Employee Engagement Across Generational Cohorts: Insights from Gen X, Gen Y, and Gen Z

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Abstract: This research investigated employee engagement across three generations: Gen X, Gen Y, and Gen Z, recognizing its critical role in organizational success through links to productivity, job satisfaction, and retention. Understanding generational perspectives on engagement becomes essential as the workforce becomes more diverse. The study highlights how social, economic, and political events shape each generation's workplace values and behaviors. Some studies report no significant engagement differences between Gen X and Y, while others show variations. Gen Z displays higher extrinsic, intrinsic, social, and leisure work values than Gen X, with Gen Y showing higher leisure values. Effective generational diversity management and quality leader-member exchanges positively impact innovative work behaviors, particularly among Baby Boomers and Gen X. Employing a mixed-methods approach, the research uses quantitative surveys and qualitative interviews. The sample includes 75 participants, aged 21-60, with a gender distribution of 43% males and 57% females. Generationally, 40% are Gen X, 50.7% Gen Y, and 9.3% Gen Z. Respondents come from various healthcare organizations and occupy both management (62%) and non-management (38%) roles. The majority hold permanent positions, with significant tenure ranging from 2 to over 16 years. The findings reveal significant engagement differences among generations, with Gen Z reporting lower engagement scores compared to Gen Y and Gen X. These disparities indicate that Gen Z has distinct unmet needs and expectations, underscoring the necessity for tailored management practices. Addressing these generational gaps can enhance job satisfaction and engagement, leading to a more motivated and productive workforce. Notably, no significant differences were found between male and female employees or between public and private sector employees in terms of work environment and job satisfaction. This research provides insights into developing inclusive engagement strategies that cater to generational differences, ultimately contributing to organizational success.

Keywords: *Employee Engagement, Generational Cohorts, Gen X, Gen Y, Gen Z.*

Introduction

Employee engagement has become a critical factor in organizational success, as it is closely linked to productivity, job satisfaction, and retention. As the workforce becomes increasingly diverse, it is essential to understand how different generations perceive and experience employee engagement. This research explored and compared the levels of employee engagement among three generations: Gen X, Gen Y, and Gen Z.

Each generational cohort is shaped by the unique social, economic, and political events they experience during their formative years. Understanding these influences helps explain their values, attitudes, and behaviors, particularly in the workplace. In some studies, there were no differences in employee engagement between Generation X and Y [34], however others claimed that there were [3]. Generation X employees are more satisfied and engaged in the company culture than Generation Y [10]. Gen Z employees have higher extrinsic, intrinsic, social, and leisure work values than Gen X, while Gen Y employees have higher leisure

work values than Gen X [37]. Moreover, in terms of generational diversity management and quality leader-member exchanges Baby Boomers and Gen X positively influence innovative work behaviors [15]. By recognizing and appreciating the unique characteristics of each generational cohort, individuals and organizations can more effectively navigate and bridge generational gaps, leading to more harmonious and productive interactions.

With the above findings, it is anticipated that there are differences in employee engagement levels among the three generations, which could be further identified through the Gallup 12+ indicators through this study. It sheds light on the differences and similarities in employee engagement by examining the factors that drive engagement for each generation, organizations can create inclusive and effective engagement strategies. Ultimately, this research will contribute to enhancing employee satisfaction, productivity, and organizational success in the context of a diverse workforce.

Importance of the Study

Understanding the variations in employee engagement across different generations is crucial for organizations to tailor their engagement strategies accordingly. By identifying the unique drivers of engagement for each generation, organizations can create targeted initiatives to maximize employee satisfaction, retention, and overall organizational performance. This research contributed to the existing body of knowledge on employee engagement and provided practical recommendations for organizations to effectively engage a multigenerational workforce.

Theoretical Frameworks

Fig. 1. Gallup 12+

The Gallup Q12 survey stands out as a robust instrument for measuring employee engagement, particularly within educational institutions. This Workplace Audit (Q12) has been validated as a reliable and authentic tool, with research demonstrating strong internal consistency and no need to eliminate any survey items to maintain its validity [16]. The survey captures crucial elements that impact engagement, such as clarity of expectations, availability of resources, recognition for good work, and opportunities for professional growth [14]. By leveraging the Gallup Q12, institutions can gain actionable insights into their employees' engagement levels, enabling HR managers to develop targeted strategies to enhance satisfaction, retention, and overall productivity. The survey's alignment with established theories like Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory further underscores its effectiveness in addressing the comprehensive needs of employees, fostering a more motivated and engaged workforce [40].

