

**IMPACT OF GENERATION Z ON
CORPORATE HR PRACTICES IN IT
INDUSTRY OF PAKISTAN**



**DOCTOR OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

BY
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Session 2014-2017

**SCHOOL OF BUSINESS AND MANAGEMENT SCIENCES
THE SUPERIOR COLLEGE
LAHORE - PAKISTAN**

IMPACT OF GENERATION Z ON CORPORATE HR PRACTICES IN
IT INDUSTRY OF PAKISTAN



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By

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Session 2014-2017

SCHOOL OF BUSINESS AND MANAGEMENT SCIENCES
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No part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the Faculty of Business and Management Sciences, Superior University, Lahore in partial fulfilment of the requirements for the degree of Doctor of Philosophy in the field of Business Administration in Faculty of Business and Management Sciences at Superior University, Lahore.

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Dedication

I dedicate this thesis to the Holy Prophet MUHAMMAD (Peace Be Upon Him), the greatest Teacher mankind has even seen and would ever see.

I also dedicate this thesis to my parents who left no stone unturned in bringing me up to this level, my wife and children who were neglected throughout this journey and sacrificed countless memorable moments to be cherished, my first Boss of professional life, Prof Dr Altaf Ali G. Shaikh, Ex-Member (Academics) HEC, as well as all my teachers who have even taught me a single word. You all are the driving force behind all my efforts and your prayers have enabled me able to achieve this milestone.

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Abstract

The generational concept tilts towards its sociological aspects stemming from biological definitions, whereby each generation shares values shaped by the occurrences of certain phenomenal events during the upbringing of the member population. A substantial number of empirical studies support the profound stance that generations behave significantly different, especially based on anecdotal evidences in most cases. On the contrary, empirical studies that focus on comparative generational studies have failed to generate steady outcomes in terms of generation-specific attributes. This inconsistency highlights the pressing need to identify empirically established generational characteristics, if any, in each research setting so that appropriate protocols may be devised and recommended as per the observed presence of such features in a particular setting. Pakistan is among those countries with the highest percentage of Generation Z (Gen Z) population. Hence, this thesis reports the existence of Gen Z characteristics, which are divergent from millennial professionals, within the Pakistani Information Technology (IT) industry to facilitate policymakers in designing effective protocols for this upcoming generational cohort. A total of 519 participants took part in this study by completing a 95-item online questionnaire. The instrument was developed by filtering Kristin Murray's (2013) 649 generation-specific Human Resource (HR) related constructs (what employees value the most in their ideal job), standard elements of HR functions, and Paul Spector's Job Satisfaction Survey (JSS). As a result, enrolled students at degree level responded as per their perceived ideal jobs, while the professionals working in this IT industry responded as per their actual observations. The statistical outcomes provide substantial support for the existence of Gen Z specific divergence in light of the present and prospective workforce of the Pakistani IT industry. Nonetheless, several exclusive characteristics of Gen Z failed to demonstrate differently from Generation Y (Gen Y). By proving significant dominance of attributes associated with Gen Z over Gen Y cohort in a research setting with comparatively lower Information and Communication Technology (ICT) infrastructure, this study contributes to the body of knowledge by shedding light onto the generational philosophy in Pakistan. At individual level, this study facilitates the line managers to effectively handle their teammates in accordance to their respective generational characteristics. At organisational level, the item-level data analysis of this study facilitates HR strategists to apply selective divergent characteristics depending on available resources, diversity absorption provision in existing HR policies, and organisational preferences. At national level, this thesis contributes to the formulation of capacity building and human

capital development initiatives for this flourishing IT industry by inviting the attention towards personality attributes and professional preferences of prospective workforce. Additionally, the presented study outcomes should encourage other local researchers to conduct generational studies in other disciplines (e.g., sales, marketing, politics, community services, etc.) and in other domains (e.g., banking, telecom, academia, pharmaceuticals, political & social activism, etc.).

