

## To Analyze the Level and Factors of Job Satisfaction Across Different Generations in India

Amisha<sup>1</sup>; Philip Coelho<sup>2</sup>; Sanjay Bhattacharya<sup>3\*</sup>

<sup>1</sup>Symbiosis Centre for Management and Human Resource Development, Symbiosis International University, Pune, Maharashtra, India.

<sup>2</sup>Symbiosis Centre for Management and Human Resource Development, Symbiosis International University, Pune, Maharashtra, India.

<sup>3\*</sup>Symbiosis Centre for Management and Human Resource Development, Symbiosis International University, Pune, Maharashtra, India.

<sup>3\*</sup>Sanjay\_bhattacharya@scmhrd.edu

### Abstract

*Firstly, the motive behind this research is to know about the factors that lead to Job Satisfaction; secondly, the most authoritative factor of Job Satisfaction; thirdly, to find out which generation is the most satisfied with their current job across different generations of people. The study provides a descriptive and comparative analysis of working professionals from all domains, industries, gender, age, and sectors across India selected based on random sampling using quantitative research methods. It aims to analyze the results on SPSS based on a survey in a close-ended and Likert-scale based questionnaire. Baby boomers are the most satisfied with their job. Generation X is satisfied but lesser than Baby Boomers. Generation Y and Generation Z are not satisfied. Still, Millennials are more satisfied than Generation Z. Their dominant factor for job satisfaction is Job Security, Work Culture, Equality, and Career Growth Opportunities. Not much research has been done on Gen Z by researchers, as they are young and will be entering the market. This study focuses on Gen Z. The findings will help analyze people of different ages to their work and participation levels. The HR could formulate their policies and practices according to the findings generated, which will help reshape their reward structure, decide how they can manage talent, control bad attrition, and a basis for further research, if anyone wants to study particularly about one factor.*

**Key-words:** Job Satisfaction, Baby Boomers, Generation X, Millennial, Generation Z, Job Security, Work Culture.

### 1. Introduction

Job Satisfaction is a unique combination of conditions that psychological, physiological, and natural, so that cause an individual can happily agree that he/she is satisfied with their job. It is full of thoughts, which direct people in their respective job, in which they currently work. Correct

satisfaction of job leads to encouragement and motivation to perform a task in a better way. Positive perceptions and behavior lead to job satisfaction, while negative perceptions and behavior lead to Job Dissatisfaction [1].

Many factors influence job satisfaction, such as the design of the job, pay, and allowances, working conditions, social relationships, challenging tasks, good opportunities at other companies and responsibilities, wants, and need achievement. It is divided into two Hygiene factors and Motivators like organization policies, mentoring, relations with peers and superiors, work culture, pay, autonomy and status, job security, rewards and recognition, the work itself, accountability, growth, and development [2]. Six factors led to employee satisfaction of early-career employees: salary and welfare, work itself, leader behaviors, personal growth, interpersonal relationships, and job competency. In the pharmaceutical sector, a good work environment and good working conditions play a major role in fairness, promotion and pay, and organizational support [3].

A generation can be defined as people who have taken birth simultaneously and have the same features and thoughts in terms of their experiences in life. Generation can also be defined as people born in the same year span, at the same place. There are experiences that mold specific preferences, expectations, beliefs, and work styles for each generation [4]. As indicated by the recent study, Generations are divided as follows- People born between 1949-1965 are Baby Boomers, 1966-1985 are Generation X, 1986-1998-Millennials, after 1996 are Generation Z.