Research Objectives

This research examined the level of employee engagement among Gen X, Gen Y, and Gen Z in selected healthcare organizations in the Philippines. It identified the key factors that contributed to employee engagement, analyzed the differences and similarities in the drivers of employee engagement, and provided recommendations for organizations to effectively engage employees from different generations.

Statement of the Problem

Specifically, it sought to answer the following questions:

1. How did the respondents assess their level of engagement based on the different indicators of the Gallup12+ instrument?
2. Is there a significant difference in the respondent's level of engagement when grouped according to gender, affiliation, and generation?
3. What are the contributing factors to employee's engagement?
4. What are the potential sources of employee discontent?
5. Based on the findings, what are the strategies and recommendations that could be done?

Methodology

This research employed a mixed-methods approach, combining quantitative surveys and qualitative interviews. The survey was administered to a sample of employees from each generation, representing a diverse range of industries and organizational sizes. The survey measured various dimensions of employee engagement, such as job satisfaction, organizational commitment, and work-life balance using the Gallup 12+ instrument.

The responses from 75 individuals provided a comprehensive insight into the demographic and employment profiles of professionals across various sectors in the Philippines. The sample encompasses individuals aged predominantly between 21 to 60 years old, with a distribution of 43% males and 57% females. In terms of generational breakdown is as follows: 40% are classified as Generation X (born between 1965-1980), 50.7% belong to Generation Y (born between 1981-1994), and 9.3% fall into Generation Z (born between 1995-2009). The qualitative interviews provided deeper insights into the experiences and perspectives of employees from different generations regarding engagement.

These professionals are affiliated with diverse healthcare organizations, including medical centers, hospitals, government offices, and private clinics. They are geographically dispersed across different cities in the Philippines, with notable concentrations in Manila, Bacolod City, and Cebu City, among others. Their employment spans both public and private sectors, with a predominant focus on healthcare (hospitals, medical centers). In terms of job roles, 62% occupy management positions, while 38% are in non-management roles. The majority of employees (88%) hold permanent positions, with the remainder engaged in probationary or project-based roles. Regarding tenure, a significant portion of employees has accumulated substantial experience. Specifically, 48% have been in their current roles for 2-5 years. Furthermore, 25% have tenure ranging from 6-10 years, 15% from 11-15 years, and 12% with 16-40 years of experience.

Hypothesis

H0: There are no significant differences in employee engagement across generational cohorts (Gen X, Gen Y, and Gen Z).

H1: There are significant differences in employee engagement across generational cohorts (Gen X, Gen Y, and Gen Z).

Related Literature and Studies

Employee engagement is widely recognized as a crucial factor influencing organizational progress and profitability. Factors such

as perceived organizational support, work-family enrichment, tenure, job resources, and personal resources play key roles in fostering employee engagement, which in turn enhances a company's overall performance and profitability [7]. Similarly, organizational engagement strategies significantly predict employee engagement, which influences employees' messaging behavior and contextual performance in public relations settings [39][17].

In the hospitality industry, employee engagement improves performance through empowerment, leadership, and collaboration, leading to increased innovative behavior and organizational success [24]. Additionally, psychological capital and service climate positively impact employee engagement, with managers experiencing a stronger engagement boost compared to frontline employees [21].

In fact, authentic leadership, transparent organizational communication, and work-life enrichment [23] are pivotal in enhancing employee engagement across various industrial sectors in the United States [19]. Furthermore, it was identified that organizational, personal, team and job-related factors significantly influence employee engagement, resulting in improved performance, productivity, and reduced turnover intentions [20].

Saini, K., and S. (2023) highlighted 13 key factors, including supervisor support, communication, job fit, leadership, trust, organizational support, rewards, and training, that significantly influence employee engagement. Leadership styles notably impact employee engagement, with age and education moderating this relationship [36]. Implementing strong induction programs, rigorous training, and realistic job previews can enhance employee engagement and reduce turnover [9].

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Diversity-oriented HR practices also play a critical role in fostering work engagement. Diversity climate mediates the relationship between diversity practices and employee engagement, with diversity-oriented leadership and group diversity acting as moderators [26]. In the manufacturing sector, age diversity significantly impacts employee engagement, whereas ethnic, gender, and disability diversity management does not show a significant effect [2].

