

## GENERATION X VS GENERATION Y, WHO IS MORE SATISFIED? A STUDY IN THE POWER SECTOR IN INDIA.

*Upasana Ghosh*

Student

School of Business and Management CHRIST (Deemed to be University), Bangalore

Email-id: upasanaghosh@mba.christuniversity.in

*Dr. Archana Singh*

Associate Professor

School of Business and Management CHRIST (Deemed to be University), Bangalore

Email-id: archana.singh@christuniversity.in

### **Abstract**

Amongst all the sectors, power sector belongs to the core group and is always on the priority across the world. Being such a critical sector, for its organic growth, the satisfaction of employees' holds a very important position. Job satisfaction is one of the key factors that motivate employees to do their best. The purpose of the study is to identify and compare the job satisfaction factors of Generation X and Generation Y in the power sector in India. In this research, data was collected using online questionnaire from 200 employees who work at power sector in India. The survey included five-point Likert scale to measure the five independent variables (Financial Benefits, Performance Recognition and involvement, Career Development, Work environment and Satisfaction from supervisor) and job satisfaction. The findings of the research indicate employees of Generation Y are more satisfied than the employees of Generation X.

To conclude, organisations have to provide better career paths and options in order to retain employees of both the generations. The HR Policies and programs have to suitably modified to enhance retention rate.

*Keywords: Generation X, Generation Y, Job Satisfaction, financial benefits, performance recognition and involvement, career development, work environment and satisfaction from supervisor.*

### **Introduction**

The key to run an organization and to function successfully are its employees, machines and materials. The usage of machines can be learnt, the procurement of materials can be planned, but for the employees to function properly, there is no written rule. So, the fundamental factor for any employee to

successfully give the desired output, is for the employee to be satisfied at his/her job. The measurement of how happy people are at work is employee satisfaction.

Moreover, generations of employees can also have a huge effect on their satisfaction levels. The generations in this sector are Generation X and Generation Y. Gen X workers are self-reliant and independent, while Gen Y mostly prefer working by themselves and in a healthy work environment.

Power sector with its dynamics of requirement has always been a stressful job, since it is one of the most demanding sectors. A person has to put more than his scheduled work to be successful in power sector. Other than the working hours a person must remain completely on alert, due to the nature of job. This requires a high level of dedication from the employees which sometimes take a toll on their work life balance.

So, a person who is highly dedicated and passionate about his job and enjoys his job, can only remain satisfied for a long time in the power sector. Many a times people join with the misconception with comparing power sector with other service sectors and quickly get disappointed with not proportioned hard work and monetary benefits.

### **Research Questions**

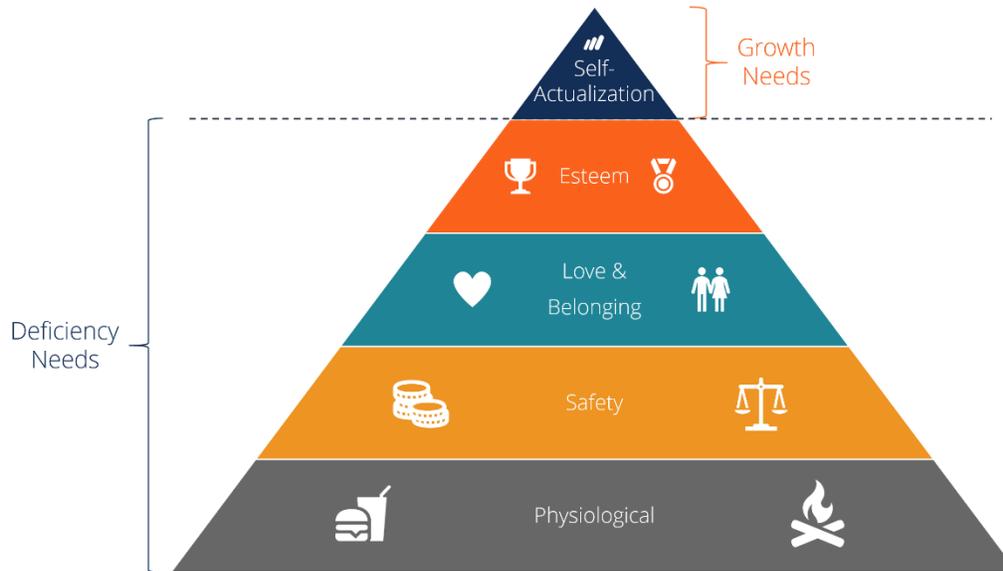
1. What are the major factors responsible for providing job satisfaction to Generation Y?
2. What are the possible factors that are differ from Generation X?