## **2. Literature Review**

Baby Boomers have been presented as 'obsessive workers' whose sole purpose behind living is working while Gen Xers purpose is working because they are living and Gen Xers' have needed to manage 'self-retained guardians, separation and taking off national obligation; however, approached a different scope of innovations in the home and work environment [5]. Gen Xers feel acknowledged through positions, acclaim, advancement, and money and work-life balance. In this manner, Boomers are happy to work for an extra period to acquire rewards. Generation Y is about double as Generation X and a greater number of times as Baby Boomers to think of quitting a role [6]. An examination among recreational game experts uncovered that Boomers are portrayed as faithful and devoted workers. Generation X people are considered independent and intelligent. Millennials take to the work environment: child-rearing, qualification, which means extraordinary desires, the requirement for speed, long-range interpersonal communication, and joint effort. The most important aspect of millennials being stuck to an organization is mental satisfaction, which does not contrast significantly

from a more seasoned age [7]. In the nursing industry, job satisfaction had a strong positive correlation with psychological behavior. Baby Boomers felt motivated with the rewards they were getting than Generation X nurses. Generation Y, or Millennials, are "digital natives" because they enjoy being tech-savvy. They like to work in a collaborative work environment and seek positive views and appreciation for their work [8].

The Gen X employees seeks job security in their work. They showed good communication between themselves. The Gen X generation was very adaptable to the desires, which required talking to each other. Gen Y was more satisfied with data visualization techniques. We can conclude that young people are aware of the need for fairness and equality. Gen Y is very flexible in its methodology for the inclination of timings and clothing standards, and working environment. They believe besides salary also place major role. They are open and quick to changing occupations and not partial to stability anymore [9].

Generation X has comparative work esteems, while Millennials' and boomers' qualities contrast significantly. The three indicators of employment fulfillment identified in this investigation are simply worked acknowledgment and accomplishment. The work itself was one of the indicators, while recognition was second [10].

Talking about Generation Z can be defined as the generation that will lead to a greater shift in the workplace. Generation Z is predicted to multi-task and be more productive towards their work, so they also have higher expectations. Moreover, Gen Z people are entrepreneurial and are more self-confident. They prefer to work in teams with good interpersonal skills and will be more inclined to active listening and communicating in a virtual environment. Gen Z will be more interested in working in a start-up, NGO as freelancers, Gig workers and prefer ideal working conditions with large teams [11].

Gen Z is self-assured and needs to ensure their future. If Gen Z cannot discover this bliss on where they work, they will think leaving the place of employment without any problem. These ages, who are partial to his autonomy and do not care for power, do not have any huge relation. They realize that working has a significant job to make genuine their fantasies, and on the off chance that it does not become, they would be troubled [12].

### **3. Research Methodology**

The type of research was a quantitative study as the responses were converted into scales and ranks. The research question was which generation is the most satisfied with their job? What factors

satisfied each generation of people the most? The author of this paper designed all the questions. These questions were not tested for convergent and discriminant validity as it was not felt necessary [13]. The data collected was primary data, collected by the researcher itself. The sample was collected using simple random sampling through a survey form floated through digital platforms. The results were tested for reliability analysis using Cronbach's alpha. ANOVA with a post-hoc Scheffe test to test the first hypothesis because the sample for each generation was not equal, A Friedman ranking method was also used to determine the dominant factors for Job Satisfaction to test the second hypothesis. All these tests were done on SPSS [14].

#### **4. Hypothesis**

The variables chosen under this study are selected based on the literature review to include all the factors of Job Satisfaction (highlighted in the review). So, in totality, the dependent variable is Job Satisfaction, and Independent variables are Compensation, Work-life Balance, Social Relationships, Working Conditions, Flexibility, Training, Job Security, Career Development Opportunities, Rewards and Recognitions, Autonomy and Status, Corporate Social Responsibility, Equality, Holistic Wellness, Responsibility, and Accountability [15]. The hypothesis under this study is:

**H1:** There is no significant difference between the Job Satisfaction levels of different generations of people

**H2:** There is no significant difference between the factors that lead to Job Satisfaction across different generations

#### **5. Discussion**

##### **5.1. Population**

The sampling population targets people from all generations, gender, and marital status who are currently employed, working, and salaried across all the sectors, including the public, private and other sectors. The population belongs to different industries including manufacturing, IT & ITES, Telecommunications, Automotive, Electronics, Insurance, Defense, Food & Beverage, Education, Real Estate, FMCG, Petroleum, Consulting, Healthcare, Baking, NGO, Apparel, BFSI, E-Commerce, Networking, Digital Marketing, Logistics, Gaming and others across India, the research survey is conducted through various, social media platforms and online forums such as Facebook, LinkedIn, Mails, Whatsapp and personal contacts [16].