Table of Contents

Abstract.....	vi
List of Tables	xiii
List of Figures	xv
List of Abbreviations	xvii
CHAPTER 1: INTRODUCTION	1
1.1 Background of the Thesis	1
1.2 Social Generations.....	2
1.2.1 Why Consider Social Generations?	3
1.2.2 Traditionalists.....	3
1.2.3 Baby Boomers	4
1.2.4 Generation X	5
1.2.5 Generation Y	6
1.2.6 Generation Z.....	8
1.3 A Brief Profile of the Country - Pakistan	12
1.4 The Context of Information Technology (IT) Sector.....	14
1.4.1 Employees as a Critical Success Factor in the Software Industry	15
1.5 Why Consider HR Practices?	15
1.5.1 Importance of HR Practices in IT Industry.....	16
1.5.2 HR Practices in the IT Industry of Pakistan.....	18
1.6 The Research Gap.....	22
1.7 Objective of the Study.....	25
1.8 Purpose Statement.....	27
1.9 Research Questions.....	28
1.10 Significance of the Study	28
CHAPTER 2: LITERATURE REVIEW	31
2.1 Introduction	31
2.2 Overview of the IT Industry of Pakistan	32
2.2.1 Contribution of IT Sector to National Economic Development	32
2.2.2 Role of PSEB in the Development of IT Industry in Pakistan.....	33
2.2.3 Role of P@SHA in Promoting the IT Industry in Pakistan	35
2.3 Human Resource Management	36
2.3.1 Evolution of the Concept.....	37
2.3.2 Key Roles and Responsibilities of HR	41

2.3.2.1	HR Business Partnering	42
2.3.2.2	Change Agent	43
2.3.2.3	Employee Advocacy	45
2.3.2.4	Employee Engagement	46
2.3.2.5	Strategy Execution	47
2.4	Why HR Practices?	47
2.4.1	Role of HR Practices in Organisational Success.....	48
2.4.2	Drivers and Components of HR Practices	49
2.4.3	HR Practices in IT Industry.....	52
2.4.4	HR Practices: A Major Challenge for Software Houses in Pakistan.....	54
2.5	Generational Theory	56
2.5.1	Obstacles in Generational Research	63
2.5.2	Design Issues in Generational Research	64
2.6	HR Practices and Job Satisfaction.....	65
2.6.1	Job Satisfaction as a Measure of HR Effectiveness	67
2.7	HR Practices and Generational Theory	68
2.7.1	Generations Specific Preferences in Recruitment & Selection Attributes.....	70
2.7.2	Generations Specific Preferences in Compensation & Benefit Attributes.....	72
2.7.3	Generations Specific Preferences in Training & Development Attributes.....	73
2.7.4	Generations Specific Preferences in Performance Management Attributes.....	74
2.7.5	Generation-Specific Preferences in Organisational Behaviour Attributes.....	75
2.7.6	Generations Specific Preferences in Employee Relations Attributes	77
2.7.7	Generations Specific Preferences in Work Environment Attributes.....	78
2.8	Proposed Conceptual Model.....	80
CHAPTER 3: RESEARCH METHODOLOGY		82
3.1	Introduction	82
3.2	Research Philosophy and Paradigms	83
3.2.1	Positivism and Interpretivism Research Paradigms	84
3.3	Methodological Approaches to Research	86
3.3.1	Qualitative Research Methods.....	86
3.3.2	Quantitative Research Methods	87
3.3.3	Mixed Method Approach	88
3.4	Research Methods	89
3.4.1	Inductive Method.....	89

3.4.2 Deductive Method	89
3.5 Research Questions.....	90
3.6 Research Design	91
3.7 Instrument Development.....	91
3.7.1 Selection of Variables.....	92
3.7.2 Independent Variables.....	104
3.7.2.1 Recruitment & Selection.....	105
3.7.2.2 Compensation & Benefits	106
3.7.2.3 Training & Development	106
3.7.2.4 Performance Management	107
3.7.2.5 Organisational Behaviour	108
3.7.3 Dependent Variable	109
3.8 Approaches to the Analysis.....	112
3.9 Pilot Study of the Online Survey	113
3.10 Research Design and Sampling	115
3.10.1 Population	115
3.10.2 Sample Size.....	115
3.10.3 Sample Characteristics	116
3.10.4 Instrument Validity.....	116
3.10.5 Instrument Reliability.....	121
3.11 Summary of Descriptive Statistics.....	122
3.11.1 Gender.....	123
3.11.2 Hometown.....	123
3.11.3 Birth Year and Generation	124
3.11.4 Professional Status.....	125
3.11.5 Level of Academic Degree.....	125
3.11.6 Field of Study.....	126
3.11.7 Enrolled University	126
3.11.8 Experience with Current Employer (in Years)	128
3.11.9 Total Experience (in Years).....	129
3.12 Data Cleansing and Effective Demographic Details	129
CHAPTER 4: RESULTS OF STATISTICAL ANALYSIS.....	131
4.1 Introduction	131
4.2 HR Practices and Job Satisfaction.....	132