### **Research Objectives**

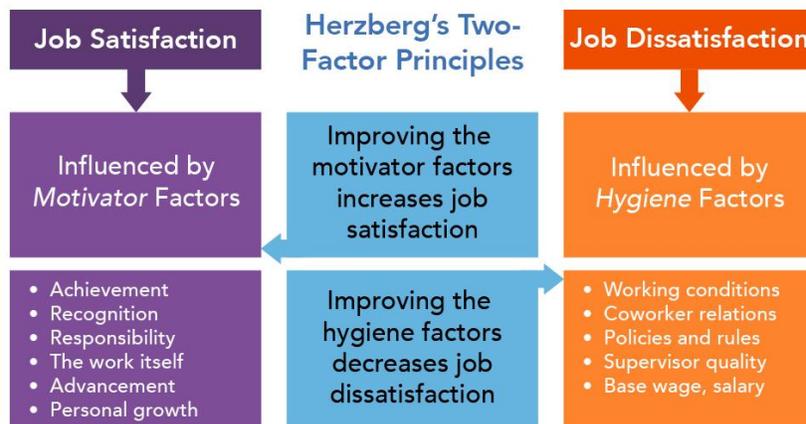
1. To analyze the factors that provide maximum satisfaction to the employees of various generations.
2. To compare the factors providing job satisfaction to Generation X and Generation Y.
3. To analyse which Generation is more satisfied in the Power Sector in India.

### **Literature Review**

Job Satisfaction refers to the employee perspective with their job caused by favourable and unfavourable feeling.



(Newstrom, 2007) There are five principle levels to Maslow's hierarchy of needs. These levels start from the most fundamental needs to the most progressive needs. Maslow initially accepted that an individual expected to totally fulfil one level to start seeking after additional levels. A more present-day point of view is that these levels overlap. As an individual arrives at more significant levels, their motivation is coordinated more towards these levels. However, their fundamental spotlight is on more elevated levels, they will in any case keep on pursuing lower levels of the hierarchy yet with less power.



The factor that differentiates two-factor theory is the role of employee expectations. According to Herzberg, intrinsic motivators and extrinsic motivators have an inverse relationship. That is, intrinsic motivators tend to increase motivation when they are present, while extrinsic motivators tend to reduce motivation when they are absent. This is due to employees' expectations. Extrinsic motivators (e.g., salary, benefits) are expected, so they won't increase motivation when they are in place, but they will cause dissatisfaction when they are missing. Intrinsic motivators (e.g., challenging work, growth potential), on the other hand, can be a source of additional motivation when they are available.

## Financial Benefits

According to (Siwasampattikul, 2017) monetary and non-monetary rewards keep employees motivated and satisfied in an organization. Many organizations face the problem around what the perfect reward program ought to be so as to expand employee motivation and simultaneously accomplish the organizational targets.

An organization's reward framework is a significant instrument that can prompt employee motivation. Understanding the effect of both monetary and non-monetary rewards, in view of employee inclinations, is vital for an organization to convey development and investor esteem. For a reward program to work, it must be created with a couple of confinements.

Reward program must give fundamental rewards to spur employees; provide employees with clear roles in the future; give employees the power to impact their performance and convey on it. Previous studies have demonstrated that pay affects job satisfaction (Caligiuri P., 2010) , (Cranny C. J., 1992) . (Z., 2004) , (L., 1996) , (M., 2002)). Employees expect a certain level of monetary rewards for their organizational contribution, and pay constitutes a quantitative measure of an employee's worth. In order to compete for the most talented workers, companies need to provide attractive and equitable pay. It has been argued that pay is a motivator for many employees initially, but it is not a powerful motivator over the long term. The role of pay in attracting and retaining people at work has been recognized for many decades and is increasingly important in today's competitive, economic environment where strategic compensation planning is needed (Jackson, 2003).

## Performance Recognition and Involvement

According to (Roberts, 2005) the key issue is finding the most ideal way to quantify the exhibition of people and adjusting these estimations to the key goals of the organization. Correspondence is a key angle in the presentation the executive's procedure, from clarifying the prizes system, to how the company ought to convey it and most significant how employees see the connection between execution objectives and prizes. The parts of occupation execution that affect achievement, that separate among effective and ineffective entertainers, and are at any rate partially inside the control of the individual being evaluated ought to be recognized as execution measures.

The types of remunerations and acknowledgment that individuals get are a significant contributing component to their degree of fulfilment. (Dina, 2011) The more highly remunerated and perceived individuals are, the more fulfilled they will in general be with their activity and with their life. This infers fulfilled employees are less inclined to stop, change occupations, join associations, or be missing. In summary, organizations are in an ideal situation when they furnish individuals with a prize level that drives them to feel in any event moderately fulfilled.

