EMPLOYEE ENGAGEMENT:

COMPARATIVE STUDY OF BABY BOOMERS, X, AND Y

GENERATION WORKERS IN TRANSPORTATION AND LOGISTICS

DELIVERY SERVICE COMPANIES SEMARANG

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Abstract   Studies related to workers across generations have caught the attention of many researchers. For the first time in history, the company is inhabited by workers from various generations to be able to work side by side. How workers in each generation interact with and influence the organization they work for is still an interesting research gap to study. However, the studies examining employee engagement in the Baby Boomers generation, X generation and Y generation in transportation companies and logistics delivery services are still limited. Therefore, this study aims to conduct research on the differences in employee engagement in the Baby Boomers generation, X generation and Y generation in transportation and logistics delivery service companies in Semarang. To fulfill this goal, the study was conducted on workers who were grouped by generation according to age or year of birth. To these respondents, employee engagement was measured which was then carried out a comparative test to determine the significance of differences in employee engagement in each generation. The results of the statistical tests carried out show that statistically it can be proven that workers from the Baby Boomer generation, X generation and Y generation have different employee engagement.

Keywords   *employee engagement, engagement, multi generation, generation workers,* in *transportation and logistics delivery service*

INTRODUCTION

The concept of generation is based on the idea that each person experiences the development of values and beliefs differently (Cic & Zizek, 2017). So far, it is quite clear that in terms of age, individuals in each generation have different needs, values, attitudes, experiences and knowledge. Based on their experience, the older generation will have historical view on the development of the work environment because they have worked for many years, while the younger generation tends to have less experience but master new fields related to technology and media. Based on the orientation, the younger generation focuses more on career development while the older generation concentrates more on high-level jobs and income security (Crumpacker & Crumpacker, 2007).

Observing the data published by BPS, the number of labor force in Indonesia in 2016 will reach 160 million. As many as 40% of the total workforce is the millennial group (Y Generation), which means there are around 62.5 million workforce. This number is the second largest number after the X generation, which amounted to 69 million and the remaining 28.7 million are the labor force of the Baby Boomers generation. This phenomena for the first time in history, workers from these three generations work side by side in many organizations (Jeffrey, 2015b).

The workers of different generations can bring very different sets of values, beliefs and expectations to the workplace (AHA Committee, 2013). The workers in each generation will also bring different experiences, perspectives, expectations, work styles, and strengths to the workplace (Myers and Sadaghiani, 2010). The workers from different generations also have different priorities, attitudes, communication styles, and ways to engage with colleagues and work design will change the dynamics of the workforce that affect organizational culture and performance (AHA Committee, 2013). This diversity according to Myers and Sadaghiani (2010) raises the stereotype of Y Generation workers who are selfish, unmotivated, disrespectful, and disloyal which often makes it difficult for the workers from Y Generation and Baby Boomers Generation to adapt to the workers from Y Generation.

Citing AARP (2007) that employee engagement is an important perspective to manage in organizations with multigenerational workers. This is because according to Gallup (2013)

employee engagement is related to involvement, enthusiasm and commitment to work and contributes positively to the organization. Jeffrey (2015a) explained that employee engagement triggered 33% increase in profits, was able to reduce the turnover intention rate by 51%, and improved business outcomes up to 2.5 times. However, Jeffrey (2015b) further states that employee engagement becomes more complicated when companies try to get engagement from employees who come from different generations.

The results of the survey conducted by Dale Carnegie (2016) show that only 9% of employees from Y generation have stated that they refuse to be involved/engaged with the company, there are 66% employees from Y generation who are only partially engaged and only 25% of employees from Y Generation who are willing to be fully involved with the companies they work for. This phenomena are quite worrying because if they are left unchecked, these group can switch to the disengaged group. Even though the role of Y Generation as employees in the workplace is becoming increasingly important because it will replace employees from the Baby Boomer generation who will retire and the employees from X Generation who will experience promotions (Shellenback, 2016).

This empirical phenomenon has stolen the attention of many researchers to conduct studies on employee engagement models in a transportation and logistics delivery service companies with multi generational workers and examine the tendency of employee engagement in each generation. Because the knowledge of the generations will help to understand the behavior, handling and motivation of each generation.

