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Employee engagement of millennials and non-millennials: role of organisational culture

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Abstract: Employee engagement is becoming increasingly challenging with the growing millennial population in the workplace and consequent increasing generational diversity. This study investigated the role of different facets of organisational culture in the employee engagement of millennials and their preceding non-millennial generations. Such studies are sparse in the literature. Hypotheses developed in the study were tested using PLS-SEM with a sample size of 252 comprising 151 millennials and 101 non-millennials. The results showed a significant effect of adhocracy culture on the job engagement of millennials but not on non-millennials, however, clan culture significantly affected the organisation engagement of both millennials and the non-millennials of older generations. Whereas market culture significantly affected organisation engagement of non-millennials but not of millennials. Hierarchy culture had no significant effect on the job or organisation engagement for any generations under the study. The theoretical and practical significance of the study is discussed.

Keywords: job engagement; millennials; non-millennials; organisational culture; organisation engagement.

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1 Introduction

In recent years, several studies have evidenced the emergence of workplace diversity, characterised by significant variations in attitudes, behaviours, and work-related expectations among employees from various generations. A generation is formed by a group of individuals with a shared age cohort and characteristics. Every generation has its unique characteristics, which can be mainly attributed to their formative experiences in life (Van Rossem, 2019). With the increasing generational diversity in workplaces, it is becoming increasingly challenging for employers to manage employees' diverse expectations pertaining to work, organisational values, culture, and workplace demands, particularly in engaging them with jobs and organisation (Lyons and Kuron, 2014; Strauss and Howe, 1991). Notable differences exist in the characteristics, psychological aspects, and social factors between various generations, namely Baby Boomers and Generation X, who were born between 1946 and 1964 and between 1965 and 1980 respectively, and their successive generation, Millennials (born between 1981 and 1996). Further, such differences were also found to significantly impact their work-related behaviour (Van Rossem, 2019). Recent studies show millennials' increasing turnover intentions and declining levels of employee engagement (Cattermole, 2018; Kowske et al., 2010). A disengaged workforce leads to several negative consequences such as low productivity, efficiency, intention to leave and ultimately leading to poor business performance (Uppal, 2016). As the generational diversity in the workplace keeps increasing with the emerging working population of millennials, this challenge of employee engagement turning into a serious business threat. Unlike their preceding generations, the millennials have distinct likes and dislikes about job characteristics and the organisations they like to be associated with (Magni and Manzoni, 2020). The recent trends of employee attrition show that millennials are more vulnerable to being disengaged with their jobs and organisation than the employees of their prior generations unless their preferences match with the job and organisation (Lapoint and Liprie-Spence, 2017). Their level of engagement with jobs and organisations is greatly determined by the work itself and the work environment (Cattermole, 2018).

The concept of employee engagement was pioneered by Kahn (1990), who explained the meaningfulness of engagement and understanding of disengagement. Schaufeli et al. (2006) conceptualised employee engagement in terms of one's vigour, dedication, and absorption with work. Subsequently, Saks (2006, 2019) advanced the theory of employee engagement by distinguishing between job and organisation engagement based on their antecedents and consequences. Job engagement places emphasis on an employee's emotional connection and involvement in work, whereas organisation engagement is focused on their commitment to the goals and mission of the organisation (Saks, 2006).

Among several factors organisational culture is one of the key factors that substantially affects the engagement of employees (Stewart et al., 2017). Sull et al. (2022), argue that one of the prime reasons for employees' intention to leave an organisation is weak organisational culture. Organisational culture is commonly conceptualised as shared values, beliefs, and shared norms that govern the actions and behaviours of people in an organisation and it differentiates one organisation from others (Lee and Kim, 2017). The 'Competing values framework' of organisational culture posited by Cameron and Quinn (1999) provides a robust approach to understanding different facets of organisational culture and explains why one organisation differs from another. According to this framework, depending on strategic focus (external vs. internal) and environmental response (stable or control vs. flexible) organisations follow four different facets of culture namely, clan (internally focused and flexible), adhocracy (externally focused and flexible), market (externally focused and stable or controlled), and hierarchy (internally focused and stable or controlled) culture. Each of these facets of organisational cultures offers different types of job resources and job demands, and work environments (Bakker and Demerouti, 2017; Mauno et al., 2007). Organisational culture offers diverse nature of work demands and resources that shape the job characteristics, and work environment. Considering the wide diversity of job characteristics, and work environment preferences between millennials and their preceding non-millennial generation, it is highly critical to investigate the role of each of these facets of organisational culture in determining the extent of engagement of each of these diverse generations with the job and organisation. Though there are several studies about understanding the effect of organisational culture on employee engagement in varied contexts (Smith and Turner, 2016), studies on the effect of different facets of organisational culture on each of the diverse generations in the workplace are sparse. This study empirically investigated the effect of organisational culture on both the dimensions of engagement, i.e., job and organisation engagement of millennials and their preceding generations. The research design included primary data collection to analyse the relationship between organisational culture and employee engagement among two distinct generational groups – Millennials and Non-Millennials (their preceding generations). Relationships were tested using the PLS (SEM) analytical technique. In view of employee engagement turning out to be a critical business challenge with the growing generational diversity in the workplace and the increasing trend of attrition of millennial employees (Cattermole, 2018; Hershatter and Epstein, 2010), the study is expected to make highly relevant and significant theoretical and practical contributions.