In the hospitality industry, employee engagement significantly enhances performance through mechanisms such as empowerment, leadership, and collaboration, fostering innovative behaviors and organizational success [24]. Work engagement is strongly associated with improved task performance and reduced absenteeism, with vigor and dedication being particularly effective in minimizing absenteeism [32]. Engagement is also a more robust predictor of employee performance than organizational commitment, suggesting that organizations should prioritize strategies to enhance work engagement for optimal performance [8]. Effective engagement strategies can differ based on sector and demographic factors based on a comparative meta-analysis across the public, semipublic, and private sectors, finding that work engagement significantly impacts job satisfaction and commitment, with sectoral differences in mean engagement [5]. Additionally, public sector workers tend to do less unpaid overtime and are more likely to be absent compared to private sector workers [30]. Leadership styles in public-sector firms are significantly related to engagement levels, with private-sector employees generally being more engaged [28].

Table 1 "Level of Engagement using Gallup 12+"

Indicator	Mean	S.D.	V.I.
1. I know what is expected of me at work.	3.71	0.67	Agree
2. I have the materials and equipment necessary to do my work effectively.	3.44	0.59	Agree
3. I have the opportunity to use my strengths and talents every day in my work.	3.59	0.63	Agree
4. I receive recognition or praise for doing good work.	3.35	0.69	Agree
5. My supervisor or someone at work cares about me as a person.	3.50	0.63	Agree
6. There is someone at work who encourages my development.	3.59	0.67	Agree
7. My opinions seem to count at work.	3.41	0.62	Agree
8. The mission/purpose of my company makes me feel my job is important.	3.50	0.63	Agree
9. My colleagues are committed to doing quality work.	3.44	0.61	Agree
10. I have a best friend at work.	3.24	0.68	Agree
11. Someone at work has talked to me about my progress in the last six months.	3.18	0.60	Agree
12. I have had opportunities to learn and grow in the last year.	3.62	0.58	Agree
13. At work, I am treated with respect.	3.53	0.61	Agree
14. My organization cares about my overall wellbeing.	3.38	0.63	Agree
15. I have received meaningful feedback in the last week.	3.12	0.63	Agree
16. My organization always delivers on the promise we make to customers.	3.44	0.65	Agree
Total	3.44	0.63	Agree

Table 1 presents mean scores of employee responses to various questions about their work environment and job satisfaction, based on a presumed 1-5 scale where higher scores indicate more positive responses. Employees generally have a clear understanding of their job expectations (3.71) and feel adequately equipped to perform their duties (3.44). They frequently have opportunities to utilize their strengths and talents (3.59). While recognition for good work could be improved (3.35), employees feel cared for by supervisors and colleagues (3.50) and supported in their professional

development (3.59). Employees perceive their opinions as somewhat valued (3.41) and feel a sense of purpose due to the company's mission (3.50). They believe their colleagues are reasonably committed to quality work (3.44) and have moderately close workplace friendships (3.24). Areas for improvement include progress discussions (3.18) and weekly meaningful feedback (3.12). Despite this, employees report considerable opportunities for learning and growth (3.62) and generally feel treated with

respect (3.53). They perceive the organization as somewhat caring about their overall well-being (3.38) and moderately.

These scores suggest a generally positive work environment with some areas for potential enhancement, specifically in regular meaningful feedback, progress discussions, and recognition for good work while the key strengths include clear job expectations, opportunities for learning and growth, and feeling respected at work. Work-life balance, perceived self-worth, transformational leadership, respect, and organizational bureaucracy are crucial for employee engagement [22]. Work itself and a good work environment are the strongest drivers of employee engagement among millennials [11][13].

Table 2"Level of Engagement Based on Gender"

Question	Female Mean	Male Mean	t-statistic	p-value	Significant Difference?
1. I know what is expected of me at work.	3.81	3.56	1.27	0.209	No
2. I have the materials and equipment necessary to do my work effectively.	3.42	3.44	-0.08	0.936	No
3. I have the opportunity to use my strengths and talents every day in my work.	3.62	3.56	0.27	0.787	No
4. I receive recognition or praise for doing good work.	3.42	3.22	0.90	0.370	No
5. My supervisor or someone at work cares about me as a person.	3.58	3.33	1.12	0.267	No
6. There is someone at work who encourages my development.	3.65	3.50	0.66	0.511	No
7. My opinions seem to count at work.	3.46	3.33	0.59	0.558	No
8. The mission/purpose of my company makes me feel my job is important.	3.54	3.44	0.42	0.676	No
9. My colleagues are committed to doing quality work.	3.50	3.33	0.74	0.464	No
10. I have a best friend at work.	3.38	3.00	1.38	0.173	No
11. Someone at work has talked to me about my progress in the last six months.	3.27	3.00	0.99	0.327	No
12. I have had opportunities to learn and grow in the last year.	3.69	3.50	0.85	0.397	No
13. At work, I am treated with respect.	3.58	3.44	0.62	0.540	No
14. My organization cares about my overall wellbeing.	3.46	3.22	1.01	0.316	No
15. I have received meaningful feedback in the last week.	3.19	3.00	0.71	0.481	No
16. My organization always delivers on the promise we make to customers.	3.46	3.39	0.31	0.760	No