## Career Development

Successful organizations exist in light of a serious edge in the worldwide economy (Tobing, 2016). To keep up the status, firms need skilled and connected with employees. A significant practice is career development. Career development programs empower HR supervisors, chiefs and their partners to cooperate to design, coordinate, formalize, lead and screen career projects to create not exclusively employees' positions yet the entire stage measure, disposition, conduct and situation identifying with employees' work life. (Chawla, 2017) Worker fulfilment can be accomplished by making a decent career

development framework and giving a comprehension of how significant the framework is that is planned by the organization for administrative and proficient employees.

### **Work Environment**

(Chandrasekar, 2011) says the work environment impacts employee morale, productivity and commitment both decidedly and adversely. The work place environment in a lion's share of industry is hazardous and unfortunate. These incorporates ineffectively planned workstations, unsatisfactory furnishings, absence of ventilation, wrong lighting, unreasonable commotion, inadequate security gauges in fire crises and absence of individual defensive gear. Subsequently productivity is diminished because of the working environment. (Raziq, 2015) It is the nature of the employee's working environment that most effects on their degree of inspiration and ensuing execution.

(Yusoff, 2013) Organizations today need to concentrate more on changing their working environments to spur their representatives to take part in conduct that is steady with their objective particularly to contend in worldwide competition showcase. Organizations not just need to understand the significance of workers' inspirations, they likewise ought to appreciate the fluctuations in inclinations of inspiration factors between different gatherings of representatives' ages. Disappointment in fulfilling these aspects could bring about decrease of organizations' all out viability. Along these lines coming about undesirable working environments which obstructs representatives' commitments towards casting into information-based economy. Thus, rousing representatives in the current day business exercises are unique in relation to years back on the grounds that every age has their own inclination in working environment and desires from their commitments. Sadly, workers' inspiration issue saw as a shrouded an incentive in most organization. (Westerman, 2007) Employee practices don't happen in a vacuum, yet in a particular and extraordinary work environment. Individuals put in work environments that "fit" are bound to characteristically make the most of their work. The turnaround is valid for those set-in work environments that don't "fit". For these employees, typical every day work events might be horrendous and deciphered more adversely, in this way bringing about negative results.

### **Satisfaction from Supervisor**

(Afzal, 2019) The paper is about impact of perceived supervisor support on employees' turnover intention and task performance. The immediate impact of perceived supervisor support on employee turnover intention is irrelevant, which shows that when perceived supervisor support expands, it doesn't legitimately influence turnover intention. Despite what might be expected, the effect of perceived supervisor support on turnover intention through the intercession of self-adequacy was contrarily huge. It uncovers that perceived supervisor support builds up the self-adequacy of employees which, thus, diminishes their turnover intention. (Anderson, 2016) The feedback which the supervisors give their employees in a constructive manner, also gives them areas of improvement and growth opportunities.

### **Generation**

(BR, 2000) defined generation as a group of age cohorts who share birth years and life experiences, which are influenced by a variety of crucial factors. (Park, 2012) stated that generation has a moderating effect on the job satisfaction. Moreover, among generations, they share the similar memory as they were born in the same period. (Chou, 2012) Millennials are the recent generation in an organization and are the majority population too. Understanding them to run business successfully is important. They like

to exhibit participative leadership and show exemplary followership. (Angeline., 2011) Organizations have to match the right leadership style to millennials followership style.

### Conceptual framework

The conceptual framework presents factors such as financial benefits, performance recognition and involvement, career development, work environment and satisfaction from supervisors that could lead to job satisfaction. The worker’s generation – Generation X and Generation Y have an influence towards job satisfaction.