2 Theoretical foundation

This study is based on foundational theories of differentiated preferences of work and organisational characteristics and the work environment of millennials and the proceeding non-millennial generations (Cattermole, 2018; Lyons et al., 2007; Twenge et al., 2010), theory of job and organisation engagement (Saks, 2006, 2019) and the "Competing Values Framework", a robust underpinning theoretical extension of organisational culture (Cameron and Quinn, 1999). Further, the study integrated the theory of job characteristics (Hackman and Oldham, 1976) and the Job Demands – Resources (JD-R) (Mauno et al., 2007) widely used theory to understand the dynamics of employee engagement in the workplace. According to this theory, the work environment is characterised by two sets

of factors such as job demands and job resources. Job demands are those that potentially lead to strain and depletion of resources for an employee, whereas job resources represent those factors that alleviate job stressors and facilitate goal attainment (Bakker and Demerouti, 2017). The Saks model posits that employee engagement is determined by job characteristics, which further influenced by the interaction between job demands and resources. It emphasises the need to differentiate between job and organisation engagement by understanding it from the antecedents and consequences perspective (Saks, 2019; Saks et al., 2022).

3 Literature review

Generational diversity has significantly impacted the workplace with multiple generations working together. Each generation (individuals born between 15 and 20 years apart) brings unique values, attitudes, and behaviours, impacting the workplace culture (Magni and Manzoni, 2020). Baby Boomers are the oldest generation in the current working population followed by Generation X, Millennials, and Generation Z, the youngest generation whose presence is limited in today's workplace. Each of the generational cohorts has different work needs and expectations that significantly influence the employee engagement of respective generations (Magni and Manzoni, 2020; Twenge et al., 2010). Millennials are increasingly entering workplaces in large numbers seeking demanding work settings, co-creation, innovation, and continuous feedback to enhance engagement and contribute to the organisation's success. Older non-millennials like Baby Boomers and Generation X respect tradition, and value job titles, and high-income levels (Mahmoud et al., 2020; Stewart et al., 2017).

3.1 Millennials' values, attitudes, and preferences

The Millennial Generation is characterised by confidence, teamwork, innovation, and a strong sense of role identity. They have higher self-esteem, anticipate new opportunities, and prioritise success (Arras-Djabi et al., 2023). Millennials prefer flexible work environments and are more entrepreneurial than their older counterparts. They are highly motivated by the work environments that facilitate flexibility and innovation (Deal et al., 2010; Smith and Nichols, 2015). Further, millennials explore new opportunities and build capabilities, aligning their personal values with the organisation's goals (Stephens, 2021). Their work behaviour differs significantly from non-millennials. The preferred job characteristics and work environment of the older generation cohorts were found to be leading to decreased job satisfaction of millennials (Magni and Manzoni, 2020; Mahmoud et al., 2020). Organisations should embrace changing work values to engage millennials and commitment (Lyons and Kuron, 2014). Creating a work culture where millennials are encouraged to stay is essential for improved business performance (Raji et al., 2021; Vuorio, 2017).

3.2 Employee engagement

Employee engagement emerged in the early 1990s, with the concept of personal engagement introduced by Kahn (1990). Maslach et al. (2001) developed the concept of engagement from the perspective of job burnout, focusing on organisational components

like workload, control, incentives, community support, perceived justice, and values. Schaufeli et al. (2002) define engagement as “a positive, fulfilling, work-related state of mind that is characterised by three dimensions: vigour, dedication, and absorption” (pp.74). According to this model, employee engagement is the outcome of appropriate interactions between job resources and demands. Autonomy, feedback, and social support are some of the various types of job resources that facilitate achieving employee engagement, and job demands such as workload and time pressure have opposing effects. Further, an employee who is engaged at work may not necessarily be engaged with the organisation (Schaufeli, 2013). Therefore, there is a need to study job and organisation engagement separately (Saks et al., 2022)

The research on engagement gradually shifted toward the understanding job and organisation engagement separately following the introduction of the concept of antecedents and consequences in employee engagement, focusing on personal, job-related, and organisational factors by Saks (2006). Saks (2019) revised the antecedents to engagement by adding relation and resource aspects to it. A greater emphasis on the antecedents to engagement was placed where it included positive forms of leadership, the influence of job demands and resources, and prospects for learning and growth. Consequently, this enhanced employee experience of positive outcomes like organisational citizenship behaviour and well-being.

Several scholars differentiate the antecedents of engagement between the generational cohorts. Clear objectives, professional development plans, and a supportive work culture improve millennials’ engagement (Cattermole, 2018). Further, a supportive work culture with purpose-driven work, idea exchange, flexible careers, and open innovation fostering mutual growth positively influences millennial employee engagement (Smith and Turner, 2016).

3.3 Organisational culture

For several decades, scholars have been exploring the concept of organisational culture. Schein (1990) defined organisational culture as “a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (pp. 111). Organisational culture is understood through artefacts and behaviours, shared values, and underlying assumptions. Artefacts include visible aspects like stories, legends, and language, while shared values are publicly stated beliefs. Underlying assumptions are deeply embedded beliefs and values (Ouchi and Wilkins, 1985). Understanding organisational culture is crucial for positive organisational outcomes (Ghosh and Srivastava, 2014; Uppal, 2016). Continuous attention, assessment, and monitoring of culture are necessary to develop engaged employees (Schein and Schein, 2018). Cameron and Quinn (2011) introduced the ‘competing values framework’ wherein they classified organisational culture based on two dimensions. One dimension is stability or control vs. discretions or flexibility, the other dimension is differentiation or external focus vs. internal focus or integration. This framework of organisational culture identifies four distinct facets of organisational culture based on the dichotomy in each of these two dimensions. The ‘internally focused’ and ‘flexibility’ quadrant refers to Clan culture, the ‘externally focused’ and ‘flexibility’ quadrant refers to adhocracy culture, the ‘externally focused’ and ‘stability or control’ quadrant refers to market culture, and the

‘internally focused’ and ‘stability or control’ quadrant refers to hierarchy culture. Each of these cultural facets is associated with different values and beliefs, and each has strengths and weaknesses depending on the organisation’s goals and context (Cameron and Quinn, 1999; Denison and Mishra, 1995).