4.3 Statistical Techniques for Comparing Means.....	135
4.3.1 Normality Test of Distribution	136
4.3.2 Appropriate Statistical Techniques for Likert Scale Data.....	141
4.4 Generational Differences and HR Policies.....	142
4.4.1 Compensation & Benefits Policies	142
4.4.2 Employee Relations Policies.....	146
4.4.3 Organisational Behaviour.....	149
4.4.4 Performance Management	152
4.4.5 Recruitment & Selection	156
4.4.6 Training & Development	159
4.4.7 Working Environment	161
4.4.8 Retirement Benefits	167
4.5 Summary of Hypotheses Results.....	170
CHAPTER 5: DISCUSSION.....	177
RQ 1 – Relationship between HR Practices and Job Satisfaction.....	177
RQ 2 – Generational Differences in Compensation & Benefits Policies	178
RQ 3 – Generational Differences in Managerial Attributes	183
RQ 4 – Generational Differences in Organisational Structure and Career Development attributes..	186
RQ 5 – Generation Differences in Performance Management attributes.....	189
RQ 6 – Generational Differences in Recruitment & Selection parameters	192
RQ 7 – Generational Differences in Training & Development opportunities	195
RQ 8 – Generational Differences in Working Environment attributes	198
RQ 9 – Generational Differences in Retirement Benefits	203
CHAPTER 6: CONCLUSION & RECOMMENDATIONS	205
6.1 Introduction	205
6.2 Overall Conclusion.....	205
6.2.1 Important HR Factors in Workplace Preferences	205
6.2.2 Existence of Generation-Specific Characteristics in Pakistani Youth	205
6.2.3 Proposed Changes in Corporate HR Practices.....	206
6.3 Implications of the Study	207
6.3.1 Theoretical Implications.....	207
6.3.2 Practical Implications	208
6.3.3 Policy Implications.....	209
6.4 Limitation of the Study.....	210