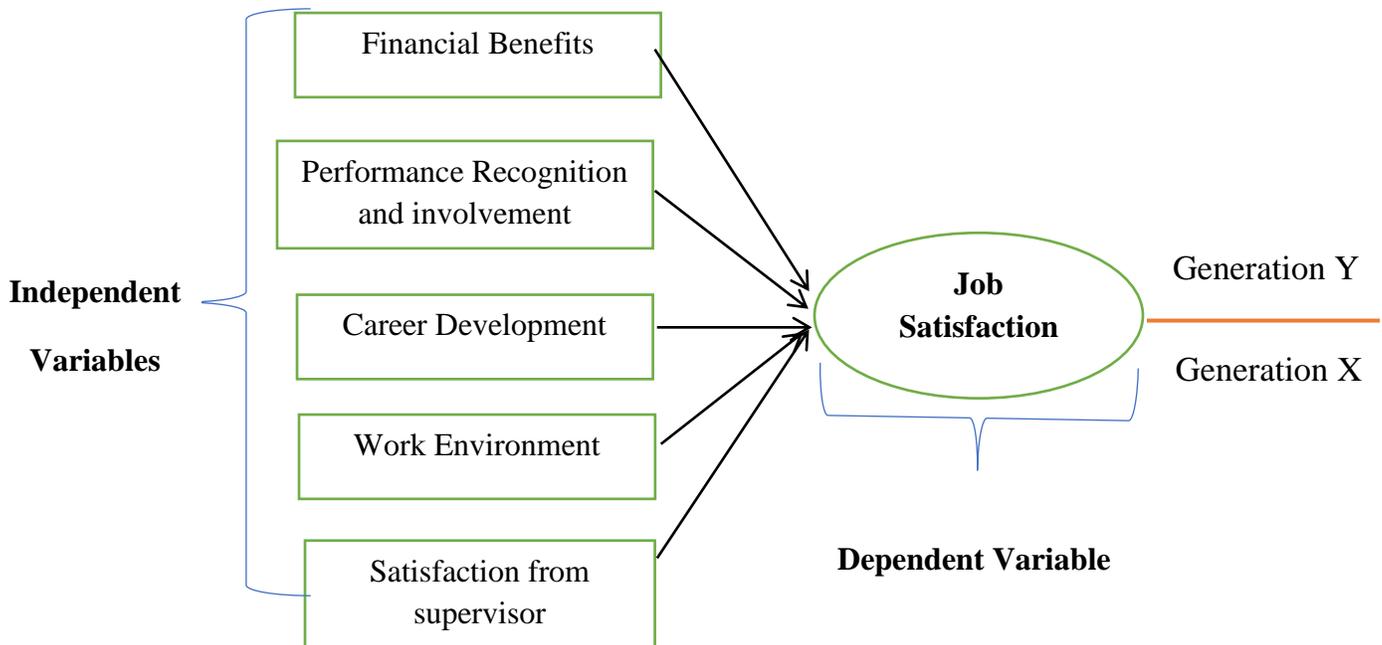


Figure 3: Conceptual Framework

### Hypothesis

#### Null hypothesis

H01: Financial benefits does not have a significant relationship with job satisfaction of Gen X and Gen Y.

H02: Performance recognition and involvement does not have a significant relationship with job satisfaction of Gen X and Gen Y.

H03: Career development does not have a significant relationship with job satisfaction of Gen X and Gen Y.

H04: Work environment does not have a significant relationship with job satisfaction of Gen X and Gen Y.

H05: Satisfaction from superiors does not have a significant relationship with job satisfaction of Gen X and Gen Y.

**Alternate Hypothesis**

H1: Financial benefits has a significant relationship with job satisfaction of Generation X and Generation Y.

H2: Performance recognition and involvement has a significant relationship with job satisfaction of Generation X and Generation Y.

H3: Career development has a significant relationship with job satisfaction of Generation X and Generation Y.

H4: Work environment has a significant relationship with job satisfaction of Generation X and Generation Y.

H5: Satisfaction from superiors has a significant relationship with job satisfaction of Generation X and Generation Y.

**Research Methodology**

Quantitative approach was applied to the study. Questions were distributed using questionnaire distributed to 200 employees of power sectors across India. Non-probability random sampling technique was applied in the research. Cronbach’s Alpha was applied on Five-point Likert Scale mustered data for validation purposes and descriptive statistics, regression in SPSS were used for data analysis.

**Data Analysis**

**Reliability test**

<b>Case Processing Summary</b>			
		N	%
Cases	Valid	200	100.0
	Excluded <sup>a</sup>	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

FB – Financial Benefits

WP – Work Performance

CD – Career Development

WE – Work Environment

S – Satisfaction from Supervisor

**Reliability Statistics**

Cronbach's Alpha	N of Items
.804	13

Cronbach’s Alpha = 0.804, which indicates a high level of internal consistency for the scale with this specific sample.

**For Generation X**

**Regression model**

**Model Summary<sup>a</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834 <sup>b</sup>	.695	.650	.777

- a. Age = Gen X
- b. Predictors: (Constant), S, WP, CD, S, WE, CD, FB, CD, WP, WE, WP, FB, S

R<sup>2</sup> represents the fit of the data. Since R<sup>2</sup> > 0.5 the model is considered a good fit. This means that the linear regression explains 69.5% of the variance in the data.