3.4 Organisational culture and employee engagement

Organisational culture is defined as a set of shared values, beliefs, norms, and expectations for employees’ behaviour and performance. When employees understand and embrace these, they are better equipped to meet job requirements (person-job fit) and align themselves with the organisation’s overall mission and vision (person-organisation fit) (Kim and Jung, 2022). Thus, organisational culture can actively contribute to achieving person-job and person-organisation fit by providing resources and reducing demands, satisfying the job demands and resources theory. Employees who experience a better fit with their job and organisation are more likely to be motivated and committed ultimately contributing to employee engagement (Wollard and Shuck, 2011).

Organisational culture significantly impacts employee engagement, where positive cultures lead to higher engagement levels of employees. Organisational culture promoting highly standard and inflexible work environments like bureaucratic ones, can negatively impact employee engagement (Bakker and Leiter, 2010; Ilysa and Ramly, 2018). A positive organisational culture as perceived by the employees fosters commitment, involvement, and goal achievement. Aligning work cultures with workplace expectations leads to high levels of loyalty and creativity, ultimately increasing employee engagement (Al Ghamdi et al., 2022). Overall, the literature supports with convincing evidence that organisational culture is a strong predictor of employee engagement.

4 Research gaps

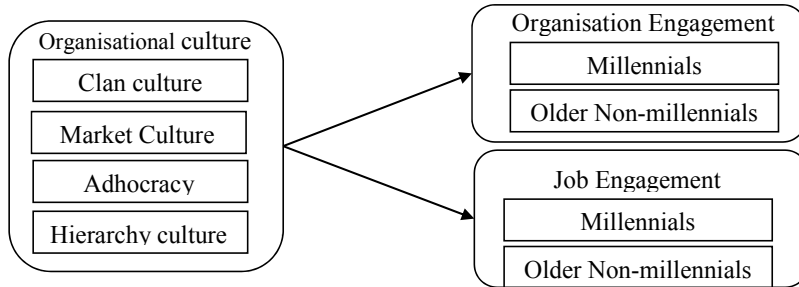
While the literature has generally acknowledged the critical role of organisational culture and its impact on employee engagement of employees, it predominantly remains exploratory in nature (Bogosian and Rousseau, 2017; Uppal, 2016). Further, empirical studies focusing on millennials’ employee engagement and comparing them to their previous generations are sparse. Also, there are hardly any studies that delve into the specific identification of each facet of organisational culture and its direct impact on the employee engagement of millennials. Hence, this study aims to address these gaps and provide organisations with evidence-based strategies to tailor their culture to better suit the needs of millennials thereby enhancing their engagement levels.

5 Research framework

This research framework aims to quantitatively investigate the relationship between organisational culture and employee engagement, with a focus on four distinct facets of organisational culture namely, Clan, Market, Adhocracy, and Hierarchy. The focal dependent variable, employee engagement will be examined through two dimensions, job engagement, and organisation engagement. Further, this study also aims to provide valuable insights into the varying preferences for organisational culture facets between

millennials and non-millennials and how these preferences may influence their respective levels of job engagement and organisation engagement. Thus, the proposed conceptual framework is shown in Figure 1.

Figure 1 Conceptual framework



6 Hypotheses development

6.1 *Clan culture and organisation engagement*

Clan culture is characterised by a strong emphasis on collaboration, mutual support, and cooperation among employees to work in teams harmoniously. Employees in clan culture experience a sense of trust and psychological safety when they collaborate and work in teams. This in turn positively influences employee engagement (Cooper-Thomas et al., 2018). Millennials align with a work environment where there is open communication, feedback, and collaboration. They also value working in teams (Baker Rosa and Hastings, 2018). Clan culture suits this generation's needs better, as working in teams facilitates the sharing of knowledge and expertise for achieving work goals. Such communication and feedback in turn help them to achieve a better fit and engagement in their jobs. Similarly, they are more likely to harness the shared values and norms of the team which elevates their person-organisation fit and in turn their organisation engagement (Cattermole, 2018).

Baby boomers and Generation X employees also prefer team-based work environments where they look for opportunities to learn from each other. Further, they are motivated by the feedback received on their job which elevates their level of engagement (Appelbaum et al., 2005). There is also an increased need for social interactions and building family-like connections in the workplace for this older cohort which influences their commitment levels to the organisation (Lyons and Kuron, 2014). Hence, the authors propose

Hypothesis 1(a): Clan culture is positively related to organisation engagement for both millennials and their preceding generations of non-millennials.

6.2 *Clan culture and job engagement*

Clan culture is characterised by being internally focused on seeking internal harmony and promoting teamwork, and cooperation. At the same time with regards to job characteristics encourage flexibility and individuality (Cameron and Quinn, 1999).

According to Hackman and Oldham (1976), the core job dimensions, namely skill variety, task identity, task significance, autonomy, and feedback, create the critical psychological state that influences employees' work motivation. In a similar vein, Kahn (1990) argues that individuals' job engagement is highly influenced by the psychological conditions shaped by their perceptions of the job content and context, and the characteristics of the individuals. According to findings of antecedents of job engagement by Saks (2019), job characteristics, particularly skill variety, strongly influence job engagement. While both these generational cohorts look for flexibility and teamwork, millennials look out for more leisure values, working at their own pace, and more extrinsic rewards like compensation, status, and accelerated career advancement opportunities than their previous generations. Further, Smith and Nichols (2015) argue that, unlike their previous generations, millennials prefer to have higher levels of skill varieties and opportunities for multiskilling. However, these are not obvious job characteristics in clan culture (Twenge et al., 2012). Therefore, the authors propose the following hypothesis.

Hypothesis 1(b): Clan culture is positively related to the job engagement of both millennials and their preceding non-millennial generation; however, this relationship is stronger for the older non-millennial generations than the millennial generation.