6.5 Delimitations of the Study211

6.6 Future Research Direction.....212

References214

Annexure - A254

Annexure - B.....269

Annexure - C.....297

List of Tables

<u>Table #</u>	<u>Table Description</u>	<u>Page #</u>
Table 1.1:	HR Related Facts & Figures of Pakistani IT Industry	21
Table 2.1:	Summarised HR Activities	51
Table 3.1:	Roles and Demographics of Focus Group Members	93
Table 3.2:	Employment Factors Categorised in Job Satisfaction Facets	110
Table 3.3:	Observed Items in each HR Construct	113
Table 3.4:	Demographic Details of Participants in Pilot Study	114
Table 3.5:	Demographic Variables asked from Participants	116
Table 3.6:	KMO and Bartlett's test of Sphericity	117
Table 3.7:	Total Variance Explained for HR Constructs	118
Table 3.7A:	Harman's Single-Factor Test	119
Table 3.8:	Cronbach's Alpha Values for HR Constructs	121
Table 3.9:	Gender of Participants	123
Table 3.10:	Province-Wise Participation	123
Table 3.11:	Birth Year Wise Participants	124
Table 3.12:	Generation Wise Participants	125
Table 3.13:	Status of Participants	125
Table 3.14:	Academic Level of Participants	126
Table 3.15:	Academic Discipline of Participants	126
Table 3.16:	Academic Universities of Valid Participants	127
Table 3.17:	Tenure with Current Employer	129
Table 3.18:	Total Professional Experience	129
Table 3.19:	Demographic Details of Valid Respondents	130
Table 4.1:	No. of Observed Items in 1st Components	132
Table 4.2:	Pearson Correlation Coefficients between Job Satisfaction and HR Practices	133
Table 4.3:	Kolmogorov-Smirnov Test of Normality	136
Table 4.4:	Z-Scores for Testing Normality	139
Table 4.5:	Item-Wise Correlations of Compensation & Benefits with Job Satisfaction	144
Table 4.6:	Mann-Whitney U Test – Comparison of Generations Y and Z on C&B Policies	145
Table 4.7:	Item-Wise Correlations of Employee Relations with Job Satisfaction	147
Table 4.8:	Mann-Whitney U Test – Comparison of Generations Y and Z on ER Policies	148
Table 4.9:	Item-Wise Correlations of Organisational Behaviour with Job Satisfaction	150
Table 4.10:	Mann-Whitney U Test – Comparison of Generations Y and Z on OB Policies	151
Table 4.11:	Item-Wise Correlations of Performance Management with Job Satisfaction	154
Table 4.12:	Mann-Whitney U Test – Comparison of Generations Y and Z on PM Policies	155
Table 4.13:	Item-Wise Correlations of Recruitment & Selection with Job Satisfaction	157
Table 4.14:	Mann-Whitney U Test – Comparison of Generations Y and Z on R&S Attributes	158
Table 4.15:	Item-Wise Correlations of Training & Development with Job Satisfaction	160
Table 4.16:	Mann-Whitney U Test – Comparison of Generations Y and Z on T&D Opportunities	161
Table 4.17:	Item-Wise Correlations of Working Environment with Job Satisfaction	164
Table 4.18:	Mann-Whitney U Test – Comparison of Generations Y and Z on Working	166

	Environment Attributes	
Table 4.19:	Mann-Whitney U Test – Comparison of Generations Y and Z on Life Expectancy	168
Table 4.20:	Mann-Whitney U Test – Comparison of Generations Y and Z on Retirement Age	168
Table 4.21:	Choices of End Employment Benefits	169
Table 4.22:	Summary of Hypotheses Results	170
Table C.1:	1st Priority Recommendations for Consideration	297
Table C.2:	2nd Priority Recommendations for Consideration	298
Table C.3:	3rd Priority Recommendations for Consideration	299
Table C.4:	Least Priority Recommendations for Consideration	299

List of Figures

<u>Figure #</u>	<u>Figure Description</u>	<u>Page #</u>
Figure 1.1:	General Benefits in Pakistani IT Industry	22
Figure 2.1:	Proposed Conceptual Model	81
Figure 3.1:	Dually Categorised Proposed Conceptual Model	110
Graph 4.1:	Comparison of Choices of End Employment Benefits between Gens Y & Z	170
Figure B.1:	Company Provided Gadgets	269
Figure B.2:	Family Support Benefits	269
Figure B.3:	Risk Protection for Uncertainty	270
Figure B.4:	Financial Benefits	270
Figure B.5:	Long Term Employment Benefits	271
Figure B.6:	Professional Networking Opportunities	271
Figure B.7:	Paid Time Off	272
Figure B.8:	Employees Referral Benefits	272
Figure B.9:	Salary Type	273
Figure B.10:	Model of Pay	273
Figure B.11:	Market Competitiveness	274
Figure B.12:	Equity Based Compensation	274
Figure B.13:	Timely Disbursement of Salary	275
Figure B.14:	Managers' Decision-Making Skills	275
Figure B.15:	Managers' Skills to Drive Team Environment	276
Figure B.16:	Managers' Self-Motivation Level	276
Figure B.17:	Managers' Openness to New Ideas	277
Figure B.18:	Managers' Collaboration Skills	277
Figure B.19:	Managers' Team Engagement Skills	278
Figure B.20:	Managers' Transparency Skills	278
Figure B.21:	Job Recognition	279
Figure B.22:	Being Part of Management Team	279
Figure B.23:	Job Security	280
Figure B.24:	Bureaucratic Structure	280
Figure B.25:	Recognition of Professional Qualifications	281
Figure B.26:	Flexible Work Location	281
Figure B.27:	Job Enrichment	282
Figure B.28:	Job Role related to Personal Interests	282
Figure B.29:	Sense of Achievement	283
Figure B.30:	Career Development Programs	283
Figure B.31:	Succession Planning	284
Figure B.32:	Opportunities for Creativity	284
Figure B.33:	Career Advancement Opportunities	285
Figure B.34:	Technologically Advanced Organisation	285
Figure B.35:	Education Continuing Opportunities	286
Figure B.36:	Brand Positioning of Organisation	286
Figure B.37:	Utilisation of Team's Skillset	287
Figure B.38:	Ability to Motivate/Inspire	287