**ANOVA**

**ANOVA<sup>a,b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.135	13	9.318	15.451	.000 <sup>c</sup>
	Residual	53.070	88	.603		
	Total	174.206	101			

- a. Age = Gen X
- b. Dependent Variable: JS
- c. Predictors: (Constant), S, WP, CD, S, WE, CD, FB, CD, WP, WE, WP, FB, S

The F-ratio in the ANOVA tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable,  $F(13, 88) = 15.451$ ,  $p(.000) < .05$  (i.e., the regression model is a good fit of the data).

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	6.191	1.392		4.449	.000	3.426	8.957
1 FB	-.235	.093	-.270	-2.521	.014	-.420	-.050
FB	-.187	.145	-.228	-1.290	.200	-.476	.101
WP	-.223	.201	-.175	-1.111	.269	-.622	.176
WP	.241	.109	.225	2.203	.030	.024	.458
WP	.033	.130	.033	.253	.801	-.225	.291
CD	.389	.143	.243	2.717	.008	.104	.673
CD	.120	.141	.081	.851	.397	-.160	.401
CD	-.232	.150	-.151	-1.548	.125	-.529	.066
WE	.686	.204	.565	3.368	.001	.281	1.091
WE	-.474	.154	-.331	-3.086	.003	-.779	-.169
S	-.367	.084	-.386	-4.370	.000	-.534	-.200
S	-2.055	.313	-1.219	-6.568	.000	-2.677	-1.433
S	1.631	.321	1.054	5.083	.000	.993	2.268

a. Age = Gen X

b. Dependent Variable: JS

Here the variables which have P-value less than 0.05 are taken for further tests.

The variables are, FB1, WP1, CD1, WE1, WE2, S1, S2 and S3.

## Descriptive Statistics

**Descriptive Statistics<sup>a</sup>**

	N	Minimum	Maximum	Mean	Std. Deviation
FB	102	1	5	3.39	1.510
FB	102	1	5	3.47	1.596
WP	102	2	5	3.95	1.028
WP	102	1	5	3.83	1.227
WP	102	1	5	3.66	1.301
CD	102	1	4	2.00	.821
CD	102	1	4	2.21	.883
CD	102	1	4	2.24	.858
WE	102	2	5	4.09	1.082
WE	102	2	5	3.75	.917
S	102	1	5	3.57	1.382
S	102	3	5	4.22	.779
S	102	3	5	4.05	.849
Valid N (listwise)	102				

a. Age = Gen X

Sum of Means = 29.02

Average of sum of means = 3.6275

### For Generation Y

## Regression model

**Model Summary<sup>a</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 <sup>b</sup>	.792	.760	.642

a. Age = Gen Y

b. Predictors: (Constant), S, S, CD, WP, WP, WE, S, WE, CD, FB, CD, FB, WP

R2 represents the fit of the data. Since  $R^2 > 0.5$  the model is considered a good fit. This means that the linear regression explains 79.2% of the variance in the data.

### ANOVA

**ANOVA<sup>a,b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131.875	13	10.144	24.609	.000 <sup>c</sup>
	Residual	34.625	84	.412		
	Total	166.500	97			

a. Age = Gen Y

b. Dependent Variable: JS

c. Predictors: (Constant), S, S, CD, WP, WP, WE, S, WE, CD, FB, CD, FB, WP

The F-ratio in ANOVA tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically predict the dependent variable,  $F(13, 84) = 24.609$ ,  $P\text{-value}(0.000) < 0.05$ , i.e. the regression model is a good fit of the data.

**Coefficients<sup>a,b</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Co
	B	Std. Error	Beta			Lower Bou
(Constant)	16.961	3.655		4.641	.000	9.6
FB	.874	.199	.852	4.388	.000	.4
FB	-2.336	.287	-2.012	-8.152	.000	-2.9
WP	.340	.142	.376	2.401	.019	.0
WP	-.933	.257	-.557	-3.625	.000	-1.4
WP	3.003	.491	2.483	6.111	.000	2.0
CD	-3.420	.431	-1.112	-7.940	.000	-4.2
CD	.715	.254	.391	2.812	.006	.2
CD	.903	.319	.313	2.829	.006	.2
WE	1.918	.197	1.759	9.729	.000	1.5
WE	-2.364	.321	-2.109	-7.368	.000	-3.0
S	.254	.148	.284	1.710	.091	-.0
S	-.563	.723	-.207	-.780	.438	-2.0
S	-1.774	.390	-.663	-4.543	.000	-2.5

a. Age = Gen Y

b. Dependent Variable: JS

Here the variables which have P-value less than 0.05 are taken for further tests.