6.3 Adhocracy culture and organisation engagement

Adhocracy culture refers to being strategically externally focused with a flexible work environment. Adhocracy culture encourages innovation, creativity, and risk-taking (Cameron and Quinn, 1999; Denison and Mishra, 1995). Rastogi et al. (2019) argue that employees are motivated to take calculated risks and experiment to create new goods, services, or processes to meet the changing ever-changing global business needs. This culture encourages employee entrepreneurial skills and provides scope to exhibit a high level of adaptation and flexibility. The main purpose of these organisations is to be innovative and adaptive. Employees in an adhocracy culture are commonly risk-takers who anticipate and comprehend change (Jantan et al., 2008). Creative work behaviour and eagerness to take risks are also common in the older generations like Generation X and Baby Boomer employees. However, the extent of exhibiting such creativity and the magnitude of risk-taking behaviours differs between millennials and non-millennial generations (Wasilczuk and Richert-Kaźmierska, 2020; Vuorio, 2017). Millennials are strongly characterised by their preference to innovate and thrive in highly creative environments. They are more willing to take risks and challenges to make valuable contributions to their organisation, compared to their preceding generations (Hershatzer and Epstein, 2010). Hence, it is expected that millennials would prefer to be associated with organisations promoting adhocracy culture relatively more compared to their preceding generation. Hence, the authors propose the following hypothesis.

Hypothesis 2(a): Adhocracy culture is positively related to organisation engagement of both millennials and their preceding generations; however, this relationship is stronger for millennials than for their preceding generations.

6.4 *Adhocracy culture and job engagement*

According to the job characteristic theory (Hackman and Oldham, 1976), innovation, risk-taking, and entrepreneurial organisational characteristics induced by adhocracy culture, offer flexibility, task interdependence, increased skill varieties, and autonomy (Hernaus et al., 2017). Such job characteristics correspond to and are more aligned with the job characteristic preferences of millennials, who look out to teamwork with high task interdependency, autonomy, flexibility, and skill varieties (Twenge et al., 2012). Although baby boomers and Generation X prefer such job characteristics, may not be as intensely as the millennials prefer (Rudolph et al., 2021). Moreover, millennials are high in self-efficacy and less tolerant than the employees of their preceding generation. Hence, the absence of such job characteristics makes them quit and look for matching jobs elsewhere (Lapoint and Liprie-Spence, 2017). Further, growth through innovation is a core dimension of adhocracy culture. In the prevailing fierce competitive environment, innovation and technology have become inseparable components of driving organisational success. Millennials, unlike their preceding generations, are highly tech-savvy and prefer technology-driven work processes (Twenge et al., 2012). The authors, therefore, propose the following hypothesis.

Hypothesis 2(b): Adhocracy culture is positively related to job engagement for the millennials and negatively related to job engagement for their preceding non-millennial generations.

6.5 *Market culture and organisation engagement*

Market culture refers to externally focused strategies with a stable or controlled work environment (Denison and Mishra, 1995). Market culture is characterised by a competitive environment in which results and performance are highly critical. The goal is to win and to be the best in the industry or market. Employees in market culture are expected to be hardworking and demanding, with a strong emphasis on performance and accountability. It is characterised by an external focus on competition, achieving measurable results, and maximising profit (Cameron and Quinn, 2006). Baby Boomers are workaholics, who put extra effort into competing and achieving success (Lyons et al., 2007). Generation X employees at work also viewed competing at work as a tool to seek better opportunities and advance in their careers (Jehanzeb et al., 2017). Achievement-based rewards provided by employers fuelled their competitive drive to stay ahead of their peers at work. These elderly non-millennial employees actively add value to workplaces by using their competitive spirit to demonstrate their expertise and competence (Lyons et al., 2007). Though millennials are also achievement-oriented and driven by a competitive spirit (Myers and Sadaghiani, 2010), they are more focused on flexible work environments better work-life balance, higher individuality, and leisure orientation than their preceding generations (Hershatte and Epstein, 2010), which are not typical organisational characteristics obvious in market culture, on the contrary, market culture promotes inflexibility, and internal stability, and discourages individuality (Koay et al., 2022). The millennials, thus, are not likely to prefer the organisational characteristics of market culture. Hence, the authors propose the following hypothesis

Hypothesis 3(a): Market culture is negatively related to the organisation engagement of millennials and positively related to the organisation engagement of their preceding generations.

6.6 Market culture and job engagement

In a high-result orientation and performance-focused organisational culture fostered by market culture, jobs demand strong goal orientation, increased efficiency, accelerated speed of execution, and improved cost efficiency (O'Reilly et al., 1991). High-result orientation entails performance-approach goal orientation that is associated with the demonstration of higher abilities than others (Kaplan and Maehr, 2007). Generation X, who constitute the largest portion of the current working population, are highly motivated by their intense desire for recognition and extrinsic rewards (Lyons et al., 2007). Millennials also crave recognition and extrinsic rewards. However, a highly result-orientated culture is prone to limiting independence, flexibility, and autonomy, and results in acute workplace stress (Kim and Jung, 2022). Millennials, unlike their previous generations crave leisure in work, and look for autonomy, flexibility, and work-life balance (Appelbaum et al., 2022). The millennials, therefore, are likely to be averse to the market culture-driven job characteristics. Hence the authors propose the following hypothesis.

Hypothesis 3(b): Market culture is negatively related to the Job engagement of millennials and positively related to the job engagement of their preceding non-millennial generations.

6.7 Hierarchy culture and organisation engagement

Workplaces today are managed by Baby Boomers and Generation X leaders who articulate the mission and goals of the organisation. Though they are entrusted with authority, they prefer to involve employees in the decision-making process and seek their diverse perspectives. They ensure that organisations adapt to the changing business environments by ambitiously motivating the employees in their team (Yu and Miller, 2005). Hence, a top-down approach to leadership which hierarchy culture advocates may reduce their engagement with the organisation. In the case of millennials this type of culture can negatively impact their organisation engagement. Enforcing strict adherence to office hours with traditional work structures, lack of flexibility, and openness in communication restrict this generation from aligning themselves with their workplace. This leads to their disengagement from the organisation (Arras-Djabi et al., 2023). These arguments led to the following hypothesis:

Hypothesis 4(a): Hierarchy culture is negatively related to the organisation engagement of both millennials and their preceding non-millennial generations.