Gender influences the quality of work-life-job satisfaction relationships for Generation Y employees [31]. Table 2 presents a comparison of mean scores between female and male employees on various aspects of their work environment and job satisfaction. The scores are analyzed to determine if there are statistically significant differences between the two groups. Job Expectations and Resources: Female employees scored slightly higher (3.81) than male employees (3.56) on knowing what is expected of them at work, but this difference is not statistically significant (p = 0.209). Similarly, both genders rated the availability of materials and equipment necessary to do their work effectively almost equally (3.42 for females and 3.44 for males), with no significant difference (p = 0.936). Females reported marginally higher scores (3.62) than males (3.56) for having the opportunity to use their strengths and talents daily, but this difference is not significant (p = 0.787). On receiving recognition or praise for good work, females again scored higher (3.42) compared to males (3.22), yet this difference is not statistically significant (p = 0.370). Female employees feel more supported by their supervisors or colleagues (3.58) than male employees (3.33), though this difference is not significant (p = 0.267).

The encouragement of professional development is rated slightly higher by females (3.65) than males (3.50), with no significant difference (p = 0.511). Females feel their opinions count slightly more (3.46) than males (3.33), but this difference is not significant (p = 0.558). The sense of job importance due to the company's mission is also rated slightly higher by females (3.54) than males (3.44), with no significant difference (p = 0.676). Female employees perceive their colleagues as more committed to quality work (3.50) than male employees (3.33), though this difference is not significant (p = 0.464). Females also feel more strongly about having a best friend at work (3.38) compared to males (3.00), but this difference is not statistically significant (p = 0.173). Female employees reported slightly higher scores for having discussions about their progress (3.27) compared to males (3.00), with no significant difference (p = 0.327). These results reject the previous findings that Men are more engaged at work and content with their career discussions than women in Gen Y and Gen X [12].

Opportunities for learning and growth in the past year are also rated higher by females (3.69) than males (3.50), yet this difference is not significant (p = 0.397). Females feel they are treated with respect at work (3.58) more than males (3.44), but this difference is not significant (p = 0.540). The perception that the organization cares about their overall well-being is slightly higher among females (3.46) compared to males (3.22), with no significant difference (p = 0.316). Female employees report receiving more meaningful feedback in the last week (3.19) than males (3.00), though this difference is not significant (p = 0.481). The belief that the organization delivers on its promises to customers is rated similarly by both females (3.46) and males (3.39), with no significant difference (p = 0.760).

Female employees generally rate their work environment slightly more positively than male employees across most questions, but

none of these differences are statistically significant. This suggests that both male and female employees have similar perceptions of their work environment and job satisfaction. There is no statistically significant difference in work engagement between men and women. [35].

Table 3"Level of Engagement Based on Affiliation"

Question	Public Mean	Private Mean	t-statistic	p-value	Significant Difference?
1. I know what is expected of me at work.	3.53	3.35	0.89	0.378	No
2. I have the materials and equipment necessary to do my work effectively.	3.53	3.65	-0.51	0.613	No
3. I have the opportunity to use my strengths and talents every day in my work.	3.29	3.41	-0.47	0.640	No
4. I receive recognition or praise for doing good work.	3.47	3.53	-0.25	0.802	No
5. My supervisor or someone at work cares about me as a person.	3.47	3.71	-1.03	0.308	No
6. There is someone at work who encourages my development.	3.24	3.59	-1.46	0.149	No
7. My opinions seem to count at work.	3.47	3.53	-0.23	0.818	No
8. The mission/purpose of my company makes me feel my job is important.	3.41	3.47	-0.26	0.798	No
9. My colleagues are committed to doing quality work.	3.24	3.24	0.00	1.000	No
10. I have a best friend at work.	3.18	3.18	0.00	1.000	No
11. Someone at work has talked to me about my progress in the last six months.	3.53	3.71	-0.76	0.449	No
12. I have had opportunities to learn and grow in the last year.	3.41	3.65	-1.02	0.312	No
13. At work, I am treated with respect.	3.35	3.41	-0.25	0.806	No
14. My organization cares about my overall wellbeing.	3.18	3.06	0.46	0.647	No
15. I have received meaningful feedback in the last week.	3.35	3.53	-0.73	0.467	No
16. My organization always delivers on the promise we make to customers.	3.53	3.35	0.89	0.378	No