## 5.2. Sampling Design

Simple random sampling is used as the method of sampling. Sampling is done based on various contacts made over the past few years. It also includes employees from various organizations on Social networking sites like Facebook and LinkedIn across India. The sample is chosen based on whosoever employed people interested in taking up the survey provided the person falls under the required bands for ages born after 1949.

## 5.3. Questionnaire

The questionnaire is elaborative with all the required research questions. Most of the questions are closed-ended (multiple choices, ranking choice, and Likert scales). Firstly, one pilot survey has been done to confirm the reliability of the survey and to know about required changes or scale problems with the questionnaire. Pilot surveys have been tested on a random sample of people and have led to improvements to the original survey. For Pilot Survey, there are 22 questions with 12 Likert-scale based questions. 49 people have responded to the questionnaire. The Cronbach's coefficient is (0.77-0.805, above the 0.70 minimum). It shows the internal consistency is acceptable and good. A total of 11 items with all 49 valid cases and no excluded cases are shown in Table 1 as job satisfaction scale.

Table 1 - Scale: Job Satisfaction Scale

		N	%
Cases	Valid	49	100.0
	Excluded	0	.0
	Total	49	100.0

Table 2 - Reliability Statistics

Cronbach's alpha	Cronbach's alpha Based on Standardized Items	N of Items
.787	.805	11

The reliability statistics are shown in Table 2. Before the pilot survey, some factors were overlooked, like CSR activities, Decision-making authority, Promotions and rotations, Holistic care, Work-from-Home opportunity, which came into the picture and was later included in the final questionnaire. The final questionnaire includes 5 pointer Likert scale questions from Strongly

Disagree" to "Strongly Agree." The question, which involved asking the respondents how satisfied they are, ranges on a 5 pointer Likert scale from "Not Satisfied to Extremely Satisfied [17]."

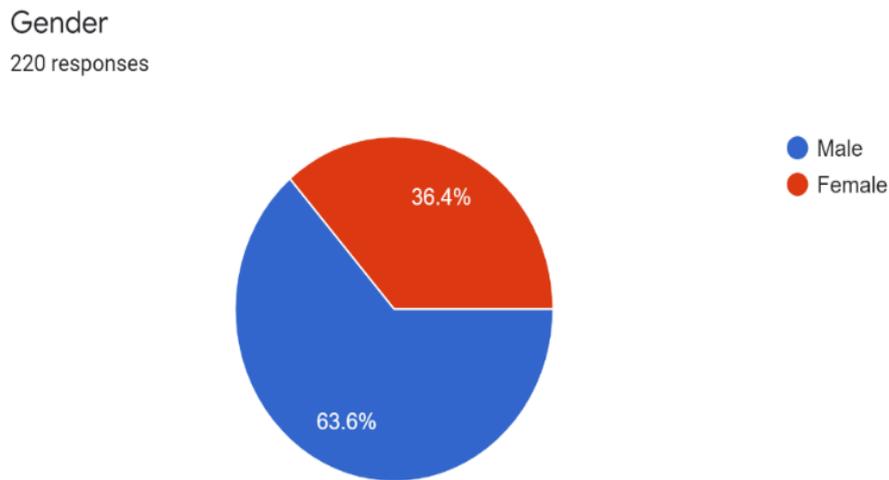
About 220 respondents have responded to the questionnaire, with male 75% and female 25%. The first 7 questions involved asking them about their name, age, gender, marital status, an organization to which they work, sector, and industry to which it belongs. The next of 14 questions involved the factors asking them how much they agree with the following questions-