6.8 Hierarchy culture and job engagement

In a 'hierarchy' culture, there is a clear structure of authority and control. Rules and policies are considered as important to govern employee behaviours, and there is a focus on efficiency and stability. Employees are subject to a high degree of formalisation and standardisation in this culture. There is limited employee involvement in this culture,

wherein such bureaucracy strongly emphasises conformity than voluntary participation. When employees are restricted from participating in organisational affairs it lowers their levels of commitment leading to disengagement (Cameron and Quinn, 1999; Denison and Mishra, 1995).

Although research shows that Baby Boomers prefer stability, accept the chain of command, and thrive better in hierarchical organisations, workplaces today are the result of massive transformation over decades. As this generation has stayed the longest in the workforce, by now they have gained leadership positions along with updated knowledge, skills, and expertise in new ways of doing business. In the case of Generation X employees, there is substantial evidence in research which supports that they prefer work and workplaces that encouraged participation, expression of ideas, and autonomy in decision-making. Rigid reporting structures and limited cross-functional collaboration in this hierarchy culture constrain their talent and makes them feel less valued (Hershatte and Epstein, 2010). While all employees mostly dislike hierarchy, millennials are known to prefer this culture the least. Millennials always look forward to working with groups of people who share their interests and passions to contribute to positive work outcomes. Desiring the utmost flexibility and autonomy, this generation prioritises achieving a sense of purpose and meaning at work (Baker Rosa and Hastings, 2018). Hence, the authors propose the following hypothesis,

Hypothesis 4(b): Hierarchy culture is negatively related to the job engagement of both millennials and their preceding non-millennial generations.

7 Research methodology

Initially, a pilot study was done with 12 senior HR professionals to test the hypotheses using a questionnaire developed with the measurement scales for each variable drawn from the extant literature. Based on the feedback of the pilot study a few minor modifications were made for a few scales. Thereafter the authors collected the data from employees born in or after 1981 (Millennials) and those born before 1981 (older generations, non-millennials) through an online survey. The questionnaire contained the measurement items of the focal independent variables which were four facets of organisational culture (Clan, Market, Adhocracy, and Hierarchy) and the focal dependent variables which is two dimensions of engagement – job, and organisation as the. To avoid the item embeddedness biases, question context, and priming effect the measurement item sequences amongst the variables were reorganised (Podsakoff et al., 2003).

The questionnaire was sent online to 330 employees of public and private organisations in India. A total of 252 valid responses were received (76.36% response rate). This data comprised 151 millennials (48% male and 52% female) and 101 non-millennials (58% male and 42% female). A paired t-test was done with the early and late 25% responses. The results showed non-significant (2-tailed significance level > 0.05) differences between the early and late responses for the variables job engagement, organisation engagement, and Organisational Culture (2-tailed significance level 0.940, 0.763, 0.063, and 0.241).

7.1 Measurement scales

All the variables were measured using widely used scales from the extant literature. The items of each scale were measured using the Likert scale (5 for Strongly agree & 1 for Strongly disagree). Employee engagement was measured using the scale developed by Saks (2009) comprising 5 items for Job Engagement (Cronbach's alpha 0.882, AVE 0.679) and 6 items for organisation engagement (Cronbach's alpha 0.911, AVE 0.694). The 'Organisational Culture Assessment Instrument' of Cameron and Quinn (2011) was used to measure all four facets of organisational culture, Clan, Market, Adhocracy, and Hierarchy. Each facet had high reliability (Cronbach's alpha 0.931, 0.925, 0.915, and 0.918 respectively) and good discriminant validity [Average variance extracted (AVE) 0.696, 0.728, 0.700 and 0.763 respectively]; The scales with measurement items of this study are given in Appendix 1.

Table 1 shows means, standard deviations, and correlations.

Table 1 Mean, standard deviation, correlations, and AVE square root

	Mean	Std. deviation	JbEE	OrEE	ClCul	MkCul	AdCul	HyCul
JbEE	3.810	0.6509	(0.824)					
OrEE	3.6373	0.7633	-0.098	(0.833)				
ClCul	3.7996	0.7799	0.143*	0.515**	(0.834)			
MkCul	3.5354	0.9088	0.357**	0.224**	0.406**	(0.853)		
AdCul	3.7550	0.8231	0.251**	0.231**	0.307**	0.242**	(0.837)	
HyCul	3.6154	0.9389	0.091	0.199**	0.353**	0.219**	0.175**	(0.873)

$N = 252$, ** $p < 0.001$, * $p < 0.01$, Data in parenthesis shows the square root of respective variables.

JbEE = Job Engagement, OrEE = Organisation Engagement, ClCul = Clan Culture, AdCul = Adhocracy Culture, MkCul = Market Culture, HyCul = Hierarchy Culture

As shown in Table 1, less than one standard deviation of each variable signifies a fairly consistent agreement among the respondents. There were consistencies of correlations with the subsequent findings. Furthermore, the higher value of AVE square roots of each variable than its coefficient of correlation with other variables indicated a good discriminant validity of each of the variables.