LITERATURE REVIEW

Theory of Generation

Referring to Howe & Strauss (2000), the Baby Boomers generations are the individual workers who were born in the period of 1943-1960, X Generations are the individual workers born in the period of 1961-1984, and Y Generation (millennials) were born in the range of 1985-2005 time. The study of employee engagement in each generation becomes complicated issue considering that the three generations are currently working together in one company. The

reality is that the employee engagement strategy in each generation cannot be the same considering the different needs and characteristics of the workers in each generation.
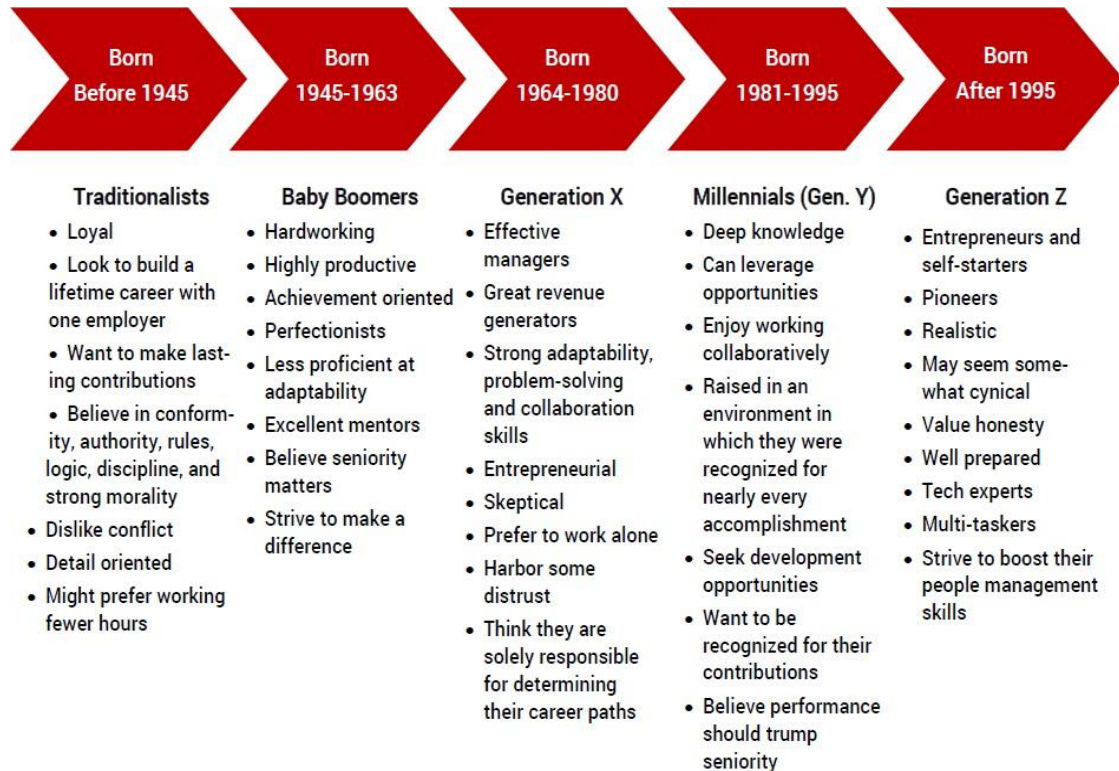
Born Before 1945	Born 1945-1963	Born 1964-1980	Born 1981-1995	Born After 1995
Traditionalists	**Baby Boomers**	**Generation X**	**Millennials (Gen. Y)**	**Generation Z**
• Loyal • Look to build a lifetime career with one employer • Want to make lasting contributions • Believe in conformity, authority, rules, logic, discipline, and strong morality • Dislike conflict • Detail oriented • Might prefer working fewer hours	• Hardworking • Highly productive • Achievement oriented • Perfectionists • Less proficient at adaptability • Excellent mentors • Believe seniority matters • Strive to make a difference	• Effective managers • Great revenue generators • Strong adaptability, problem-solving and collaboration skills • Entrepreneurial • Skeptical • Prefer to work alone • Harbor some distrust • Think they are solely responsible for determining their career paths	• Deep knowledge • Can leverage opportunities • Enjoy working collaboratively • Raised in an environment in which they were recognized for nearly every accomplishment • Seek development opportunities • Want to be recognized for their contributions • Believe performance should trump seniority	• Entrepreneurs and self-starters • Pioneers • Realistic • May seem somewhat cynical • Value honesty • Well prepared • Tech experts • Multi-taskers • Strive to boost their people management skills

Figure 1

The Strengths and the Weaknesses by Generation

Source: Engage2Excel (2016)

Employee Engagement

There are several understandings conveyed by experts regarding employee engagement. Moretti & Postruznik (2011) reveal employee engagement as the condition expected by the organization related to the involvement, commitment, passion and enthusiasm that focuses on the energy and effort devoted by employees to the organization. Lockwood (2007) defines

employee engagement as the condition that leads to an individual's ability to commit to the organization both intellectually and emotionally.