The variables are FB1, FB2, WP1, WP2, WP3, CD1, CD2, CD3, WE1, WE2, S3.

## Descriptive statistics

**Descriptive Statistics<sup>a</sup>**

	N	Minimum	Maximum	Mean	Std. Deviation
FB	98	2	5	3.54	1.278
FB	98	2	5	3.67	1.129
WP	98	1	5	3.57	1.450
WP	98	2	5	4.16	.782
WP	98	2	5	3.96	1.083
CD	98	4	5	4.23	.426
CD	98	2	5	4.11	.716
CD	98	4	5	4.71	.454
WE	98	2	5	3.83	1.202
WE	98	2	5	3.51	1.169
S	98	1	5	3.41	1.463
S	98	4	5	4.36	.482
S	98	4	5	4.39	.490
Valid N (listwise)	98				

a. Age = Gen Y

Sum of mean = 43.68

Average of sum of means = 3.9709

### Results and Findings

Multiple linear regression was done to investigate if the model is a good fit and to identify the factors which have an effect on job satisfaction separately for Generation X and Generation Y. These factors had P-value less than 0.05 in the Co-efficient table of Regression, hence were chosen for further analysis.

Factors that provide Job Satisfaction to Generation X –

FB1	Basic Salary
WP1	Appreciation of work.
CD1	Leadership Training
WE1	Good working conditions
WE2	Organization close to amenities.
S1	Employer motivates employees
S2	Constructive feedback
S3	Employer values employee.

Factors which provide job satisfaction to Generation Y –

FB1	Basic Salary
FB2	Performance Bonus
WP1	Appreciation of work.
WP2	Freedom to plan and work
WP3	Participation in goal setting

CD1	Leadership Training
CD2	Mentoring program
CD3	Promotion and growth
WE1	Good working conditions
WE2	Organization close to amenities
S3	Employer values employee.

In descriptive statistics, the mean of the variables which impact job satisfaction of Generation X and Generation Y was observed and the average of the sum of the means were compared to find out which Generation is more satisfied. The results showed that Generation Y is more satisfied compared to Generation X in the power sector.

### **Conclusion and Recommendations**

As the test shows, Generation Y is more satisfied compared to Generation X in the Power Sectors across India because the average sum of means of Generation Y is 3.9709 which is more than that of Generation X, 3.6275.

So, organizations in the power sectors while hiring Generation Y should provide them with above mentioned factors which will give them job satisfaction, so their productivity will improve and hence they will retain in the organization for a longer period of time.

## References

Afzal, Sadia & Arshad, Muhammad & Saleem, Sharjeel & Farooq, Omer. (2019). The impact of perceived supervisor support on employees' turnover intention and task performance: Mediation of self-efficacy. *Journal of Management Development*.

Anderson, Emylee & Buchko, Aaron & Buchko, Kathleen. (2016). Giving negative feedback to Millennials: How can managers criticize the “most praised” generation. *Management Research Review*. 39. 692-705.

Caligiuri P., Lepak D. and Bonache J. (2010). Global Dimensions of Human Resources Management: *Managing the Global Workforce, Hoboken, NJ: John Wiley & Sons, Inc.*

Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International journal of enterprise computing and business systems*, 1(1), 1-19.

Chou, S. Y. (2012). Millennials in the workplace: A conceptual analysis of millennials' leadership and followership styles. *International Journal of Human Resource Studies*, 2(2).

Chawla, D., Dokadia, A., & Rai, S. (2017). Multigenerational differences in career preferences, reward preferences and work engagement among Indian employees. *Global Business Review*, 18(1), 181-197.

Cranny C. J., Smith P. C. and Stone E. F. (Eds.) (1992). Job Satisfaction: How People Feel About Their Jobs and How it Affects Their Performance, *New York: Lexington Books*.

Dina, Shragay & Tziner, Aharon. (2011). The Generational Effect on the Relationship between Job Involvement, Work Satisfaction, and Organizational Citizenship Behavior. *Revista de Psicología del Trabajo y de las Organizaciones*. 27. 143-157.

Islam R. and Ismail A. Z. (2004). “Ranking of employees’ reward and recognition approaches: A Malaysian perspective”, *Journal of International Business and Entrepreneurship Development*, Vol. 2, No. 2, pp. 113-124.

Jackson, S. E., & Schuler, R. S. (2003). *Managing human resources through strategic partnerships*.

Kupperschmidt BR (2000). Multigenerational employees: strategies for effective management. *Health Care Manage*. 19 (1): 65-76.

Park, & Gursoy, (2012). Generation effects on work engagement among U.S. hotel employees. *International Journal Of Hospitality Management*, 31(4), 1195-1202.