8 Results

8.1 CFA as well as common method variance (CMV) test

Four CFAs to ascertain the distinctiveness of each of the variables used in the study were carried out. The fit indices ($\chi^2 = 1328.85$, $\chi^2/\text{df} = 2.72$, CFI = 0.96, TLI = 0.96, RMSEA = 0.07) of the six-factor CFA that included the two dimensions of engagement, i.e., Job Engagement and Organisation Engagement, and four dimensions of Organisational culture namely Clan, Market, Adhocracy, and Hierarchy culture showed a good model fit. The 5 factor CFA comprising a single dimension of employee engagement and four dimensions of organisational culture showed a poor model fit

($\chi^2 = 3190.73$, $\chi^2/\text{df} = 5.81$, CFI = 0.88, TLI = 0.87, RMSEA = 0.127). The 3-factor CFA comprising two dimensions of employee engagement and a single dimension of organisational culture also showed a poor model fit ($\chi^2 = 6255.11$, $\chi^2/\text{df} = 11.13$, CFI = 0.78, TLI = 0.77, RMSEA = 0.186). Further, “controlling the effects of single method factor” statistical technique was performed taking together all 35 items together to check the CMV (Podsakoff et al., 2003). The fit indices ($\chi^2 = 8380.74$, $\chi^2/\text{df} = 14.97$, CFI = 0.71, TLI = 0.69, RMSEA = 0.217) indicated a poor model fit. Thus, these CFA results indicated the distinctiveness of the two dimensions of employee engagement and the four dimensions of organisational culture and showed the absence of CMV.

As a second statistical remedy to verify the presence of CMV amongst the variables of this study, a multicollinearity test (VIF) was carried out following six steps process of connecting each variable at each step with the rest of the five variables. None of the inner VIF values exceeded the threshold value of 3.3 (VIF values ranged between 1.688 and 1.090), showing the absence of CMV (Kock, 2015).

8.2 Hypotheses testing and findings

This study involves multiple dependent and independent variables and was required to be tested the hypothesised relationships simultaneously. Square structural equation modelling (SEM) is the most appropriate analytical for such complex model testing (Chin, 1998). For this study, PLS-SEM analytical approach was used with SmartPLS 3.0.). There are variance-based and co-variance-based SEM techniques. PLS-SEM follows the variance-based SEM analytical technique, and it is more advantageous than co-variance-based SEM because it is not sample size sensitive, does not have model identification issues, and is further, capable of analysing both reflective and formative latent variables (Wong, 2013). Considering the complexity of the model and the sample size of millennials and non-millennials separately, PLS-SEM was the most appropriate statistical technique. 5000-sample bootstrapping was used to derive the path coefficients, t-statistics, and p-values.

Table 2 shows the PLS results (path coefficient, p-value, t-statistics, and f^2) of the hypothesised relationships.

The hypothesised relationships between the independent and dependent variables were assessed by the path coefficient and its significance level (p-value < 0.05). Further, the effect size was measured by the f^2 value. f^2 value 0.02 or less, from 0.15 to 0.35, and above 0.35 are considered to be weak, moderate, and strong respectively (Chin, 2010). As could be seen from Table 2, clan culture was positively related to organisational culture for both millennials (β 0.380 and p-value 0.000) with a moderate effect (f^2 0.152) and older non-millennial generations. (β 0.583 and p-value 0.000) with a much stronger effect (f^2 0.435) than millennials. Thus, hypothesis 1(a) was supported. However, the relationship of clan culture with job engagement was not significant either for millennials or for their preceding generations though a positive relationship with different effect sizes on millennials and non-millennials was hypothesised. Thus, hypothesis 1(b) was not supported. The relationship of adhocracy culture with organisation engagement was not significant for both millennials and non-millennials. Hence, hypothesis 2(a) was not supported. Adhocracy culture was positively related to job engagement for millennials (β 0.583 and p-value 0.000) with a moderate effect (f^2 0.205), and its relationship with the preceding generations of millennials was not significant, though a negative relationship was predicted as per the concerned hypothesis. Thus, hypothesis

2(b) was partially supported. The market culture was positively related to the organisation engagement for the non-millennial older generations (β 0.269 and p-value 0.009) with a moderate effect (f^2 0.120) as it was hypothesised, however, its relationship with millennials was not significant, though predicted to have a negative relationship. Thus, hypothesis 3(a) was partially supported. Further, market culture was positively related to job engagement for non-millennial older generations (β 0.5464 and p-value 0.000) with a moderate effect (f^2 0.190), and its relationship with millennials was not significant, though it was predicted to be negative. Thus, hypothesis 3(a) was partially supported. The hierarchy culture was hypothesised to have a negative relationship with organisation engagement as well as job engagement for both millennials and their preceding generations. However, the results showed insignificant all the hypothesised relationships. Thus, hypotheses 4(a) and (b) are partially supported.

Table 2 PLS results for millennials and their preceding generations

<i>Independent variable</i>	<i>Dependent variable</i>	<i>Generation</i>	<i>Path coefficient</i>	<i>t-statistics</i>	<i>p-value</i>	<i>f²</i>	<i>Finding</i>
Clan culture	Organisation engagement	Millennials	0.380	3.887	0.000	0.152	Hypothesis 1(a) supported
		Preceding Generations	0.583	4.780	0.000	0.435	
Clan culture	Job engagement	Millennials	-0.068	0.618	0.536	0.001	Hypothesis 1(b) not supported
		Preceding Generations	-0.049	0.362	0.717	0.003	
Adhocracy culture	Organisation engagement	Millennials	0.083	0.172	0.320	0.015	Hypothesis 2(a) not supported
		Preceding Generations	0.047	0.511	0.609	0.004	
Adhocracy culture	Job engagement	Millennials	0.436	4.875	0.000	0.205	Hypothesis 2(b) partially supported
		Preceding Generations	-0.002	0.011	0.992	0.000	
Market culture	Organisation engagement	Millennials	-0.030	0.307	0.759	0.001	Hypothesis 3(a) partially supported
		Preceding Generations	0.269	2.630	0.009	0.121	
Market culture	Job engagement	Millennials	0.129	1.438	0.151	0.020	Hypothesis 3(b) partially supported
		Preceding Generations	0.464	3.842	0.000	0.190	
Hierarchy culture	Organisation engagement	Millennials	0.067	0.793	0.428	0.005	Hypothesis 4(a) partially supported
		Preceding Generation	-0.126	1.131	0.258	0.027	
Hierarchy culture	Job engagement	Millennials	-0.031	0.333	0.739	0.008	Hypothesis 4(b) partially supported
		Preceding Generation	0.089	0.580	0.562	0.007	