- 1) Do you want to work for a company that offers you more pay and allowances?
- 2) Do you think there is a balance between work and your personal life, you will become more productive?
- 3) Do you feel more included in an organization when you get an opportunity to connect with peers, superiors, and subordinates?
- 4) Do you prefer to work in an organization where working conditions and the work culture are good?
- 5) Do you feel happy if you get the opportunity to be flexible in terms of working hours?
- 6) Do you believe there should be opportunities to learn new skills with the tasks you perform?
- 7) Do you think it is important that your job is secured?
- 8) Do you believe it is preferable to work in an organization that provides promotional and career growth opportunities to its employees?
- 9) Do you feel motivated if you are rewarded with gifts, bonuses, gratuities, and incentives?
- 10) Do you enjoy status and autonomy when you are at work?
- 11) Do you think it is important for you to work in an organization that takes the initiative to contribute to people and the environment?
- 12) Do you want to be a part of an organization that treats every employee equally and does not indulge in any bias?
- 13) Do you think your organization should take care of your mental and physical health?
- 14) Do you think you prefer to work where you are responsible and accountable for your work, no matter how challenging the work is?
- 15) The next question involved asking them how satisfied they are with their job. They had to answer a Likert scale from 1- "Not Satisfied" to 5- "Extremely Satisfied."
- 16) Are you satisfied with your current job?
- 17) The last question involved ranking the factors according to their preference from most to least.

## 5.4. Sample

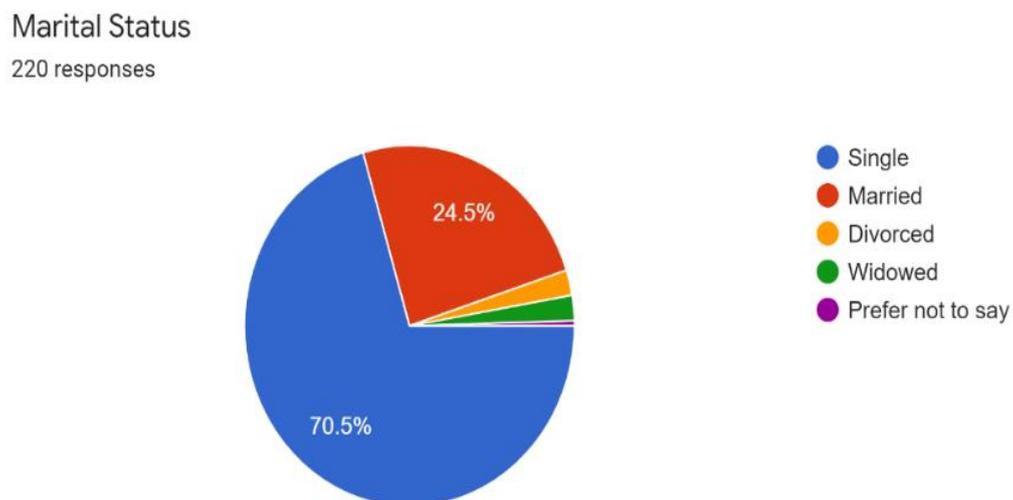
In total, 220 employees across all generations who are currently employed responded with 6.8% of 56 and above and are called Baby Boomers. 10.9% of people are aged between 55- 44 and belong to Generation X. 38.2% of people aged from 43-25 are called Millennials, and 44.1% of people are Generation Y whose age is 24 and below are Generation Z. Among these respondents, 36.4% are females, and 63.6% are males are shown in Figure 1.

Figure 1 - Responses of the Gender



Also, 70.5% of people are unmarried, 24.5% are married, 2.3% are divorced, 2.3% are widowed, and 0.5 did not prefer to answer shown in Figure 2.