Figure B.39: Personal Development Opportunities	288
Figure B.40: Professional Development Opportunities	288
Figure B.41: Training & Development Opportunities	289
Figure B.42: Quality of Life	289
Figure B.43: Advanced Communication Channels	290
Figure B.44: Colleagues' Knowledge Sharing Attribute	290
Figure B.45: Colleagues' Reliability Attitude	291
Figure B.46: Colleagues' Responsiveness	291
Figure B.47: Colleagues' Tolerating Attribute	292
Figure B.48: Formal Dressing	292
Figure B.49: Part Time Work Options	293
Figure B.50: Work/Life Balance	293
Figure B.51: Specialised Knowledge	294
Figure B.52: Office-Bound Job	294
Figure B.53: Life Expectancy	295
Figure B.54: Retirement Age	295
Figure B.55: Preferred Retirement Incentives	296

List of Abbreviations

AIDS	Acquired Immunodeficiency Syndrome
AJ&K	Azad Jammu & Kashmir
BPO	Business Process Outsourcing
BUIITEMS	Balochistan University of Information Technology, Engineering and Management Sciences
CASE	Centre for Advanced Studies in Engineering
CB	Compensation & Benefits
CEO	Chief Operating Officer
CERN	The European Council for Nuclear Research
COMSATS	Commission on Science and Technology for Sustainable Development in the South
COVID-19	Corona Virus Disease
CS	Computer Science
CSR	Corporate Social Responsibility
CUSIT	City University of Science and Information Technology
DAI	Degree Awarding Institute
ECOSOC	The United Nations Economic and Social Council
ER	Employees Relation
FAST	Foundation for Advancement of Science and Technology
FDI	Foreign Direct Investment
Gen	Generation
GDP	Gross Domestic Product
HAPC	Hierarchical Age Period-Cohort
HR	Human Resource
HRA	Human Resource Accounting
HRD	Human Resource Development
HRM	Human Resource Management
ICF	Inner City Fund
ICT	Information & Communication Technology
IEEE	Institute of Electrical and Electronics Engineers
IoT	Internet of Things
IP	Intellectual Property
IPMA	International Project Management Association
ISO	International Standards Organisation
ISP	Internet Service Provider
IT	Information Technology
ITeS	Information Technology Enabled Services
JSS	Job Satisfaction Survey
KMO	Kaiser-Meyer-Olkin
KPI	Key Performance Indicator
LUMS	Lahore University of Management Sciences

MIS	Management Information System
NASA	National Aeronautics and Space Administration, USA
NCBA&E	National College of Business Administration & Economics
NIIP	National Institute of Industrial Psychology
NIPS	National Institute of Population Studies
NUCES	National University of Computer and Emerging Sciences
NUST	National University of Science & Technology
OB	Organisational Behaviour
P@SHA	Pakistan Software Houses Association
PC	Personal Computer
PCA	Principal Component Analysis
PEST	Political, Economic, Social and Technological
PM	Performance Management
PMAS	Pir Mehr Ali Shah
PSEB	Pakistan Software Export Board
R&D	Research & Development
R&S	Recruitment & Selection
RB	Retirement Benefits
RBV	Resource Based View
ROA	Return On Assets
ROI	Return on Investment
RQ	Research Question
RS	Recruitment & Selection
SOP	Standard Operating Procedure
SPSS	Statistical Package for the Social Sciences
SQA	Software Quality Assurance
STP	Software Technology Park
TAFE	Technical and Further Education
TD	Training & Development
TQM	Total Quality Management
UET	University of Engineering & Technology
UK	United Kingdom
UMT	University of Management & Technology
UNPD	The United Nations Population Division
US	United States
USA	United States of America
USAID	The United States Agency for International Development
WE	Working Environment
WWII	World War II

