
		Younger Generation	-.509*	.003
	Mid Generation	Elder Generation	-.072	.897
		Younger Generation	.437*	.002
	Younger Generation	Elder Generation	-.509*	.003
		Mid Generation	-.437*	.002
Job flexibility	Elder Generation	Mid Generation	-.155	.706
		Younger Generation	-.987*	.000
	Mid Generation	Elder Generation	.155	.706
		Younger Generation	-.832*	.000
	Younger Generation	Elder Generation	.987*	.000
		Mid Generation	.832*	.000
Retirement Benefits	Elder Generation	Mid Generation	1.172*	.000
		Younger Generation	2.680*	.000
	Mid Generation	Elder Generation	-1.172*	.000
		Younger Generation	1.508*	.000
	Younger Generation	Elder Generation	-2.680*	.000
		Mid Generation	-1.508*	.000
Work Life Balance	Elder Generation	Mid Generation	-1.379*	.000
		Younger Generation	-1.763*	.000
	Mid Generation	Elder Generation	1.379*	.000
		Younger Generation	-.384	.053
	Younger Generation	Elder Generation	1.763*	.000
		Mid Generation	.384	.053
Better Compensation	Elder Generation	Mid Generation	-.353	.153
		Younger Generation	-1.206*	.000
	Mid Generation	Elder Generation	.353	.153
		Younger Generation	-.853*	.000
	Younger Generation	Elder Generation	1.206*	.000
		Mid Generation	.853*	.000
Relationship with Peer	Elder Generation	Mid Generation	.560*	.005
		Younger Generation	.683*	.000
	Mid Generation	Elder Generation	-.560*	.005
		Younger Generation	.123	.661
	Younger Generation	Elder Generation	-.683*	.000
		Mid Generation	-.123	.661

Further, having found that there is a perceived difference in the importance of various motivational factors of employees in the organization among the three different categories of employees, namely; Younger Generation, Mid Generation and Elder Generation employees; one cannot say where the differences occur between the categories. Hence, Post Hoc Multiple Comparison test has been conducted.

Table 4.0 shows the results of Post Hoc Multiple Comparison test. The mean differences among the categories are presented in Table 4.0 along with their p values. So far, to make meaningful conclusion each factor is explained along with statistical significance below:

Job Security

It is evident that significant difference was observed in the order of importance of “Job Security” as a motivational factor among three different generations of employees at the $P<0.05$ level [F (2, 355) = 8.110, P = 0.00]. Post Hoc multiple comparison reveals that there is no perceived difference in the order of importance of Job Security as a motivational factor between Elder Generation employees (M=5.56) and Mid Generation Employees (M=5.46). However, employees from all generations ranked Job Security as a most important motivational factor compared to other motivational factors in the organization, as the mean rating of Younger, Mid and Elder Generations employees on Job Security are 5.02, 5.46 and 5.56 respectively. Hence, it is inferred that for the better engagement of Younger, Mid and Elder Generations employees, Job Security is a most important motivational factor. This finding is consistent with the result of (Betsy Gallup, 2016)^[9]; the study reported that according to a survey by Human Resource Services Inc., the top motivational factor for employees is job security.

Job Flexibility

It is evident that significant difference was observed in the order of importance of “Job Flexibility” as a motivational factor among three different generations of employees at the $P<0.05$ level [F (2, 355) = 20.442, P = 0.00]. Post Hoc multiple comparison reveals that the mean score of Younger Generation employees (M=3.64) is higher than both Mid (M=2.81) and Elder Generations employees (M=2.65). However, there is no significant perceived difference in the order of importance of Job Flexibility as a motivational factor between Mid and Elder Generations employees. Hence, it is inferred that for the better engagement of Younger Generation employees, job flexibility is an important motivational factor. This finding is consistent with the result of (Les, 2013)^[10]; the study reported that Millennial’s want more flexibility and they are more likely to leave if their needs for support, appreciation and flexibility are not met.

Retirement Benefits

It is evident that significant difference was observed in the order of importance of “Retirement Benefits” as a motivational factor among three different generations of employees at the $P<0.05$ level [F (2, 355) = 99.312, P = 0.00]. Post Hoc multiple comparison reveals that the mean score of Elder Generation employees (M=5.03) is significantly higher than both Mid (M=3.86) and Younger Generations employees (M=2.35). Similarly, there is a significant perceived difference in the order of importance of Retirement Benefits as a

motivational factor between Mid and Younger Generations employees. However, both Mid and Elder Generations employees ranked Retirement Benefits as an important motivational factor in the organization, as the mean rating of Younger, Mid and Elder Generations employees are 2.35, 3.86 and 5.03 respectively. Therefore, it is evident that for the better engagement of Mid and Elder Generations employees, Retirement Benefit is an important motivational factor. This finding is consistent with the result of (Deloitte)^[11]; the study reported that Millennial’s want more flexibility and they are more likely to leave if their needs for support, appreciation and flexibility are not met. Moreover, Elder and Mid Generations employees are more interested in Retirement benefits. Similarly, the study also revealed that the older employees is ready to leave the organization, if they don’t find retirement benefits in such organization.