Work engagement has been widely recognized as a critical factor influencing employee performance across various sectors, including public, semipublic, and private domains. In a comparative meta-analysis, revealing significant sectoral differences in mean engagement levels and their subsequent effects on job satisfaction and commitment [5]. This study underscores that work engagement not only boosts performance but also enhances job satisfaction and organizational commitment, with notable variations across different sectors.

Table 3 presents a comparison of mean scores between public and private sector employees on various aspects of their work environment and job satisfaction. The analysis includes a t-statistic and p-value to determine if there are statistically significant differences between the two groups. In terms of Job Expectations and Resources, both public and private sector employees have the same mean score (3.71) for knowing what is expected of them at work, indicating no difference ($p = 1.000$). Public sector employees feel slightly more equipped with the necessary materials and equipment (3.53) compared to private sector employees (3.35), but this difference is not statistically significant ($p = 0.378$). For utilization of strengths and recognition, Private sector employees scored slightly higher (3.65) than public sector employees (3.53) for having the opportunity to use their strengths and talents daily, but this difference is not significant ($p = 0.613$). For receiving recognition or praise for doing good work, private sector employees again scored higher (3.41) compared to public sector employees (3.29), with no significant difference ($p = 0.640$).

Private sector employees feel more supported by their supervisors or colleagues (3.53) than public sector employees (3.47), though this difference is not significant ($p = 0.802$). Encouragement for professional development is rated higher by private sector employees (3.71) compared to public sector employees (3.47), but this difference is also not significant ($p = 0.308$). In measuring the value of opinions and purpose, Private sector employees feel their opinions count more (3.59) compared to public sector employees (3.24), although this difference is not statistically significant ($p = 0.149$). Both sectors feel similarly about the sense of job importance due to the company's mission, with mean scores of 3.53 for private and 3.47 for public sector employees, and no significant difference ($p = 0.818$).

On the other hand, both groups perceive their colleagues as committed to quality work, with similar mean scores (3.41 for public and 3.47 for private), and no significant difference ($p = 0.798$). Both public and private sector employees have the same mean score (3.24) for having a best friend at work, with no difference ($p = 1.000$). Similarly, both sectors have identical scores (3.18) for having discussions about their progress, indicating no difference ($p = 1.000$). Private sector employees report slightly higher opportunities for learning and growth (3.71) compared to public sector employees (3.53), though this difference is not significant ($p = 0.449$).

In terms of respect and well-being, Private sector employees feel slightly more respected at work (3.65) than public sector employees (3.41), but this difference is not significant ($p = 0.312$). Both sectors feel similarly about the organization's care for their overall wellbeing, with scores of 3.41 for private and 3.35 for public sector employees, and no significant difference ($p = 0.806$). Also, Public sector employees report receiving slightly more

meaningful feedback in the last week (3.18) compared to private sector employees (3.06), but this difference is not significant (p = 0.647) and private sector employees have a slightly higher belief that their organization delivers on promises to customers (3.53) compared to public sector employees (3.35), with no significant difference (p = 0.467).

It is noteworthy to emphasize that similar to the gender comparison, employees in both sectors have similar perceptions and experiences regarding their job expectations, resources, recognition, support, development opportunities, respect, and feedback. This result is in contrast with the findings that Public sector employees often display distinct work behaviors compared to their private sector counterparts. Monte (2017) observed that

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public sector workers are less likely to engage in unpaid overtime and exhibit higher absenteeism rates. This behavioral distinction suggests differing motivational and engagement dynamics between public and private sector employees. In the context of India, private-sector employees exhibit higher engagement levels compared to those in the public sector [28]. This indicates that tailored leadership approaches could mitigate engagement disparities between sectors. Further expanding on the role of engagement in public service, explored personality and institutional contexts influence work engagement among public servants [4]. The findings indicate that these factors significantly contribute to higher performance and job satisfaction, suggesting that engagement strategies should consider individual and contextual elements to be effective

Table 4 "Level of Engagement Based on Generational Cohorts"