CHAPTER 1: INTRODUCTION

1.1 Background of the Thesis

Tremendous advancement in the field of Information Technology (IT) and its prevalence in both corporate and commercial entities have amplified the competition drastically among IT firms. The tight competition among organisations has created more challenges for IT professionals in this present time. The quest to adopt cutting-edge technological solutions and to acquire competitive advantage has urged organisations to force IT solution providers to offer innovative, scalable, and state-of-the-art IT solutions and services. Such pressing demands cause software houses to attract, attain, and retain talented professionals so that they can excel in service delivery and client satisfaction. These challenges have made the IT domain a leading business sector with the highest turnover rate (Booz, 2018).

It is imminent for Human Resource (HR) department of IT companies to devise innovative strategies in order to fulfil the desires of their employers. Artificial Intelligence (Pillai & Sivathanu, 2020), professional jobsites and social media (Joseph, 2019), big data and predictive analytics (Jain, 2018), as well as employment branding (Dineen & Allen, 2016) are some of the latest techniques applied for talent acquisition. Shakeel and Butt (2015) revealed that employees were interested in job contents, work conditions, flexible working hours, and financial rewards for job retention. These elements were data-driven and mainly relied on personal characteristics and professional preferences of potential candidates. Generational studies are the most appropriate mechanism for HR strategists to explore the common characteristics of potential candidates and guess their responses under normal circumstances. These generational characteristics and inter-generational divergence serve as the baseline for HR policymakers when formulating initiatives.

Pakistan is a developing country and its IT industry is one of the fastest emerging sectors. Started from less than \$20 million in year 2000, Pakistan earned revenue exceeding \$2 billion from IT exports in 2017 at a phenomenal annual growth ranging at 30-40% between these years (Khan, 2017). The generational classification of passing out graduates has shifted from Millennials to

Generation Z (Gen Z). Therefore, organisations have to wait for a few years to conclude the actual impact this generation would make by inducting and observing the on-job representatives of Gen Z, and then, make necessary amendments to their corporate policies. Apparently, all fresh induction in the IT industry should compose of Gen Z, while the present employees are largely represented by Generation Y (Gen Y).

Considering the role of this sector in earning foreign reserves for the country and the role of employees in running this service-oriented industry, the outcomes reported in this present study should facilitate all concerned stakeholders to better understand the divergent shift in employee dynamics due to the generational swing observed amidst graduating professionals.

The first chapter is the introduction of this study. The background of this research work is presented in Section 1.1. The Generational Theory depicted briefly in Section 1.2 describes the participants of this study. The settings for this study, i.e., the profile of the Islamic Republic of Pakistan and its IT sector, are explained in Sections 1.3 and 1.4. Next, Section 1.5 discusses the importance of HR practices and their role in the IT industry. Moving on, Sections 1.6 to 1.8 list the research gap, the objective of this study, and the purpose statement, respectively. After that, Section 1.9 presents the research questions, Section 1.10 discusses the proposed conceptual model of this study, and lastly, the significance of this study is described in Section 1.11.

1.2 Social Generations

Consolidated response of any study group is directly dependent on the demographic characteristics of each individual belonging to that group as every participant analyses the situation in context of his/her own experiences and reacts in a way best suit to his/her perceptions (Sakdiyakorn & Wattanacharoensil, 2018). Experts prefer grouping participants based on one or more common demographic characteristics for strategic decision making and policy formulation. Some groups attain tremendous recognition and become globally recognised terminologies. Primarily, it is easier to describe the characteristics of such groups as a whole and predict their standard reaction in a given situation. These cohorts share some internally-common, but externally unique lifestyles, values, and expectations about personal and professional spaces. Notably, these cohorts are known as Social Generations (see Bediako, 2018; Malnar, 2019). The marketing and sociology literatures are enriched with four such demographic groups on the basis

of birth years, namely Baby Boomers, Generation X (Gen X), Gen Y, and Gen Z (Jorgensen, 2003; Rani & Samuel, 2016).