Figure 2 - Marital Status of Gender



Amongst these people, 7.6% belong to the Private sector, 18.6 % the public sector and the rest belong to other sectors, including Government and non-government organizations. The industry in which they work are dominated by IT&ITES 30.5%, Manufacturing 9.5%, service- 8.2%, Insurance 5.5 %, and education 6.4%, FMCG 4.5%, Real Estate 3.2%, Food and Beverage 3.2%, Telecommunications 3.2 %. Rest is a mix of other industries.

## 6. Results and Analysis

To go ahead with analysis, since a standard questionnaire is not used and some factors are added after the Pilot survey, it is necessary to check the reliability analysis of the final survey. So, a reliability analysis is done using Cronbach's alpha. The job satisfaction scale is indicated in Table 3.

Table 3 - Scale: Job Satisfaction Scale

		N	%
Cases	Valid	220	100.0
	Excluded	0	.0
	Total	220	100.0

The total number of valid cases is 220 with no excluded cases, representing no invalid or missing values.

Table 4 - Reliability Statistics

Cronbach's alpha	Cronbach's alpha Based on Standardized Items	N of Items
.873	.872	14

The Cronbach's alpha value should usually be more than 0.70 to be acceptable. The value is (0.872, above the 0.70 minimum) according to Table 4. It shows the internal consistency is acceptable and exceptionally good.

Further, Nonparametric Test using Friedman ANOVA using SPSS 19 was conducted to determine the dominant Factors of each generation.

To determine which of the following generations are more satisfied? If there is a statistical difference in their job satisfaction levels or not, An ANOVA test was carried out with the post-hoc Scheffe test since the sample size of each group were different.

Table 5 - Descriptive

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Baby Boomers	15	4.6000	.50709	.13093	4.3192	4.8808	4.00	5.00
Generation X	24	4.0000	.58977	.12039	3.7510	4.2490	3.00	5.00
Millennials	84	3.6786	1.00793	.10997	3.4598	3.8973	1.00	5.00
Generation Z	97	3.5773	1.01894	.10346	3.3720	3.7827	1.00	5.00
Total	220	3.7318	.98198	.06620	3.6013	3.8623	1.00	5.00

In Table 5, we get the descriptive values for each generation. The number of samples for each Baby boomer is 15. Generation X is 24. Millennials are 84, and Generation Y is 97. The Likert-based questionnaire states that 3 stands for satisfied, 4 stands for very Satisfied, and 5 stands for extremely satisfied. The results prove that Baby boomers are extremely satisfied. Gen X is very satisfied. Millennials and Gen Z are satisfied but less than Baby Boomers.

Table 6 - ANOVA

Job Satisfaction Levels					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.586	3	5.195	5.737	.001
Within Groups	195.592	216	.906		
Total	211.177	219			

The ANOVA Table 6 depicts variances of difference between groups. The null hypothesis states that there is no significant difference between the Job Satisfaction Levels across generations. Since the p-value is  $< 0.05$ , it is statistically significant. We do not accept the null hypothesis and, therefore, this is proved that there is a difference between Job satisfaction levels.

Table 7 - Multiple Comparisons

Dependent Variable: Job Satisfaction Levels				
Scheffe				
(I) Generation	(J) Generation	Mean Difference (I-J)	Std. Error	Sig.
Baby Boomers	Generation X	.60000	.31321	.302
	Millennials	.92143*	.26674	.009
	Generation Z	1.02268*	.26401	.002
Generation X	Baby Boomers	-.60000	.31321	.302
	Millennials	.32143	.22025	.547
	Generation Z	.42268	.21694	.287
Millennials	Baby Boomers	-.92143*	.26674	.009
	Generation X	-.32143	.22025	.547
	Generation Z	.10125	.14183	.917
Generation Z	Baby Boomers	-1.02268*	.26401	.002
	Generation X	-.42268	.21694	.287
	Millennials	-.10125	.14183	.917

The post-hoc Scheffe analysis is done to check how much indifferent the generations are in terms of Job Satisfaction Levels, which is reflected in Table 7.