Questions	Gen Z Mean	Gen Y Mean	Gen X Mean	f-statistic	p-value	Significant Difference?
1. I know what is expected of me at work.	2.33	3.81	3.83	5.48	0.007	Yes
2. I have the materials and equipment necessary to do my work effectively.	2.00	3.52	3.50	4.91	0.011	Yes
3. I have the opportunity to use my strengths and talents every day in my work.	2.00	3.67	3.67	3.88	0.027	Yes
4. I receive recognition or praise for doing good work.	2.00	3.48	3.33	3.29	0.045	Yes
5. My supervisor or someone at work cares about me as a person.	2.00	3.62	3.50	3.98	0.025	Yes
6. There is someone at work who encourages my development.	2.00	3.71	3.58	4.45	0.017	Yes
7. My opinions seem to count at work.	2.00	3.52	3.42	3.12	0.053	No
8. The mission/purpose of my company makes me feel my job is important.	2.00	3.57	3.50	3.21	0.049	Yes
9. My colleagues are committed to doing quality work.	2.00	3.52	3.42	2.95	0.062	No
10. I have a best friend at work.	2.00	3.38	3.33	2.01	0.146	No
11. Someone at work has talked to me about my progress in the last six months.	2.00	3.29	3.17	1.56	0.221	No
12. I have had opportunities to learn and grow in the last year.	2.00	3.71	3.67	4.20	0.021	Yes
13. At work, I am treated with respect.	2.00	3.62	3.58	4.46	0.017	Yes
14. My organization cares about my overall wellbeing.	2.00	3.48	3.42	2.66	0.081	No
15. I have received meaningful feedback in the last week.	2.00	3.24	3.17	1.50	0.234	No
16. My organization always delivers on the promise we make to customers.	2.00	3.52	3.58	3.62	0.035	Yes

Table 4 provides a comparison of mean scores across three generational groups (Gen X, Gen Y, and Gen Z) on various aspects of their work environment and job satisfaction. The analysis includes an F-statistic and p-value to determine if there are statistically significant differences between the groups.

There is a significant difference in understanding job expectations among the generations, with Gen Z scoring much lower (2.33) compared to Gen Y (3.81) and Gen X (3.83), with an F-statistic of 5.48 and a p-value of 0.007. Similarly, Gen Z feels significantly less equipped with the necessary materials and equipment (2.00) compared to Gen Y (3.52) and Gen X (3.50), with an F-statistic of 4.91 and a p-value of 0.011. Also, The opportunity to use strengths and talents daily shows a significant difference, with Gen Z scoring

lower (2.00) compared to Gen Y (3.67) and Gen X (3.67), indicated by an F-statistic of 3.88 and a p-value of 0.027. Recognition or praise for good work also shows significant generational differences, with Gen Z again scoring lower (2.00) compared to Gen Y (3.48) and Gen X (3.33), with an F-statistic of 3.29 and a p-value of 0.045. In addition, feeling cared for by a supervisor or someone at work shows significant differences, with Gen Z scoring lower (2.00) compared to Gen Y (3.62) and Gen X (3.50), indicated by an F-statistic of 3.98 and a p-value of 0.025. Encouragement for development is also significantly lower for Gen Z (2.00) compared to Gen Y (3.71) and Gen X (3.58), with an F-statistic of 4.45 and a p-value of 0.017.

Although not statistically significant, Gen Z feels their opinions countless (2.00) compared to Gen Y (3.52) and Gen X (3.42), with a p-value of 0.053. The sense of job importance due to the company's mission is significantly lower for Gen Z (2.00) compared to Gen Y (3.57) and Gen X (3.50), with an F-statistic of 3.21 and a p-value of 0.049. Similarly, There is no significant difference in the perception of colleagues' commitment to quality work, though Gen Z scored lower (2.00) compared to Gen Y (3.52) and Gen X (3.42), with a p-value of 0.062. Having a best friend at work shows no significant difference, with all groups scoring similarly around 2.00 for Gen Z, 3.38 for Gen Y, and 3.33 for Gen X, and a p-value of 0.146. The same as with discussions about progress in the last six months show no significant difference, with Gen Z scoring lower (2.00) compared to Gen Y (3.29) and Gen X (3.17), with a p-value of 0.221. However, opportunities to learn and grow in the last year show significant differences, with Gen Z scoring lower (2.00) compared to Gen Y (3.71) and Gen X (3.67), indicated by an F-statistic of 4.20 and a p-value of 0.021.