Raziq, A. & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics And Finance*, 23, 717-725.

Roberts, R. L. (2005). The relationship between rewards, recognition and motivation at an Insurance Company in the Western Cape (*Doctoral dissertation, University Of The Western Cape*).

South-Western Pub.Newstrom (2007). *Organizational Behaviour-Human Behaviour at work* (12th ed). *New York: McGraw Hill International Edition*.

Siwasampattikul, N., & Fernando, M. S. C. L. (2017). Factors influencing job satisfaction of Gen X and Gen Y in a financial institution: a case study of global payment service department. *International Research E-Journal on Business and Economics*, 3(1).

Steinhaus C. S. and Perry J. L. (1996). “Organizational commitment: Does sector matter?”, *Public Productivity & Management Review*, Vol. 19, No. 3, pp. 278-288.

Tay Angeline, 2011, Managing Generational Diversity at the Workplace: Expectations and Perceptions of Different Generations of Employees, *African Journal of Business Management*, 5(2), pp. 249-255.

Tobing, Diana. (2016). The effect of compensation, career development, work-family support on job satisfaction. *Polish Journal of Management Studies*. 14.

Weiss H. M. (2002). “Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences”, *Human Resource Management Review*, Vol. 12, No. 2, pp. 173-194.

Westerman, J. W., & Yamamura, J. H. (2007). Generational preferences for work environment fit: Effects on employee outcomes. *Career Development International*.

Yusoff, W. F. W., & Kian, T. S. (2013). Generation differences in work motivation: From developing country perspective. *International Journal of Economy, Management and Social Sciences*, 2(4), 97-103.

## Appendix

### A. Questionnaire

1. Gender

Male

Female

2. Age

Between 25-39 years

Between 40-54 years

3. Qualification

Under Graduate

Post Graduate

4. Level in the organization

Junior manager

Senior manager

Executive

5. How long have you been working in the organization?

0-2 years

3-5 years

More than 5 years

### 6. Financial Benefits

		Unimportant	Of Little Importance	Neither unimportant or important	Important	Very Important
FB1	Basic Salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FB2	Performance Bonuses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 7. Work Performance recognition and involvement

		Unimportant	Of Little Importance	Neither unimportant or important	Important	Very Important
WP1	Full appreciation of work done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WP2	Freedom to plan and work independently	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WP3	Participation of Goal Setting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 8. Career Development Management

		Unimportant	Of Little Importance	Neither unimportant or important	Important	Very Important
CD1	Leadership training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CD2	Mentoring programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

CD3	Promotion and growth in organization opportunity	<input type="radio"/>				
-----	--	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

9. Work Environment

		Unimportant	Of Little Importance	Neither unimportant or important	Important	Very Important
WE1	Good working conditions (lighting, temperature, cleanliness)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WE2	Organization close to amenities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Satisfaction from Supervisor

		Completely Disagree	Disagree	Neither Disagree or Agree	Agree	Completely Agree
S1	I want my employer to motivate me to deliver better results at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
S2	I would like to receive full feedback based on my performance from my employer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
S3	I want to know that an employer values me as an important asset in the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. How satisfied are you with your job overall?

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied
JS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## B. Screenshots of Output from SPSS

### Age = Gen X

**Variables Entered/Removed<sup>a,b</sup>**

Model	Variables Entered	Variables Removed	Method
1	S, WP, CD, S, WE, CD, FB, CD, WP, WE, WP, FB, S <sup>c</sup>	.	Enter

a. Age = Gen X

b. Dependent Variable: JS

c. All requested variables entered.

**Model Summary<sup>a</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834 <sup>b</sup>	.695	.650	.777

a. Age = Gen X

b. Predictors: (Constant), S, WP, CD, S, WE, CD, FB, CD, WP, WE, WP, FB, S

**ANOVA<sup>a,b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.135	13	9.318	15.451	.000 <sup>c</sup>
	Residual	53.070	88	.603		
	Total	174.206	101			

a. Age = Gen X

b. Dependent Variable: JS

ANOVA<sup>a, b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.135	13	9.318	15.451	.000 <sup>c</sup>
	Residual	53.070	88	.603		
	Total	174.206	101			