According to Schaufeli & Baker (2010), employee engagement contains the following three dimensions, namely:

1. Vigor

Vigor is a dimension that relates to the high and low of the mental strength and resilience of the workers that accompany them doing their work, the desire of the workers to do the work seriously, having persistence in overcoming every situation, and difficulties encountered at work.

2. Dedication

Dedication is related to feelings that contain meaning, enthusiasm, inspiration, pride and challenge to work. Individuals with high dedication usually have the power to identify work because of the assumption that experience is valuable, able to inspire and present challenges. In addition, he also has high enthusiasm and has great pride in his work.

3. Absorption

Absorption possessed by individuals is usually characterized by strong concentration and interest, immersed in the work at hand, time passes so quickly, and individuals find it difficult to get away from work so they will easily forget things that are happening around them. Individuals with high absorption feel happy when their attention is distracted by work, work drowns them out, and it is difficult to separate from work. As a result, things that happen around them will pass by and time will run faster.

METHODS

Population, Sample, Sampling Technique

Population and Sampling

The population used in this study are all employees who work in logistics companies in the city of Semarang, while the sample used in this study is part or representative which can represent the estimated population.

Sampling Technique

The sampling approach used in this study is judgment sampling where the respondents with certain criteria are considered to have important information related to the variables studied. A sample of 209 respondents. The criteria set in determining the research sample are as follows:

1. Respondents are the employees of a transportation and logistics delivery service companies in the city of Semarang.

2. Respondents have worked at least 3 (three) consecutive years at the same company/ organization.

3. Respondents are the workers born in (Howe & Strauss, 2000):

   a. Baby Boomers Generation, born in 1943-1960

   b. X Generation, born in 1961-1984

   c. Y Generation, born in 1985-2005

Variable Measurement

The measurement of employee engagement variables is carried out using the indicators adopted from the Utrecht Work Engagement Scale (UWES) (Schaufeli et al, 2003; Schaufeli and Bakker, 2004) which include:

Table 3

Employee Engagement Variable Measurement

Dimension	Item
VIGOR	1. Individuals have passion for work
	2. Individuals have the desire to try their best when working
	3. Individuals stay on the job even in difficult circumstances

DEDICATION	4. Having a sense of responsibility on work
	5. Proud of the work done
	6. Feeling challenged by things at work
	7. Feeling useful for others
ABSORPTION	8. Individuals find it difficult to get away from work
	9. Individuals like to dwell on work until time passes quickly
	10. Individuals can concentrate on tasks

Sources: Schaufeli et al (2003), Schaufeli and Bakker (2004)

Data Analysis Technique

Data analysis to examine the differences in employee engagement in the Baby Boomers generation, X generation and Y generation was carried out using the k Sample Comparative Test approach.

RESULT AND DISCUSSION

Research Results

The followings are the stages of data analysis carried out in this study to find out whether or not there are differences in employee engagement in the Baby Boomers generation, X generation and Y generation:

1. Validity and Reliability Test

The validity test was conducted to determine the accuracy of the indicator as the measuring tool for the employee engagement variable. The validity test for this study was carried out using the correlation test approach with the following test criteria:

a. If the significance value is < 0.05, it means that the indicator can be used as the measuring tool for the employee-engagement variable.

b. If the significance value is 0.05, it means that the indicator cannot be used as the measuring tool for the employee-engagement variable. The reliability test is carried out to determine the consistency of the measurement results of employee engagement variables carried out with valid indicators. Reliability test was conducted by analyzing Cronbach's Alpha value with the following criteria:

a) If Cronbach's Alpha > 0.7 means that the indicators as measuring tools are able to produce consistent measurements.

b) If Cronbach's Alpha < 0.7 means that the indicators as measuring tools cannot produce consistent measurements.

Table 4
Validity and Reliability Test Results

Indicator	Validity		Reliability	
	Significance	Conclusion	Cronbach's Alpha	Conclusion
1. Individuals have passion in working	0,694**	valid	0,901	Reliable
2. Individuals have desire to work hard	0,700**	valid		
3. Individuals stay on the job even in difficult circumstances	0,736**	valid		
4. Having responsibility on the job	0,738**	valid		
5. Proud of the job done	0,725**	valid		
6. Chalanged with the things on the job	0,727**	valid		
7. Feeling useful for others	0,755**	valid		
8. Individuals find it difficult to get away from the work	0,731**	valid		
9. Individuals are happy struggling with the work until time goes by fast	0,759**	valid		
10. Individuals can concentrate in doing the tasks	0,717**	valid		

Source: Processed Primary Data, 2021

Based on the results of the validity test with the correlation and reliability test approach using the Cronbach Alpha Test approach, it can be seen that all employee engagement measuring indicators consisting of ten items are the right measuring tools to be able to measure employee engagement and produce consistent measurement results.

