

**Impact of Work Values and Employee Engagement on personal/work life: A study of
Centennials from IT Industries in India**

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ABSTRACT:

Today's organization is a picture of the coexistence of different cohorts. The youngest among these are the Centennials or Generation Z, people between ages 10 to 24 years. While many from this generation are still students, some have recently joined the corporates, or about to do so. This generation, therefore, is going to stay with the corporates for a long time.

The behaviour, attitude and mannerisms of the centennials has been a subject of interest both to the corporates and the academia. The current paper attempts to study the work values and employee engagement and their impact on the personal and work life of the Centennials.

Centennials is a well-educated and highly diverse generation. This is a generation which is dictated by technology, is impatient and fearless. This generation exhibits different work values as compared to the former generations. Members of this generation value individual opinion, they are ready to mobilise themselves for multiple causes and prefer to solve conflicts by discussion. They are also pragmatic and analytical in their decision-making process. Gen Z seeks meaning from their work and therefore they look for being associated with good brand image.

The employers of Gen Z should appreciate the different work values of Gen Z and should employ different methods for keeping this generation engaged. Various studies have proved that work-engaged employees lead to organizational success, where disengaged employees lead to wastage of valuable resources. Owing to the technology-dependent nature of this generation, use of technological platforms plays an important role in keeping it engaged in work. The current research was conducted to understand Gen Z and their perspective of involvement at workplace.

A sample size of 53 respondents was considered for the study. The respondents belonged to the centennials cohort and had an experience of 1 to 2 years in an IT industry. Purposive Sampling method was employed and a structured questionnaire was prepared and administered through E mails. The hypotheses of the study were as follows:

H1: There is a significant association between Work Values of Centennials on their personal/ work life

H2: There is significant association between Employee Engagement of Centennials on their personal/ work life.

Data was analysed using multiple regression analysis. Work Values and employee Engagement were the independent variables and personal /work life was the dependent variable in the study. The studies showed that work values and employee engagement alone did not have a strong association with the personal/ work life of the Centennials. However, both together had a significant impact on the personal/ work life. The study was significant for its contribution to academics and practicing professionals.

INTRODUCTION:

Gen Z is at the threshold of employment. They are bringing in new patterns of behaviour, attitude and mannerisms. As the characteristics of centennials is quite dissimilar than the existing cohorts, it is challenging for employers to understand them and devise strategies and policies suited to their requirements. This has set in a prerequisite for more research on the various characteristic and behavioural patterns of the centennials. The current study aims to study the centennial generation, who have an experience of about 1 to 2 years in IT Industry. The author tried to study the perception and impact of work value, employee engagement and work life balance.

REVIEW OF LITERATURE:

Centennials

People think that the youngest generation known as Centennials are still kids, however, the fact is that this generation is almost around 22 years of age and have already entered the professional world or are soon going to do so. India's current generation of 'Digital Natives' make up to 32% of the global population, i.e. 472 million, according to Bloomberg report (2019). About 30% population is on the verge of employment. This has various implications for the employer, who would now have to be ready to recruit, engage and nurture this generation at the workplace. It is shown by many researchers that the different generation cohorts exhibit varied behaviour and attitude towards workplace(Gaidhani et.al. 2019). The challenges for the employers include the vast difference in the values, attitudes and behaviour of centennials as compared to the other generations. The HR managers would have to redesign the recruitment, motivation, engagement and retention policies and strategies for the forthcoming Gen Z. One way is to understand the characteristics of this forthcoming generation. Very scanty literature is available at present on the characteristics of the centennials.

According to the available literature, Gen Z have pragmatic decision - making ability, multitasking and are very comfortable with the various digital devices and technology. This generation is very straight forward and socially well connected. Due to high dependency on

technology, this generation has a very short attention span, are impatient, self - directed, individualistic, and more demanding. They are more realistic and have a positive mind-set about the future. Mihelich (2013) explained that Gen Z exhibit a high concern for ecological issues and are mindful about the impending scarcities. Centennials are well-informed, technically advanced, open minded and ready to correct their mistakes.

Work Values

Work Value is defined as the importance of work for an individual and commitment towards the norms associated with work. Ye (2005) explained that work values has direct impact of the on the individuals choice and abilities and it is a predicting factor to understand the attitude of individuals towards work and workplace. The author further stated that work values differ from generation to generation and from individual to individual (Jaskyte, 2014). Work Values are distinguished as intrinsic and extrinsic. Extrinsic work values are external to the individual includes remuneration, work timings, welfare schemes and insurance (Kaasa 2011). As against the concept of extrinsic values, intrinsic values, as described by Arndt (2013) include the opportunities for individual progress and work satisfaction at workplace. Adding further to the literature, Twenge et.al. (2008) described that some people work to help others and society. They are said to possess altruistic work values. Ros et. al. (1999) studied individuals who possess a status – associated work value that gives people perception of achievement, status and recognition. Lyons et al. (2006) and Twenge (2010) also described social work values which are concerned with the relationship of the individuals with co-workers and supervisors.