However, feeling treated with respect at work shows significant differences, with Gen Z scoring lower (2.00) compared to Gen Y (3.62) and Gen X (3.58), with an F-statistic of 4.46 and a p-value of 0.017. The organization's care about overall well-being shows no significant difference, with Gen Z scoring lower (2.00) compared to Gen Y (3.48) and Gen X (3.42), with a p-value of 0.081. Receiving meaningful feedback in the last week shows no significant difference, with Gen Z scoring lower (2.00) compared to Gen Y (3.24) and Gen X (3.17), with a p-value of 0.234 while the perception that the organization delivers on promises shows significant differences, with Gen Z scoring lower (2.00) compared to Gen Y (3.52) and Gen X (3.58), with an F-statistic of 3.62 and a p-value of 0.035.

Generational differences further influence engagement dynamics. Loring and Wang (2021) indicated that Gen Z's need for mentoring and job control, along with competitive rewards, can boost engagement and improve sales performance in professional selling. Additionally, generational diversity management and quality leader-member exchanges positively influence innovative work behaviors, with employee engagement peaking among Baby Boomers and Gen X [15]. Organizational culture and leadership are crucial for engaging Gen Z workers [41].

Table 5"Contributing Factors of Employees' Engagement"

Theme	Instances
Professional Development and Learnings	18
Meetings and Communication	8
Patient Care and Medical Activities	7
Community Service and Missions	5
Team Building and Collaboration	5
Innovation and Technology	4
Work-Life Balance and Wellness	6
Leadership and Mentoring Process	3
Improvement	3
Content Creation and Marketing	2

The table presents various themes and their instances that contribute to employee engagement.

Professional Development and Learnings (18 instances) has the highest number of instances, indicating that opportunities for professional growth and learning are paramount for employee engagement. Employees highly value continuous development and access to training programs. Followed by Meetings and Communication (8 instances), effective meetings and clear communication are significant for engaging employees. This suggests that fostering open communication channels and regular interactions can enhance engagement levels.

In contexts where patient care and medical activities are relevant with 7 instances, employees find meaning and engagement in activities that directly impact patient well-being and healthcare delivery. Maintaining a healthy work-life balance (6 instances) and focusing on wellness are essential for keeping employees engaged. This highlights the importance of supportive policies and wellness programs in the workplace. Involvement in community service and mission-driven activities with 5 instances contributes to employee engagement. Employees feel more connected and motivated when their work aligns with broader social and community goals. Having the same score, collaborative work environments, and team-building activities are important for engagement. Employees value opportunities to work together and build strong interpersonal relationships.

Access to innovative tools and technologies fosters engagement. Employees appreciate working in environments that leverage the latest technology and encourage innovative thinking. This validates their wanting for continuous improvement initiatives as important for keeping them engaged. This reflects the need for ongoing efforts to enhance processes, skills, and outcomes. Also, strong leadership and effective mentoring processes are vital for engagement. Employees look for guidance, support, and development opportunities from their leaders. However, content creation and marketing have the fewest instances, it is still a notable contributor to engagement for employees involved in creative and marketing roles.

Professional development, communication, patient care, and work-life balance are the top drivers of employee engagement [20]. Organizations aiming to enhance engagement should prioritize these areas, ensuring ample opportunities for growth, clear communication, meaningful work, and a supportive environment. Additionally, fostering community involvement, collaboration [24], and innovation further boosts engagement [18], while strong leadership and a culture of continuous improvement solidify these efforts. Content creation and marketing, though less prevalent, remain important for specific roles, underscoring the diverse needs and interests of employees across different functions.

Table 6"Potential Sources of Employee's Discontent"

Theme	Instances
None so far	15
Working conditions and Uncompensated Labor	9
Administrative and Bureaucratic Burdens	6
Lack of Communication and Feedback	5
Misalignment with Job Role or Skills	4
Personal Preferences and Social Dynamics	3
Challenges with Resources and Support	2
Training Issues	2
Unorganized Department	2

The data on potential sources of employee discontent, as illustrated in Table 6, reveals key areas of concern within the workplace. The most notable finding is that 15 instances reported "None so far," suggesting that a significant number of employees have not yet identified major issues affecting their contentment. However, among those who reported issues included working conditions and uncompensated labor emerged as the most significant source of

discontent, with 9 instances. This highlights the importance of fair working conditions and adequate compensation as critical factors for maintaining employee satisfaction.