2. Normality Test

The normality test was conducted to determine whether the distribution of the research data met the normal curve or not. This normality test is important to be able to determine the statistical test approach that will be used in testing comparative research hypotheses. The normality test in this study was carried out using the Shapiro Wilk test approach with the following test criteria:

a. If the significance value is > 0.05, it means that there is no difference in the distribution or the distribution of research data with normal curve (data meets the assumption of normality).

b. If the significance value < 0.05, it means that there is difference in the distribution or the distribution of research data with normal curve (data meets the assumption of normality).

Table 5
Normality Test Results

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Engagement	,137	209	,000	,917	209	,000
a. Lilliefors Significance Correction						

Source: Primary Data Processed, 2021

The normality test with the Shapiro Wilk approach resulted in significance value of 0.000 <0.05, which means that there is difference in the distribution of the data research with normal curve or in other words, the distribution of research data does not meet the assumption of normality.

3. Comparative Test

Comparative test was conducted to determine whether or not there were differences in employee engagement in each generation, namely the Baby Boomers generation, X generation and Y generation. Because the distribution of research data did not meet the assumption of normality, the comparative test was carried out using Non-Parametric Statistics through the Kruskal Wallis Test approach with the following test criteria:

a. If the significance value of the Kruskal Wallis Test 0.05, it means that H0 is accepted, Ha is rejected, there is no difference in employee engagement in each generations.

b. If the significance value of the Kruskal Wallis Test < 0.05, it means Ha is accepted, H0 is rejected, there are differences in employee engagement in each generations.

Table 6
Comparative Test Results

Test Statistics[a,b]	
	Employee Engagement
Chi-Square	9,490
df	2
Asymp. Sig.	,009
a. Kruskal Wallis Test	
b. Grouping Variable: Generation Group	

Source: Primary Data Processed, 2021

The results of the comparative test with the Kruskal Wallis test approach obtained significance value of 0.009 < 0.05, meaning that H0 is rejected and Ha is accepted. Based on these results, it was found that workers from the Baby Boomers generation, X generation and Y Generation have different employee engagements.

Table 7
Average Value of Employee Engagement of Each Generations Descriptive Analysis

Ranks			
	Generation Group	**N**	**Mean Rank**
Employee Engagement	Baby Boomers	62	116,21
	X Generation	78	112,19
	Y Generation	69	86,80
	Total	209	

Source: Primary Data Processed, 2021

To find out how the differences in employee engagement in each generations, the descriptive analysis was carried out using the mean value approach. Based on the calculation of the mean value, it can be seen that X generation employee engagement is higher than employee engagement in the Baby Boomers generation and Y generation.

Discussion

The study conducted to determine whether or not there are differences in employee engagement in the Baby Boomers generation, X generation and Y generation using empirical data obtained the findings that employees from the Baby Boomers generation, X generation and Y generation have different employee engagement. Based on the results of the calculation of the average value, it can be seen that X generation has the highest employee engagement compared to the Baby Boomers and Y generations.

According to Erickson (2008) and Dittmann (in DelCampo et al., 2011) that generation is an approach to grouping individuals based on the age which therefore causes differences in experiences and mindsets that in turn have an impact on the way each generation works. Alsop (2008) also states that it is not much different that each generation brings different values and attitudes because each generation was born at different time, period or era where at each time, period or era, it is possible that different events occur. From what is described by Erickson (2008),

Dittmann (in DelCampo et al, 2011), Alsop (2008), it can be understood why employee engagement in the Baby Boomers generation, X generation and Y generation is different.

CONCLUSION

Conclusion

Empirical studies on employee engagement as measured by the Baby Boomers generation, X generation and Y generation show that statistically, workers from the Baby Boomers generation, X generation and Y generation have different employee engagement. Of the three generations studied, the workers of X generation are the workers with the highest employee engagement compared to the workers of the Baby Boomers generation and Y generation.

Suggestion

Through this research, it can be proven that employee engagement in the Baby Boomers generation, X generation and Y generation are different. A strategic approach to HR management is needed, especially those related to leader champions who are able to bridge the needs of workers in each generation, work ethics, and organizational culture.

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