1.2.1 Why Consider Social Generations?

People born in approximately the same years are more likely to be exposed to similar living conditions, experience coincided youth and adulthood, face almost similar difficulties and joys, access almost the same economic conditions, and possess almost the same perception of satisfied life. Due to these mutually-exclusive commonalities, the community of such people is called Social Generation (see Çelik & Gürcüoğlu, 2016). Where attitude and behaviour of a large number of people come under question, generational studies are the most suitable lens to examine the phenomenon (Campbell, Campbell, Siedor, & Twenge, 2015). Turning to this present study that explored the personality attributes and professional inclinations of IT graduates, the generational study genre is the most suitable option to identify the common preferences of the potential candidates of the IT industry for policymaking. Chaney, Touzani, and ben Slimane (2017) claimed that marketing managers should shift their focus from age of a customer (unidirectional property) to the generation one belongs to (multidimensional property) when devising effective marketing strategies.

Similarly, present and prospective candidates were considered in this study as per the generations they belong to instead of merely assessing experienced and fresh graduates. As professionals of Gen Z are just penetrating into the job market, the adoption of generational theory in this study can facilitate practitioners to not only comprehend the minor behavioural variations within the next few years but also support them in tackling the situation as well. Awaiting the generational shift from Gen Y to Z in graduating professionals in Pakistan and the absence of significant representation of Gen Z available on-job in the IT sector at this point of time, practitioners cannot gauge the actual generational difference these Gen Z would have created via observation. This factor highlights the importance of generational context explored in this study.

1.2.2 Traditionalists

The generation of Traditionalists, also labelled as The Silent Generation, Veterans, Seniors, and Radio Babies in the literature, is born from 1900 to 1945 (Berkup, 2014; Martin & Ottemann, 2016). The infamous events and key happenings that took place around that era include World

Wars I and II, the 1929 Great Depression, Pearl Harbour incident, Hiroshima Atomic Bombings, and the Korean War, which shaped the overall personality and defined the characteristics of those who belong to this generation (Goessling, 2017). The shadows of great wars and economic hardships are the major regulator of this generation. Thus, careful spending of money and desire of permanent source of income to ensure financial security are the leading traits of this particular generation. The Traditionalists express their desire to protect themselves from uncertainty and unreliable events. The representatives of this generation place their confidence in established authorities, thus making the members of this generational cohort blend well in business environments as they are prone to admire and follow authority. Being able to manage themselves for ensuring a long-lasting employability, the Traditionalists always remained the preferred choice of employers (Moore, Everly, & Bauer, 2016). Having spent their lives under and around armed forces, this generation gradually transformed into those preferring the top-down hierarchical chain of command, apart from taking order for further implementation (Crampton & Hodge, 2009; Puybaraud, 2010). By year 2011, 95% working class of this generation got retired (Pinchbeck & Mangan, 2019) while the remaining workforce held the positions of top executives and advisors. Being disciplined in their personal and professional life, the Traditionalists preferred the respect of authority, adhered to rules, executed tasks as prescribed in procedures, and took ownership of the tasks assigned (DelCampo, Haggerty, & Knippel, 2017). The youngest Traditionalist is around 72 years of age in 2017 and the World Population data by age recorded that the total population of this generation was almost 348 million worldwide; constituting 4.7% of the world's total population (U.S. Census Bureau, 2017).

1.2.3 Baby Boomers

After Traditionalists, the next generation is born after the World War II (WWII) from 1946 to 1964 – known as Baby Boomers. With the total population of 1.08 billion, this generation constitutes 14.63% of the world's total population (U.S. Census Bureau, 2017). Cold War between Eastern and Western blocks after WWII, Civil Rights Movements for equality, Movements of Sexual Liberation, assassinations of powerful American leaders (i.e., John F. Kennedy, Robert F. Kennedy, & Martin Luther King Jr.), the first human spacewalk and moonwalk, multinational corporate cartel scandals (e.g., Watergate, Oil Crisis in 1973 due to embargo imposed by OAPEC), and Space Race are some noteworthy social, political, and economic events that distinguished Baby Boomers a separate generation from the Traditionalists