Table 8 - Job Satisfaction Levels

Scheffe			
Generation	N	Subset for alpha = 0.05	
		1	2
Generation Z	97	3.5773	
Millennials	84	3.6786	
Generation X	24	4.0000	4.0000
Baby Boomers	15		4.6000
Sig.		.390	.111

Next, the purpose is to determine which factor satisfies the most and least for each generation. This Friedman ANOVA test was carried because this test helps to know the overall rankings on a ranked data is indicated in Table 8.

### Baby Boomers

Table 9 - Test Statistics

N	15
Chi-Square	47.960
df	13
Asymp. Sig.	.000

The sample size is 15 with 13 degrees of freedom, a Chi-square value of 47.960, and a p-value of <0.05 that is statistically significant is shown in Table 9.

Table 10 - Ranks

	Mean Rank
Compensation	6.37
Work-Life Balance	6.27
Social Relationships	7.73
Working Conditions	7.63
Flexibility	6.97
Training	4.73
Job Security	10.60
Career Growth Opportunities	5.13
Rewards and Recognitions	7.83
Status and Autonomy	9.83
Corporate Social Responsibility	7.43
Equality	9.10
Holistic Wellness	6.07
Responsibility and Accountability	9.30

The mean ranks of each factor can determine the ranking among the dataset, which is shown in Table 10, the highest and the lowest ranks with Job Security (10.60) being the highest followed Status and Autonomy (9.83), Responsibility and accountability (9.30), Equality (9.10).

## Generation X

Table 11 - Test Statistics

N	24
Chi-Square	50.228
df	13
Asymp. Sig.	.000
a. Friedman Test	

The sample size is 24 with 13 degrees of freedom, a Chi-square value of 50.22, and a p-value of <0.05 that is statistically significant is shown in Table 11.

The mean rank of each factor can determine the ranking among the dataset, which shows the highest as Working Conditions (9.31)) followed by Equality (9.27), Job Security (9.13), Status and Autonomy (8.79), responsibility (8.50) is shown in Table 12.

Table 12 - Ranks

	Mean Rank
Compensation	7.35
Work-Life Balance	7.10
Social Relationships	7.35
Working Conditions	9.31
Flexibility	7.94
Training	5.85
Job Security	9.13
Career Growth Opportunities	4.98
Rewards and Recognitions	6.88
Status and Autonomy	8.79
Corporate Social Responsibility	7.27
Equality	9.27
Holistic Wellness	5.27
Responsibility and Accountability	8.50

### Generation Y or Millennials

Table 13 - Test Statistics

N	84
Chi-Square	59.401
df	13
Asymp. Sig.	.000
a. Friedman Test	

The sample size is 84 with 13 degrees of freedom, a Chi-square value of 59.401, and a p-value of <0.05 that is statistically significant is shown in Table 13.

Table 14 - Ranks

	Mean Rank
Compensation	6.85
Work-Life Balance	8.04
Social Relationships	7.40
Working Conditions	8.20
Flexibility	7.01
Training	8.33
Job Security	7.70
Career Growth Opportunities	8.35
Rewards and Recognitions	7.29
Status and Autonomy	6.47
Corporate Social Responsibility	6.29
Equality	8.43
Holistic Wellness	7.45
Responsibility and Accountability	7.20

The mean ranks of each factor can determine the ranking among the dataset, which shows the highest as equality (8.43) followed by Equality (8.43), Career Growth opportunities (8.35), Training (8.33), Working Conditions (8.20), Work-life Balance (8.04) is shown in Table 14.

## Generation Z

Table 15 - Test Statistics

N	97
Chi-Square	68.114
df	13
Asymp. Sig.	.000
a. Friedman Test	

The sample size is 97 with 13 degrees of freedom, a Chi-square value of 68.114, and a p-value of <0.05 that is statistically significant is shown in Table 15.