Schawbel (2014) described that centennials possess an entrepreneurial attitude, are reliable, tolerant and less motivated by monetary benefits. They choose their employers carefully. They consider factors like flexibility, meaningfulness and openness at their workplace. Centennials are of the opinion that their ideas should be heard carefully and valued. They believe that at the place of work, ideas and contribution should gain an upper hand and not age. According to Mihelich (2013), people belonging to this cohort need immediate acknowledgement and gratification for their work. They would prefer to work with leaders who are honest and committed (Half, 2014). Various researchers have compared the workplace aspiration and expectation of the different cohorts. Centennials seem to have very different workplace requirements and motivating factors as against the earlier generations. In this paper the researcher aims to understand the work values and the perception of engagement of Centennials, especially in IT industries, towards their work.

Employee Engagement

Employees, who actively and enthusiastically take part in the various tasks at workplace and strive to enhance the reputation of the organization, are termed as engaged employees. Jha and Sareen (2017) in a review of literature have mentioned that engaged employees are harbingers of various advantages at the organization. Engaged employees lead to increased return on investment, greater market share, enhanced growth and success for the organization. Hewit (2015) conducted a quantitative research and found that there existed a positive association between organizations revenue and employees' engagement. The author inferred that 3% increase in the organization's revenue could be achieved by 5% increase in employees'

involvement at the workplace. Employee involvement could be achieved by providing the employees a work culture which would nurture increased emotional and mental attachment of the employees towards their tasks and duties, role in the organization, responsibility towards their peers and the organization at large.

Engaging Gen Z is challenging for organizations. Jha and Sareen (2017) in their review stated that since this generation is technology savvy, digitization could play an important part in involving them at work. They suggested use of gamification for engagement of Gen Z employees. Moore (2019) reiterated three important values of Gen Z namely they want to know why rather than what they are doing, they have “do it yourself” attitude rather than supervision and they value choices. Moore suggested various strategies for engaging Gen Z based on their work values. He suggested that Gen Z should be explained the relevance of their tasks, give them flexibility and choices and opportunities to express themselves and create value for the organization. These strategies would ensure participation of the centennials at workplace and enhance their involvement and commitment towards the organization.

Work/ Personal Life Balance

Work Life balance studies became crucial as the landscape of employees is changing. More women have started working and families are becoming nuclear. Different generation cohorts are working hand-in-hand at the workplace. In this differentiating scenario the importance and challenges for work and life balance is becoming profound. To achieve this companies are establishing employee friendly policies and culture at the workplace (Cennamo & Gardner, 2008). Research has shown that employees which can strike a balance at home and at workplace are more productive and effective (Boyar, Maertz, & Pearson, 2005), they are better engaged in their tasks and are happy and satisfied (Kelliher & Anderson, 2010). On the contrary, when employee is unable to balance home and work front, lead to dissatisfaction, conflicts, increased stress and increased turnover which would lead to low performance (Heckerson & Laser, 2006).

Gilley et. al. (2015) studies work life balance amongst different generations. He stated that the policy “one size fits all” does not go well when we consider the perception of work and life balance amongst the different cohorts. He studied Baby Boomers, Gen X, Gen Y and GenZ and stated that all the cohorts have distinct attitude, behaviour and mannerisms. It is important for the employers to understand these differences and craft policies accordingly. The author found that there exists no noteworthy difference in the longing for work life balance with reference to the employee’s age. That is all employee desire to have a balance between work and home. However, difference does persist when their age is considered along with how the supervisor affects work-life balance for the individual employee. They concluded that millennial managers were more inclined towards supporting the work life balance than the older ones.

Since centennials are just on the verge of employment, scarce research is available on their characteristics, needs, perceptions and thoughts; there exists gaps in the research done on the employees belonging to this cohort. The current paper aims to understand the work values and engagement of the centennials from IT Industry and their impact on the work and personal life.