a. Age = Gen X

b. Dependent Variable: JS

c. Predictors: (Constant), S, WP, CD, S, WE, CD, FB, CD, WP, WE, WP, FB, S

Coefficients<sup>a, b</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	6.191	1.392		4.449	.000	3.426	8.957
	FB	-.235	.093	-.270	-2.521	.014	-.420	-.050
	FB	-.187	.145	-.228	-1.290	.200	-.476	.101
	WP	-.223	.201	-.175	-1.111	.269	-.622	.176
	WP	.241	.109	.225	2.203	.030	.024	.458
	WP	.033	.130	.033	.253	.801	-.225	.291
	CD	.389	.143	.243	2.717	.008	.104	.673
	CD	.120	.141	.081	.851	.397	-.160	.401
	CD	-.232	.150	-.151	-1.548	.125	-.529	.066
	WE	.686	.204	.565	3.368	.001	.281	1.091
	WE	-.474	.154	-.331	-3.086	.003	-.779	-.169
	S	-.367	.084	-.386	-4.370	.000	-.534	-.200
	S	-2.055	.313	-1.219	-6.568	.000	-2.677	-1.433
	S	1.631	.321	1.054	5.083	.000	.993	2.268

a. Age = Gen X

b. Dependent Variable: JS

## Age = Gen Y

### Variables Entered/Removed<sup>a,b</sup>

Model	Variables Entered	Variables Removed	Method
1	S, S, CD, WP, WP, WE, S, WE, CD, FB, CD, FB, WP <sup>c</sup>		Enter

a. Age = Gen Y

b. Dependent Variable: JS

c. All requested variables entered.

### Model Summary<sup>a</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 <sup>b</sup>	.792	.760	.642

a. Age = Gen Y

b. Predictors: (Constant), S, S, CD, WP, WP, WE, S, WE, CD, FB, CD, FB, WP

### ANOVA<sup>a,b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131.875	13	10.144	24.609	.000 <sup>c</sup>
	Residual	34.625	84	.412		
	Total	166.500	97			

a. Age = Gen Y

b. Dependent Variable: JS

Model	Type	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131.875	13	10.144	24.609	.000 <sup>c</sup>
	Residual	34.625	84	.412		
	Total	166.500	97			

a. Age = Gen Y

b. Dependent Variable: JS

c. Predictors: (Constant), S, S, CD, WP, WP, WE, S, WE, CD, FB, CD, FB, WP

Coefficients<sup>a,b</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	16.961	3.655		4.641	.000	9.693	24.229
	FB	.874	.199	.852	4.388	.000	.478	1.269
	FB	-2.336	.287	-2.012	-8.152	.000	-2.905	-1.766
	WP	.340	.142	.376	2.401	.019	.058	.621
	WP	-.933	.257	-.557	-3.625	.000	-1.445	-.421
	WP	3.003	.491	2.483	6.111	.000	2.025	3.980
	CD	-3.420	.431	-1.112	-7.940	.000	-4.276	-2.563
	CD	.715	.254	.391	2.812	.006	.209	1.221
	CD	.903	.319	.313	2.829	.006	.268	1.538
	WE	1.918	.197	1.759	9.729	.000	1.526	2.310
	WE	-2.364	.321	-2.109	-7.368	.000	-3.003	-1.726
	S	.254	.148	.284	1.710	.091	-.041	.549
	S	-.563	.723	-.207	-.780	.438	-2.001	.874
	S	-1.774	.390	-.663	-4.543	.000	-2.550	-.997

a. Age = Gen Y

b. Dependent Variable: JS

## Descriptives

### Age = Gen X

Descriptive Statistics<sup>a</sup>

	N	Minimum	Maximum	Mean	Std. Deviation
FB	102	1	5	3.39	1.510
FB	102	1	5	3.47	1.596
WP	102	2	5	3.95	1.028
WP	102	1	5	3.83	1.227
WP	102	1	5	3.66	1.301
CD	102	1	4	2.00	.821
CD	102	1	4	2.21	.883
CD	102	1	4	2.24	.858
WE	102	2	5	4.09	1.082
WE	102	2	5	3.75	.917
S	102	1	5	3.57	1.382
S	102	3	5	4.22	.779
S	102	3	5	4.05	.849
Valid N (listwise)	102				

a. Age = Gen X

**Age = Gen Y**

**Descriptive Statistics<sup>a</sup>**

	N	Minimum	Maximum	Mean	Std. Deviation
FB	98	2	5	3.54	1.278
FB	98	2	5	3.67	1.129
WP	98	1	5	3.57	1.450
WP	98	2	5	4.16	.782
WP	98	2	5	3.96	1.083
CD	98	4	5	4.23	.426
CD	98	2	5	4.11	.716
CD	98	4	5	4.71	.454
WE	98	2	5	3.83	1.202
WE	98	2	5	3.51	1.169
S	98	1	5	3.41	1.463
S	98	4	5	4.36	.482
S	98	4	5	4.39	.490
Valid N (listwise)	98				

a. Age = Gen Y