Table 16 - Ranks

	Mean Rank
Compensation	7.43
Work-Life Balance	7.92
Social Relationships	7.58
Working Conditions	8.31
Flexibility	7.71
Training	8.06
Job Security	8.04
Career Growth Opportunities	8.49
Rewards and Recognitions	7.12
Status and Autonomy	6.48
Corporate Social Responsibility	6.36
Equality	8.21
Holistic Wellness	6.65
Responsibility and Accountability	6.62

The mean ranks of each factor can determine the ranking among the dataset, which shows the highest as Career Growth Opportunities (8.49) followed by Working Conditions (8.31), equality (8.21), Training (8.06), Job Security (8.04).

Therefore, the H2 is rejected as there are differences in factors affecting Job Satisfaction for each generation, and they vary from most to least is shown in Table 16.

## 7. Discussions

Results from previous literature have highlighted the point that there is dissimilarity in the Job Satisfaction Levels of each generation. Baby Boomers are more satisfied than Millennials and Generation X people [18]. However, not much is said about Generation Z. ANOVA test in this research reveals dissimilarity between the Job Satisfaction levels of each generation and rejects the null hypothesis, i.e., H1 to Table 5. Therefore, previous research findings, according to the literature review holds. The satisfaction levels are as follows- Baby boomers > Generation X > Millennials > Generation Z. But the addition is about Generation Z, who is the least satisfied and has not been mentioned in previous researches. The post-hoc Scheffer reveals the extent of differences amongst each other [19].

The mean value of Job Satisfaction of Baby Boomers is the highest (4.6), which means they are most satisfied with their jobs. Generation X (4.00) people are also satisfied with their job but not as Baby Boomers. They are still open to new opportunities and positions. Millennials with a mean (3.67) are satisfied but not as Baby Boomers and Generation X people. Generation Z is not so satisfied as all the generations because they may be doing the work, which is monotonous and does not require much knowledge. They are still exploring what would make the best out of them [20].

Results of the Freidman test have revealed the factors that satisfy each generation of people separately. Previous results also mention factors as the drivers of Job Satisfaction. Different studies reveal that Baby boomers are more concentrated on pay, rewards, and recognition; they encourage Status and Autonomy in their work [21].

According to Table 10 for Baby Boomers, the factor, which drives them to work in a company, is Job Security (10.60). For baby boomers, they must have a fear of losing a job and are committed to the company. Status and autonomy to work is the second most important factor because Baby Boomers are born after 1965. It is important for them that they seek respect and have the autonomy to take individual decisions for the benefit of the company. They have the responsibility of their tasks as they are self-sufficient and accountable to others. Equality is an important factor for them because they have been in the culture for many years and must have faced biasness in their careers. So, the results hold with previous findings, but not all are the same as this study does not indicate rewards and pay to be a powerful factor.

For Generation X Table 14, people born between 1985- 1964, the most dominant factor is the working conditions and the work culture, in which they work with a mean ranking (9.31). Previous research through the literature review reveals that Gen X prefers work-life balance, status, growth,

and a collaborative work environment. They are stable at their jobs, learned, and probably want their jobs to be secure (9.13) as they are in good positions. But they seek high equality (9.27) as they are in their phase of facing some unwanted practices, which they urgently need to be waived off. It is important for them that the surroundings in which they work are cordial. After that, status and autonomy (8.79) are the next important factor as they are in greater positions and want their positions to be secured and honored. Responsibility and accountability (8.50) go hand in hand with status and autonomy. The desire for work culture and status holds with previous findings, but growth and work-life balance do not. However, other important factors come into the picture [22].