9 Discussion

The primary aim of this study was to investigate the differential effect, if any, of each facet of organisation culture namely, clan, adhocracy, market, and hierarchy culture, on

the organisation engagement and job engagement between the millennials and older non-millennial generations. Findings showed a positive relationship between clan culture and organisation engagement for both millennials and older non-millennial generations., however, with a much stronger relationship for older non-millennial employees than the millennials. This finding is consistent with previous research that shows that older generations cohorts came from a time when organisational loyalty was highly valued (Stewart et al., 2017). A clan culture may be more appealing to them, especially given their tendency to develop strong interpersonal relationships with a strong sense of teamwork (Mahmoud et al., 2020). Millennials, on the other hand, have a restrictive focus while committing to an organisation (Smith and Nichols, 2015). Although studies reveal that they are willing to work in teams, their primary goal is to ensure that their jobs are meaningful and provide a feeling of purpose and direction (Arras-Djabi et al., 2023; Stephens, 2021). They appear to be more loyal to their jobs and less devoted to the company they work for (Mahmoud et al., 2020). The findings, however, showed an insignificant relationship between clan culture and job engagement for both millennials and their proceeding generations. This finding reinforces the body of literature that suggests that younger generations, such as millennials, are more concerned with their careers, personal work goals, and professional growth (Cattermole, 2018). Millennials, who frequently desire more autonomy and opportunities for personal advancement, may find clan culture's emphasis on close supervision and traditional mentorship less appealing in terms of achieving their personal work goals (Bakker and Leiter, 2010). Employees who seek formal and stable workplaces, such as Baby Boomers and Generation X, may feel estranged from the nontraditional manner of work emphasised by clan culture. Furthermore, as they are reluctant to change, they may not appreciate the promotion of informality in the workplace (Appelbaum et al., 2005).

The findings, further, showed a significant positive effect of adhocracy culture on job engagement for millennials but not for the older generations. This finding is highly significant in understanding millennials' engagement in a generationally diversified workplace (Cattermole, 2018, Kowske et al., 2010). Adhocracy culture places a strong emphasis on quick change, experimentation, and risk-taking. Organisations with this type of culture often favour hiring highly adaptable personnel who will challenge conventional and boring procedures (Denison and Mishra, 1995). Literature supports the idea that millennials are intrinsically motivated to be creative at work working independently with full autonomy (Myers and Sadaghiani, 2010). They may be empowered by this culture to take responsibility for their work and to make their own decisions. However, they are also keen to get feedback frequently at work to advance their careers (Baker Rosa and Hastings, 2018). This culture best enables millennials to fuel their professional aspirations, talents, and competencies to the fullest extent possible because they place a high value on meaningful work and seek to create a work-life balance (Deal et al., 2010). The high level of autonomy may have a significant impact on their job engagement (Hershatler and Epstein, 2010). In the case of older non-millennials, as evidenced in the literature, they prioritise job security and stability (Appelbaum et al., 2005). At this stage of their career nearing retirement, Baby Boomers may avoid embracing high risks. Also, in the case of Generation X employees who value achievement-based rewards are less prone to creative tasks that involve uncertainty (Lyons and Kuron, 2014). An interesting finding of this study is that adhocracy culture was not found to have beneficial effects on organisational engagement for millennials and also for the older non-millennials. At work, the older generations respect stability, favour employment security, and have

strong self-esteem (Mahmoud et al., 2020). Organisations with unconventional strategies are less appealing to them (Lyons et al., 2007). Continuous work overloads in the absence of supervisory and coworker assistance may generate a sense of isolation in the workplace for this generation. This research adds to the current literature, which suggests that individuals who have more freedom to engage in individualistic tasks and less process-oriented compliance may be disoriented from interacting with their organisation's mission, vision, and goals (Zaraket and Halawi, 2017).

The findings further demonstrated that millennials' job and organisation engagement was not significantly influenced by market culture. However, market culture positively influenced the job and organisation engagement of the older non-millennial generations. Market culture, which is characterised by fierce competition, demanding performance, and increased accountability is exceptionally suited for the older generation who prefer competitive environments with high rewards and recognition (Cooper-Thomas et al., 2018). This finding also corroborates with the observations of several other scholars that the older generations being the most experienced at work, are committed to achieving both individual and organisational goals (Magni and Manzoni, 2020; Van Rossem, 2019; Twenge et al., 2010). Millennials, on the other hand, are driven by underlying work values. The literature strongly suggests that the millennials prefer work that is driven by meaningful purpose rather than delivering the required results (Arras-Djabi et al., 2023). Further, this younger generation valuing a good work-life balance may not prefer to work in highly demanding work environments that enforce competition and limit flexibility (Smith and Nichols, 2015; Deal et al., 2010).

Lastly, the findings showed hierarchy culture influenced neither the job nor the organisation engagement for millennials and their preceding generations. In fact, the results support the existing literature that rigidity at work in terms of formal procedures, rules, and regulations discourages employees from using their skills in the best interest of the organisation (Yu and Miller, 2005). Such bureaucracy lowers their loyalty to organisation (Bakker and Leiter, 2010). Further, limited autonomy to contribute ideas and participate in decision-making suppresses the self-efficacy of the individuals to perform in their jobs and thereby leads to disengagement (Cattermole, 2018; Smith and Turner, 2016).

Overall, these findings have contributed to the literature by offering empirical support on how each facet of culture influences the job and organisation engagement of millennials and their preceding cohort. As workplaces today are dynamic with the presence of multiple generations, specifically, with a large population of millennials, these findings exhibit several managerial and practical implications for creating employee engagement which are discussed further.