Work Life Balance

It is evident that significant difference was observed in the order of importance of “Work Life Balance” as a motivational factor among three different generations of employees at the $P<0.05$ level [F (2, 355) = 40.902, P = 0.00]. Post Hoc multiple comparison reveals that there is no perceived difference in the order of importance of Work Life Balance as a motivational factor between Younger Generation employees (M=3.83) and Mid Generation employees (M=3.47). They also ranked Work Life Balance as an important motivational factor compared to Elder Generation employees as mean rating of Younger, Mid and Elder Generations employees are 3.83, 3.45 and 2.07 respectively. Hence, it is inferred that Younger and Mid Generations employees believe that Work Life Balance is an important motivational factor. This finding is consistent with the result of (Henry E. Goldbeck, 2015)^[12]; the study reported that Generation Y and Generation X prefers more Work Life Balance at their workplace in comparison to older generation of employees.

Better Compensation

It is evident that significant difference was observed in the order of importance of “Better Compensation” as a motivational factor among three different generations of employees at the $P<0.05$ level [F (2, 355) = 27.633, P = 0.00]. Post Hoc multiple comparisons reveals that there is no perceived difference in the order of importance of better compensation between Mid and Elder Generations employees. However, Younger Generation employees ranked Better Compensation, as an important motivational factor than Mid and Elder Generations employees, as mean rating of Younger, Mid and Elder Generations employees are 4.32, 3.46 and 3.11 respectively. Hence, it is evident that, Better Compensation is an important motivational factor for Younger Generation employees, as they are in early stages of their job career, so they give more emphasis to compensation.

Relationship with Peers

It is evident that significant difference was observed in the order of importance of “Relationship with Peers” as a motivational factor among three different generations of employees at the $P<0.05$ level [F (2, 355) = 8.380, P = 0.00]. Post Hoc multiple comparison reveals that there is no perceived difference in the order of importance of relationship with peers as a motivational factor between Mid and Younger

Generations employees. However, Elder Generation employees ranked Relationship with Peers as an important motivational factor than Mid and Younger Generations employees, as mean rating of Younger, Mid and Elder Generations employees are 1.84, 1.97 and 2.53 respectively. However, Mid Generation employees also ranked Relationship with Peers as an important motivational factor. Therefore, it is evident that Elder and Mid Generations employees value more in relationship with peers as a motivational factor, because they are in late stage of their job career. Cordial and harmonious relationship with peers at the workplace motivate them to keep continue their job. This finding is consistent with the result of (SHRM, 2009) ^[13], the study reported that Baby Boomer generation value work relationships as a contributor to employee satisfaction, whereas for Generations X and Y, the work environment fit (potential for career growth, decision-making opportunities, autonomy and job challenge) is a primary retention factor (SHRM, 2009) ^[10].

Conclusion

In summing up, it is evident that there is significant perceived difference among three generations of employees with respect to various motivational factors. However, employees of all generations ranked Job Security as a most important motivational factor. Similarly, Younger Generation employees also ranked Job Flexibility and Better Compensation as an important motivational factor. Moreover, Mid and Elder Generations employees also ranked Retirement Benefits as an important motivational factor. Further, Elder Generation employees ranked Relationship with Peers as an important motivational factor. Whereas, Work Life Balance is an important motivational factor for Younger and Mid Generations employees. Hence, effective engagement may be achieved, if the organization focuses on the strategies to motivate the employees according to their preferences.

References

1. Nancy R, Lockwood, Fernan R. Cepero, The Multigenerational Workforce: Opportunity for Competitive Success, Research Quarterly, Society for human resource management, 2009, 1-11.
2. Agarwal R, De P, Ferratt TW. An Experimental Investigation of Turnover Intentions among New Entrants in IT, 2001.
3. Chris Burton. A study into Motivation and Engagement – Why we really do the things we do, Engage for Success, 2016. Retrieved from: <http://engageforsuccess.org/a-study-into-motivation-and-engagement-why-we-really-do-the-things-we-do>
4. Steve Williams, Jennifer Schramm, Workplace Vision, Society for Human Resource Management 2007; 3:1-8.
5. Eddy SW Ng, Linda Schweitzer, Sean Lyons T. New Generation, Great Expectations: A Field Study of the Millennial Generation, Journal of Business psychology. 2010; 25:281-292.
6. Jennifer Schramm, Lisa Horn, Larry Burk, Steve Williams, Katya Scanlan. Workplace Vision, Society for human resource management 2007; 3:1-8.
7. Rocky J, Dwyer. Prepare for the impact of the multi-generational workforce! Transforming Government: People, Process and Policy 2009; 3(2):101-110.
8. Reilly P. Understanding and Teaching Generation Y. English Teaching Forum, 2012, 1-11.
9. How to Manage Different Generations, The wall street Journal. Retrieved from.
10. <http://guides.wsj.com/management/managing-your-people/how-to-manage-different-generations/>
11. Justina Victor. Employee Job Satisfaction and Engagement, Society for human resource management, 2012, 1-88.
12. <http://work.chron.com/job-security-motivational-factor-11988.html>
13. Les Pickett. Millennials and their Impact on the Workplace” Career Development Association of New Zealand, 2013, 17(3).
14. Deloitte. How to effectively manage a multigenerational workforce in the Federal government: Four generations working toward a common goal, 2011.
15. Shrm. The Multigenerational Workforce: Opportunity for Competitive Success, Research Quarterly, 2009.
16. Henry E. Goldbeck, Generational Motivation Differences at the Workplace, 25th June, 2015. Retrieved from: <http://www.goldbeck.com/hrblog/motivational-differences-between-the-generations-x-y-and-baby-boomers>