Talking about Millennials born between 1986 and 1995, the mean rankings do not differ much across the factors. Table 1 Previous findings tell that Millennials prefer to work with a good and participative work environment, work-life balance, and job security. Still, they are a bit flexible in terms of Jobs. This study also somewhere has the same ideas. The most important for them is equality (8.43). They face a lot of issues in their work environment with superiors and peers. They are neglected from some good opportunities, so work culture (8.20) is also an important factor. They are the ones who are tech-savvy, but with changing scenarios and the VUCA world, they need to upgrade and upskill themselves constantly, so Training is also an important factor (8.33). For them, a balance between their work and personal life is important.

Generation Z people born after 1996 are the most talked once in the town. Not much has been said in the previous findings, but Generation Z wants a collaborative environment; they are highly flexible as they do not seek much Job security because they are the fresh talents ready to enter the corporate world. Some are further studying to upskill themselves, and some have already started working. It is especially important that Generation Z is satisfied with their jobs because they are the future work. They are agile and ready to take on challenges. But from Table 16, we get that Career Growth Opportunities (8.49) is the most satisfying factor because every entry-level employee wants that he/she develop in their career, learn, and upgrade themselves. It is also necessary to get Training (8.06) for whatever task they have been assigned. Equality (8.21) and the work culture (8.31) are also important satisfying factors for them as they want to work in a healthy environment, fun-filled and full of team spirit.

Based on this research, one factor that is equality has emerged to be an especially important factor for every generation, which is not highlighted or talked about in the previous researches.

## 8. Conclusions and Recommendations

This research is directed towards understanding the behaviors of the employee in their work. It is important that people are happy, enjoy their work, and are satisfied with the tasks they perform. If employees of an organization are satisfied, they may be less likely to leave the job, and it will help curb good attrition.

Through this research, it can be known that different generations react differently to their work. All of them have different necessities and preferences for work, which drives them towards a company. Generation Z is not much satisfied as compared to other generations. They want to be agile, go-getter, and work in a collaborative environment. Baby Boomers are the most satisfied, followed by Generation X, Millennials, and Generation Z. Previous researches have somewhat said the same about Baby Boomers, Generation X and Gen Y. However, the unique contribution that this paper brings out is an analysis of Generation Z who will be the need of the market in future. Career Growth Opportunities are least preferred for baby Boomers and most for Gen Z.

Through this research, the company officials would be able to formulate policies and practices according to the findings generated, which will help in reshaping the reward structure, deciding how they can manage talent, controlling bad attrition, and a basis for further research, if anyone wants to study particularly about one factor. Since Job Satisfaction is an important component to calculate Attrition rate, the findings would help analyze and apply the engagement programs in a better way. Providing those benefits to different generations would enhance the work culture of an organization. An incredibly unique thing that came into the picture is that equality and trust are important for all. Organizations should work readily towards that.

Associations need to pay attention to making them more culture friendly. This study is important for India because this topic is generally ignored, which is important for Indian Gen Z workers are about 50% of the population, and the number will gradually increase as they enter the corporate. As the ages of Baby Boomers and Gen X will be leaving the industries, it is essential to offer the enrollment and upkeep of Generation Y and Gen Z.

Employers must regard employees as people who may not have indistinguishable wants and standards from the other employee; subsequently, they must consider testing their administration or HR rehearses, employee improvement rehearses enrollment strategies, and prize structure. "Pick and blend" strategy, not many of these will be the best way to deal with content everyone's needs. One game plan can be a "family overview," which the managers can use for respective families of employees and solicitation. They rate their satisfaction with the representatives' work demands and

cause proposals about how the board can address them. This kind of activity will drive satisfaction and engagement, and employees will feel.

## 9. Limitations

This study focused on Job Satisfaction factors, which are always positive, but there is a negative aspect of Job Dissatisfaction. It is being ignored, and the factors are not divided according to this aspect. Since the sample size for each group of generations is different with no. of Baby Boomers and Generation X respondents lesser than Millennials and Generation Z, the results may not give a true picture.

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