



Employee Engagement in a Multigenerational Workforce



Introduction - The aim of this research is to identify **key influencing factors** for **employee engagement** across a **multigenerational workforce**, with the following objectives:



1. Evaluate current literature to identify key engagement drivers that most significantly impact a multigenerational workforce.
2. Evaluate the current literature to establish future considerations for employee engagement in a multigenerational workforce.
3. Conduct primary research to understand the key engagement factors across the operational workforce.
4. Make recommendations on the key considerations for employee engagement in a multigenerational workforce.

This research is based on **Dimensions Cymru**, a social care not-for-profit organisation supporting people with learning disabilities and autism. Age diversity has increased rapidly, and organisations tend to know little about the impact on engagement or how to differentiate and address issues in consideration of specific generations (Kunze et al., 2013; Gilbert, 2015).



Literature Review

62.9% of the overall population is currently of working age (i.e. 16-64 years old) (ONS, 2023), resulting in 5 generations active in the workplace (Kelly, 2023).

Flexible Working

Studies show that colleagues achieving flexibility at work was a positive indicator of engagement for all ages (Pitt-Catsouphe & Matz-Costa, 2008; Wilson et al., 2008).

Career Development



Studies show that for Gen Z and millennials, career advancement is one of the biggest engagement drivers (Schullery, 2013; Gilbert, 2015). In addition, one of the top dissatisfiers for older workers is the lack of learning opportunities (Smyth, 2023).

Future

The evidence points to an **ageing workforce** with economic factors causing people to remain in employment for longer (Swan, 2012). Shifts in the economy and labour market means there is becoming less likelihood of a job for life with careers becoming more dynamic (Kelly, 2023). Recent societal pressures have forced all generations to reconsider what is required to remain relevant with reskilling and upskilling becoming a priority (Perna, 2021).

Methodology - The method of data collection was a web-based questionnaire. The questionnaire included open, closed and rating questions to achieve different types of responses. This resulted in a mix of quantitative and qualitative data. The research population was the operational workforce (Gill & Johnson, 2010).

The use of descriptive statistics and correlation analysis was applied to the qualitative data and thematic analysis was utilised to identify reoccurring themes within the quantitative data (Saunders et al., 2013).

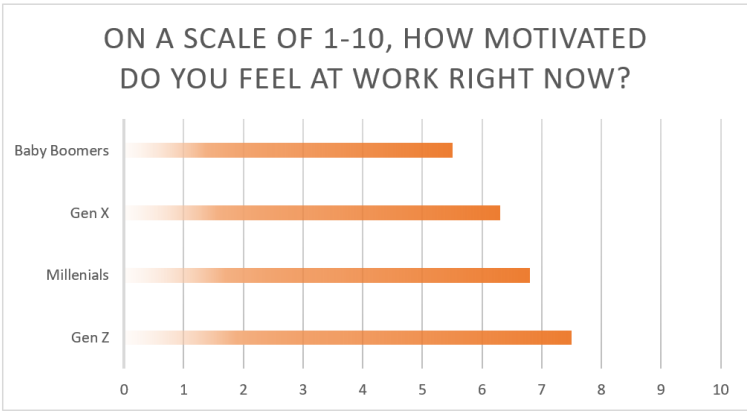


Each question is linked with the objectives set, and covers all areas

Generation	Age	No. Employees	Responses	% overall
Gen Z	11-26	32	13	41%
Millennials	27-42	38	20	53%
Gen X	43-58	22	13	59%
Baby Boomers	59-77	9	6	67%
Silent Generation	78-95	0	0	0
Totals		101	52	51%

identified within the literature review (Kumar, 2019). The instrument chosen for the research was Google forms.

Findings - The primary research obtained a 51% response (Figure 1). It also highlighted the younger generations were more motivated than older generations (Figure 2). All generations bar Gen Z cited **flexible working** as a key engagement factor. Despite this, 80% of Gen Z colleagues who did not have an agreement in place, felt flexibility would support them.



All generations bar baby boomers identified **development and progression** as a motivating factor. Despite this, out of those baby boomers who felt they had opportunities to learn, 100% did not feel confident about developing their career, and scored an average of 6/10 in feeling motivated at work. They also cited they are motivated by challenging work, suggesting their desire to develop.

Conclusion - In summary, with current talent shortages and increased age diversity, priority to engage all age ranges has become even more critical (Smyth, 2023). The literature review identified that different generations are aligned on flexible working styles and opportunities for growth, development and career-advancement (Kelly, 2023). This was supported by the primary research, identifying flexibility and career development as key factors contributing to overall engagement of the workforce surveyed.



Poster References

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