10 Theoretical and practical Implications

This study provides highly meaningful theoretical and practical insights into the differentiated effect of organisational culture on employee engagement between the millennial and non-millennial generations. This study has a high theoretical significance as it bridges the theoretical gaps in understanding the differential influence of various facets of organisational culture on millennials and older non-millennial generations, who co-exist in today's workplace. This study ingrate diverse theories like values and preferences of diverse generations, competing value framework of organisational culture,

theory of job-demand and resource, and job characteristics to enrich the literature on employee engagement. Further, understanding employee engagement is crucial for organisational performance and retention. As the extant literature shows, increasing generational diversity in the workplace and the prevailing high trend of employee attrition, particularly of the millennials, have thrown a near unsurmountable challenge to organisational leaders to foster employee engagement in a highly generationally diversified work environment (Cattermole, 2018; Kowske et al., 2010). This study goes showing that how the different facets of culture influence the generationally diversified working population differently. The findings of the study would provide meaningful guidance to the organisational leaders and managers on how they can integrate and foster the most appropriate cultural components in jobs and organisational characteristics to attract and retain employees of different generational cohorts/ For example, the findings of this study suggest strong teamwork and task interdependence and fostering a high sense of belonging, which are the core characteristics of clan culture, would be appealing to all generations and would lead to organisational engagement, whereas skill variety, voice at workplace, autonomy, feedback, empowerment with flexibility and own pace of work would be appealing to job engagement for millennials. At the same time, work output ownership, and stretch performance targets coupled with commensurate rewards and recognition would be appealing to elder generations, particularly Generation X employees. This would enhance the job engagement of all the generations and integrate them complementing each other's strengths in the workplace.

11 Limitations and directions for future research

The limitations of this study are important to acknowledge and pave the way for future research. Firstly, while our study focused on organisational culture and its impact on job and organisational engagement, particularly for the Millennials, there is significant scope for exploring specific employer-driven or employee-initiated interventions to further cultivate this culture and its effects, not just among Millennials but also among the subsequent Generation Z (Mahmoud et al., 2020). Such interventions could include customised training programs, mentorship initiatives, or innovation-driven projects designed to align with the preferences and values of these generational cohorts. Additionally, as organisational dynamics are complex, future research could delve deeper into the interplay of different facets of culture, with other critical factors like leadership styles and business strategy that could influence employee engagement in a generationally diversified workplace (Rudolph et al., 2021). Understanding these interactions can provide invaluable insights into creating a holistic engagement strategy for Millennials and Generation Z to leverage the generationally diversified workplace toward organisational competitive advantage,

12 Conclusion

In conclusion, this research has provided valuable insights into the role of organisational culture in shaping employee engagement within a multigenerational workforce spanning from baby boomers to millennials. The distinctive attributes of each generational cohort have a profound impact on both job and organisation engagement, yet it is noteworthy

that the factors influencing these two dimensions differ across generations, as highlighted in the literature (Cattermole, 2018; Lapoint and Liprie-Spence, 2017). Using the ‘competing value framework’ for organisational culture, this study found that varied aspects of organisational culture had a considerable but differential impact on employee engagement among millennials and their older generational counterparts. This research also highlights the importance of employee engagement, indicating that each generation has specific interactions between organisational culture, job, and organisation engagement. Further, this study contributes to a deeper understanding of how organisations can tailor their culture to foster employee engagement effectively across generations, recognising that a one-size-fits-all approach is insufficient in today’s diverse workforce landscape.

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Annexure! 1

Measurement scales

Job Engagement (Source: Saks, 2009)	Organisation Engagement (Source: Saks, 2009)
1. I am fully involved in my work.	1. I am not very keen about what is happening in the company.
2. At times, I am so engrossed in work that I lose track of time.	2. I feel delighted and alive to be working for my organisation.
3. I am wholeheartedly involved in my work, and it keeps me occupied all the time.	3. I love my organisation and I am highly committed to it.
4. My mind often wanders, and I think of other things when doing my job	4. One of the most exciting things for me is getting involved with things happening in this organisation.
5. I am engaged in my work	5. I feel delighted to be a part of my organisation.

Organisational Culture Assessment Instrument (OCAI) (Cameron and Quinn, 2011)			
Clan culture		Market culture	
1	The organisation is a very personal place. It's like an extended family. People seem to share a lot of themselves	1	The organisation is very results orientated. A major concern is getting on with the job. People are very competitive and achievement orientated
2	The leadership of the organisation is generally considered to exemplify mentoring, facilitating, or nurturing	2	The leadership of the organisation is generally considered to exemplify a no-nonsense, aggressive, results-orientated focus
3	The management style in the organisation is characterised by teamwork, consensus, and participation	3	The management style in the organisation is characterised by hard-driving competitiveness, high demands and achievement
4	The glue that holds the organisation together is loyalty and mutual trust. Commitment to the organisation runs high	4	The glue that holds the organisation together is the emphasis on achievement and goal accomplishment
5	The organisation emphasises human development. High trust, openness, and participation persist	5	The organisation emphasises competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant
6	The organisation defines success on the basis of the development of human resources, teamwork, employee commitment	6	The organisation defines success on the basis of winning in the marketplace and outspacing the competition
Adhocracy culture		Hierarchy culture	
1	The organisation is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks	1	The organisation is a very controlled and structured place. Formal procedures generally govern what people do
2	The leadership of the organisation is generally considered to exemplify entrepreneurship, innovation or risk taking	2	The leadership of the organisation is generally considered to exemplify coordinating or smooth-running efficiency
3	The management style in the organisation is characterised by individual risk-taking, innovation, freedom and uniqueness	3	The management style in the organisation is characterised by job security
4	The glue that holds the organisation together is commitment to innovation and development	4	The glue that holds the organisation together is formal rules and policies. Maintaining a smooth-running organisation is important
5	The organisation emphasises acquiring new resources, creating new challenges, trying new things, and prospecting for opportunities are valued	5	The organisation emphasises permanence and stability, Efficiency, control, and smooth operations are important
6	The organisation defines success based on the most unique or the newest products. It is a product leader and innovator	6	The organisation defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low cost focus are critical