RESEARCH OBJECTIVES:

Following research objectives were considered –

1. To study the impact of work values of centennials on their personal/ work life
2. To study the impact of engagement of centennials on the personal/ work life
3. To study the statistical association between work values and employee engagement

HYPOTHESIS:

The hypotheses of the study were as follows:

H1: There is a significant association between Work Values of Centennials on their personal/ work life

H2: There is significant association between Employee Engagement of Centennials on their personal/ work life.

RESEARCH METHODOLOGY:

Data was collected from 53 employees belonging to the Centennials cohort and working in IT industry in the Western Region of Maharashtra. The respondents had work experience of 1 to 2 years in IT industry. Respondents were selected using purposive sampling. Data collection was done using a structured questionnaire using Google forms. The link to fill in the questionnaire was send to the respondents through email andWhatsApp groups. The data was analysed using Statistical tools - Multiple Regression Model of Work Life Balance (Y) on Work Value (X1) & Employee Engagement (X2). For this model the dependent variable was Work Life Balance (Y) and independent variables were Work Value (X1) & Employee Engagement (X2).

DATA ANALYSIS:

Data Analysis was done using Multiple Regression Model of Work Life Balance (Y) on Work Value (X1) & Employee Engagement (X2):

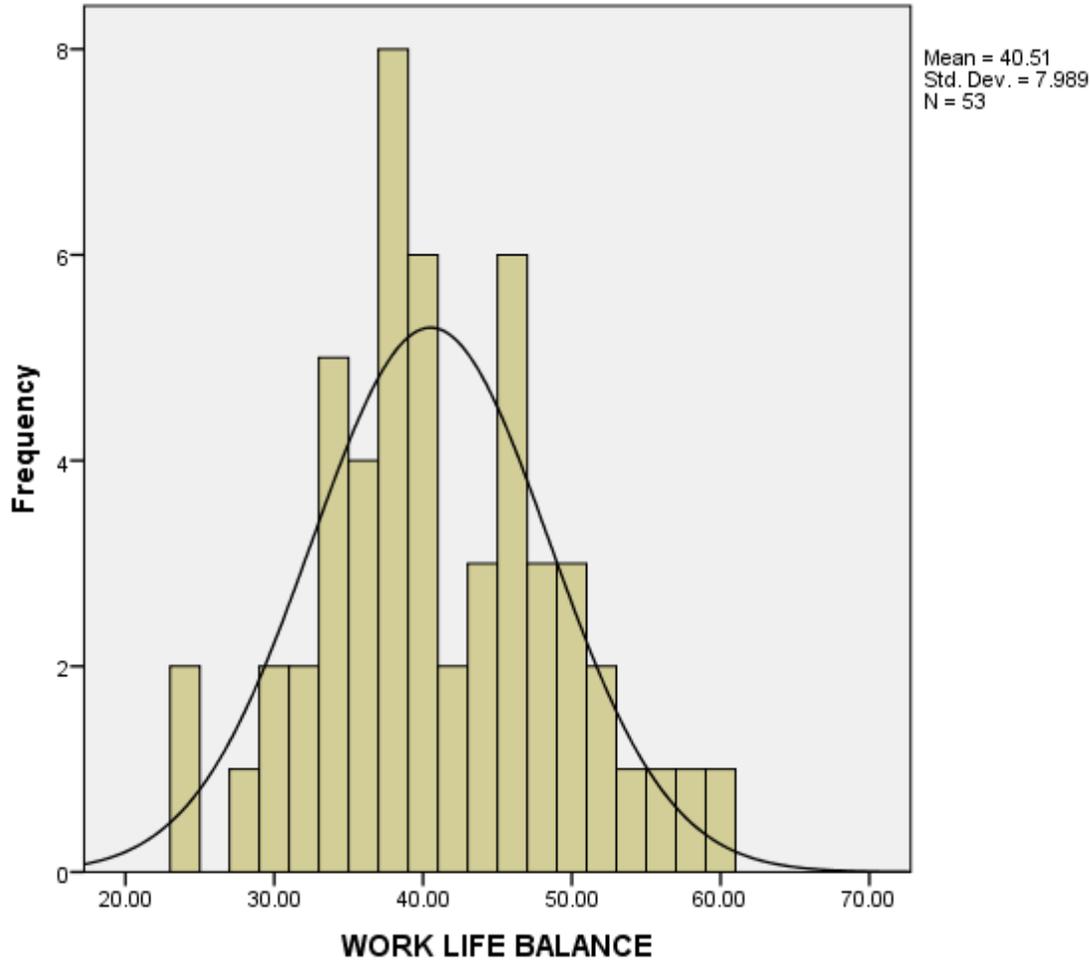
Dependent Variable: Work Life Balance (Y)

Independent Variables: Work Value (X1) & Employee Engagement (X2)

Part a) Normality of the data set is verified using three statistical tools.