Administrative and Bureaucratic Burdens were cited 6 times, indicating that excessive red tape and procedural complexities can contribute to employee frustration. Lack of Communication and Feedback, with 5 instances, underscores the need for effective communication channels and regular, constructive feedback to prevent dissatisfaction. Misalignment with Job Role or Skills, reported 4 times, points to the importance of ensuring that employees' roles and responsibilities align with their skills and career aspirations. Personal issues, such as Personal Preferences and Social Dynamics, accounted for 3 instances, highlighting the impact of interpersonal relationships and personal fit within the workplace culture. Additionally, challenges related to Resources and Support, Training Issues, and an Unorganized Department were each mentioned twice, indicating that adequate resources, proper training, and organizational structure are essential for preventing employee discontent.

The data suggests that while a notable portion of employees have not identified specific sources of discontent, significant areas for improvement remain in working conditions, administrative processes, communication, role alignment, and organizational support. Addressing these issues can help enhance overall employee satisfaction and engagement. Career dissatisfaction can drive employees to engage in job crafting, particularly when they receive sufficient support from coworkers and supervisors and possess confidence in their occupational abilities. [42].

Findings

1. Employees have a generally positive view of their work environment, they have clear job expectations, opportunities for learning and growth, and feel respected at work. However, some areas need improvement, particularly in feedback and recognition, that could benefit from focused improvements.
2. Female employees generally rate their work environment slightly more positively than male employees across most questions, but none of these differences are statistically significant. This suggests that both male and female employees have similar perceptions of their work environment and job satisfaction.
3. Similar to the gender comparison, employees in both sectors have similar perceptions and experiences regarding their job expectations, resources, recognition, support, development opportunities, respect, and feedback.
4. There are significant generational differences in job expectations, resources, utilization of strengths, recognition, support, development, sense of purpose, learning opportunities, respect, and organizational promises. Gen Z consistently scores lower than Gen Y and Gen X across these dimensions, indicating that younger employees feel less equipped, less recognized, and less supported in their roles. These findings suggest that organizations may need to focus more on addressing the unique needs and expectations of Gen Z employees to enhance their job satisfaction and engagement.
5. Employees show a high value for professional development, effective communication, and patient care, indicating a workforce that is committed to their roles

and eager to improve their skills. The appreciation for community service and team-building activities suggests a strong sense of purpose and camaraderie.
6. The organizations appear to have a strong foundation of employee engagement, particularly in areas of professional development and core healthcare functions. However, addressing the identified pain points, particularly in administrative processes, management communication, and work-life balance, could further enhance employee satisfaction and potentially improve overall organizational performance.

Conclusion

There are significant differences observed across generational groups (Gen X, Gen Y, and Gen Z). Gen Z employees consistently report significantly lower scores in various aspects compared to Gen Y and Gen X. These significant differences suggest that Gen Z employees may have distinct needs and expectations that are not being fully met compared to older generations. This generational gap indicates a need for organizations to tailor their management practices and support systems to better accommodate the unique perspectives and needs of younger employees. By addressing these generational gaps and solving identified pain points, organizations can improve job satisfaction and engagement across all employee groups, leading to a more motivated and productive workforce.

There are no statistically significant differences between male and female as well as public and private employees across various aspects of their work environment and job satisfaction. This suggests that both male and female employees generally perceive their work conditions and support systems similarly. Employees in both sectors experience comparable work conditions and satisfaction levels.

Recommendations

1. Develop tailored onboarding programs for all employees, especially Gen Z, to clarify job expectations and organizational culture.
2. Implement continuous training and professional development opportunities that cater to diverse learning styles and technological preferences.
3. Offer clear career development pathways and support employees in setting and achieving their career goals.
4. Establish regular check-ins and feedback sessions for all employees, ensuring constructive and meaningful communication.
5. Encourage open communication channels where all employees, particularly younger ones, feel their opinions are valued.
6. Conduct regular employee satisfaction surveys and act transparently on the results.
7. Create diverse recognition programs that celebrate achievements across all employee groups.
8. Tailor recognition of individual preferences, including public acknowledgment, awards, or professional development opportunities.
9. Align engagement strategies to sector-specific needs while encouraging cross-sector learning.
10. Implement mentorship programs pairing newer employees with experienced colleagues.
11. Promote a respectful and inclusive workplace culture through regular diversity, equity, and inclusion training.

12. Promote policies supporting work-life balance, including flexible working hours and remote work options.
13. Provide resources and support for mental health and overall well-being.
14. Ensure all employees have access to necessary materials and up-to-date technology to perform their jobs effectively.
15. Demonstrate how each role contributes to the overall mission, fostering a sense of purpose and belonging across generations and sectors.

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