- 1) Histogram
- 2) skewness & Kurtosis calculation
- 3) PP plot

The histogram for Work Life Balance; along with the skewness & Kurtosis and PP plot are as given below.

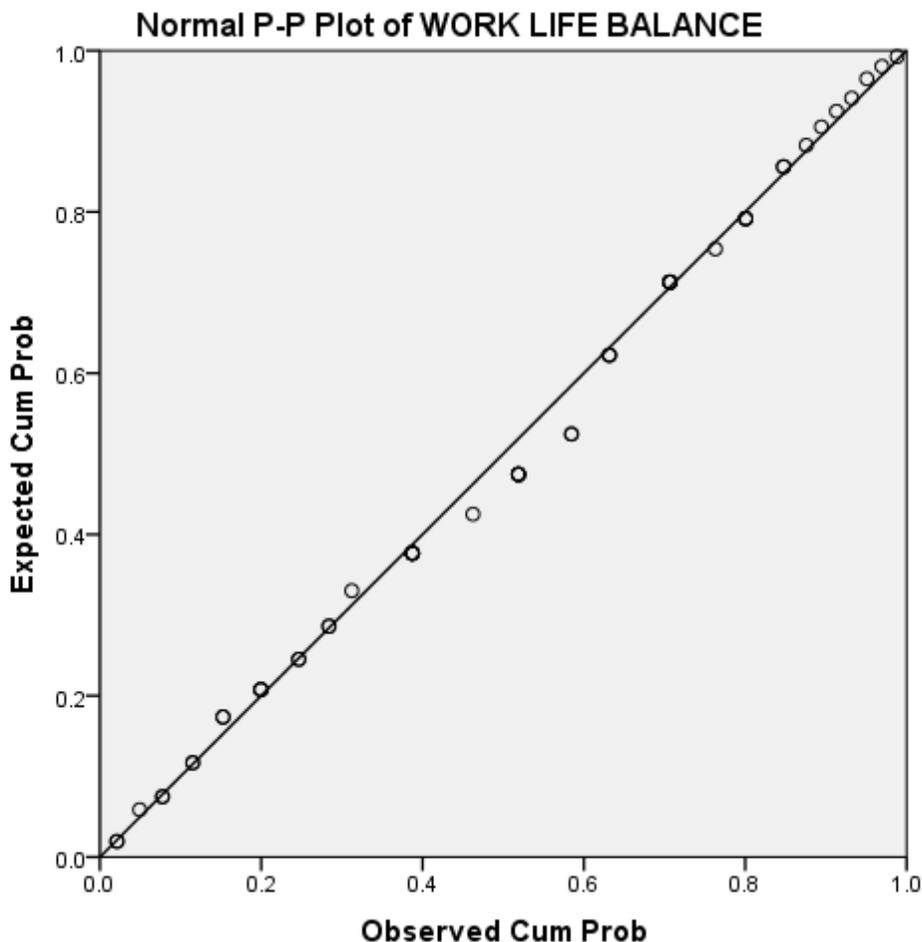


The histogram shows that the normality of the variable Work Life balance.

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
WORK LIFE BALANCE	53	40.5094	7.98947	.197	.327	-.096	.644

We can assume normality if skewness is in the range of -0.8 to 0.8 and kurtosis is in the range of -3.0 to 3.0

Here skewness = 0.197 & kurtosis = -0.096; the distribution of the variable is normal.



Also the PP plot shows the less deviation of the data from normality.

Part b) Multiple Regression Model of Work Life Balance (Y) on Work Value (X1) & Employee Engagement (X2)

Table1: Descriptive

Descriptive Statistics			
	Mean	Std. Deviation	N
WORK LIFE BALANCE	40.51	7.99	53
WORK VALUE	171.23	19.12	53
EMPLOYEE ENGAGEMENT	24.75	3.96	53

Table2: Table showing correlations among variables

Correlations				
		WORK VALUE	EMPLOYEE ENGAGEMENT	WORK LIFE BALANCE
WORK VALUE	Pearson Correlation	1	.139	.597**
	P value (2-tailed)		.322	.000
	N	53	53	53
EMPLOYEE ENGAGEMENT	Pearson Correlation	.139	1	.347*
	P value (2-tailed)	.322		.011
	N	53	53	53
WORK LIFE BALANCE	Pearson Correlation	.597**	.347*	1
	P value (2-tailed)	.000	.011	
	N	53	53	53
**. Correlation is significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

The Pearson's coefficient between Work Life Balance & Work Value is 0.597 (P value = 0.00) & significant.

The Pearson's coefficient between Work Life Balance & Employee Engagement is 0.347 (P value = 0.011) & significant.

The Pearson's coefficient between Work Value & Employee Engagement is 0.139 (P value = 0.322) & not significant. Hence Multi-collinearity does not exist.

Table3: Table showing summary of model

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597 ^a	.357	.344	6.46901
2	.654 ^b	.428	.405	6.16196
a. Predictors: (Constant), WORK VALUE				
b. Predictors: (Constant), WORK VALUE, EMPLOYEE ENGAGEMENT				

Since coefficient of determination i.e. R square = 0.357, 35.7% of the total variation in the dependent variable is explained by independent variables in model 1.

Table3. Table showing results of ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1184.991	1	1184.991	28.316	.000 ^b
	Residual	2134.255	51	41.848		
	Total	3319.245	52			
2	Regression	1420.760	2	710.380	18.709	.000 ^c
	Residual	1898.485	50	37.970		
	Total	3319.245	52			
a. Dependent Variable: WORK LIFE BALANCE						
b. Predictors: (Constant), WORK VALUE						
c. Predictors: (Constant), WORK VALUE, EMPLOYEE ENGAGEMENT						

Since $F = 28.316$ & p value = $0.00 < 0.05$, there is strong evidence to conclude that the regression model 1 is significant.

Table4: Table showing the regression coefficients & T stat

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.235	8.082		-0.277	0.783
	WORK VALUE	0.25	0.047	0.597	5.321	0.000
2	(Constant)	-13.004	8.828		-1.473	0.147
	WORK VALUE	0.234	0.045	0.56	5.187	0.000
	EMPLOYEE ENGAGEMENT	0.543	0.218	0.269	2.492	0.016
a. Dependent Variable: WORK LIFE BALANCE						

The regression model had two independent variables & was reached to one independent variable in two steps.

The regression model for Work Life Balance (Y) on Work Value (X1) is given as

$$Y = -2.235 + 0.25 * X1$$

Here the intercept is -2.235 which implies that the initial Work Life balance would be -2.235 when the independent variable value is zero.

The slope of variable Work Value (X1) is 0.25 implies that the Work Life Balance would be increased by 0.25 per unit increase in variable Work Value (X1).

DISCUSSION:

The normality of the variable Work Life Balance is assessed by skewness & Kurtosis calculation. We can assume normality if skewness is between (-0.8, 0.8) and kurtosis is between (-3.0, 3.0). Skewness of the variable Work Life Balance is 0.197 & kurtosis of the variable Work Life Balance is -0.096; both are within the interval specified for normality. Hence the distribution of the variable is normal.

Descriptive:

The sample size was 53. The mean of variable Work Life Balance is 40.51 & standard deviation is 7.99. The mean of variable Work Value is 171.23 & standard deviation is 19.12. The mean of variable Employee Engagement is 24.75 & standard deviation is 3.96.

Correlations among variables:

The Pearson's coefficient between Work Life Balance & Work Value is 0.597 (P value = 0.00) & significant. The Pearson's coefficient between Work Life Balance & Employee Engagement is 0.347 (P value = 0.011) & significant. The Pearson's coefficient between Work Value & Employee Engagement is 0.139 (P value = 0.322) & not significant. Hence Multi-collinearity does not exist.

The coefficient of determination i.e. R square = 0.357, 35.7% of the total variation in the dependent variable is explained by independent variables in model.

In the Table showing results of ANOVA, F = 28.316 & p value = 0.00 < 0.05, there is strong evidence to conclude that the regression model 1 is significant.

In the Table showing the regression coefficients & T stat, the stepwise regression model had two independent variables & was reached to one independent variable in two steps.

The regression model for Work Life Balance (Y) on Work Value (X1) is given as

$$Y = -2.235 + 0.25 * X1$$

Here the intercept is -2.235 which implies that the initial Work Life balance would be -2.235 when the independent variable value is zero.

The slope of variable Work Value (X1) is 0.25 implies that the Work Life Balance would be increased by 0.25 per unit increase in variable Work Value (X1).

The results indicate the importance of work value in the employee work life balance. Employee engagement is significant for the employee to balance the work and home front. However, further research with a larger sample size could give more conclusive answer.

The research has both academic as well as practical implications. The findings have shown the importance and impact of work value values and employee engagement of the centennials from IT industry, thus adding to the literature available on this theme. The practical implications would be for the managers when they are devising policies and strategies for centennials.

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