(Goessling, 2017). Being children of the Traditionalists, Baby Boomers grew up in the environment of respecting authority but began diverting from this track due to bitter incidents, such as the Watergate Scandal. The wars and financial hardships made their parents more concerned with families, thus resulting in excessive attention paid to them that made Baby Boomers selfish and individualists. Their careers and positions in business and societal settings have a strong element of influence and authority. They drive their sense of achievement in job and their commitment towards their career by the hours they spend at work. This generation features loyalty as a trademark, while success in career is linked with a single corporation throughout their professional life (Srinawati, 2018). As appreciation is the biggest motivator for this generation, they prefer aligning their personal goals with the vision and mission of corporations they serve to get rewarded with feelings of being indispensable, financial rewards, and status symbols (Clark, 2017). The internal motivators for Baby Boomers are self-satisfaction, self-esteem based on professional achievements, and continuous improvement (Urick, Hollensbe, Masterson, & Lyons, 2017).

1.2.4 Generation X

The generation born between 1965 and 1979 is known as Generation X (Gen X) (Christensen, Wilson, & Edelman, 2018). Having been grown between Traditionalist and Baby Boomers, Gen X is a transitional generation between the traditional authority followers and the evolving technology lovers (Goessling, 2017). Some important events behind shaping the general characteristics of this generation are the consequences of mega white-collar crimes (e.g., the Watergate Scandal), the invention of Personal Computers, the controversial death of a global celebrity - Elvis Presley, nuclear reactor malfunction at the Three Mile Island, hostage of American diplomats in Iran, outbreak of AIDS (Acquired Immunodeficiency Syndrome) epidemic, explosion in NASA's (National Aeronautics and Space Administration, US) space shuttle, the revolutionary fall of Berlin Wall, and the advancement in the field of television broadcasting. Live broadcasting of events happening in any part of the world provoked this generation to think globally. As the Gen X got to live and survive in a shifting world, they learnt the art of celebrating diversity, appreciated creativity, and were analytical of the circumstances they were placed in. They seek solutions instead of looking for help, while being more creative and expressive. One main attribute of this generation is being born to single or divorced parents with the tendency of being a workaholic. Since they have experienced the lives of their parents,

they have a paradigm shift and believe in “Work to live” instead of “Live to Work” slogan of Baby Boomers and tend to value work-life balance. Gen X focused on improving their career and preferred switching organisations where they find improvement in their career. They also adapt to change rapidly and use this trait to their advantage as they care about their careers and personal development. Gen X members view work as a mode of self-development and learning, thus favouring a progressive work environment as opposed to a stressful one (Miller & Washington, 2011). They have entrepreneurial streaks or look for comfortable work settings. Chakradhar, Waddill, and Kleinhans (2018) depicted that Gen X expect skill-based promotions, flexible work hours, and a happy work environment to grow in. They prefer using their work hours wisely and find time for themselves instead of working long hours. Besides tackling problems with a proactive approach, Gen X found alternative paths, ideas, and routes to creative competitive advantage. Companies tend to use this creativity for their benefit. Globalisation that hit the globe in the 1980s has had a marked impact on Gen X as they totally embrace the ideas of global viewpoint and high accessibility. As they embrace diversity and dismiss geographical boundaries, they love diverse and challenging workplaces (Spector, 2014). Gen X is the first generation with marked preference for global organisations and is happy to work abroad.

Gen X preferred freedom in their job. They wish themselves to be provided with job descriptions, details, and expectations only and then freedom of their own ways of doing things. Feedback, freedom, security in job, and career improvement path are the motivating tools for Gen X at job. They use modern channels of communication, such as email, to get their jobs done instead of memos and files. They keep up with their social life on their computer and mobile devices, while simultaneously keeping up with the changing technologies. The age range for Gen X is between 41 and 55 years currently. Their worldwide population is almost 1.4 billion; constituting almost 18.9% of the world’s total population (U.S. Census Bureau, 2017).

1.2.5 Generation Y

The era for Gen Y is marked between 1980 and 1994, thus they range at 26-40 years old. This has made the Gen Y to be the foremost global and advanced technological generation. They are also known as Generation Next, Nexters, Digital Generation, Millennials, Echo Boomers, Generation www, Net Generation, Trophy Kids, and Gen N (Jain & Pant, 2016). Gen Y seeks the solutions to “Why” in the line of fire. This makes them the curious or the “Why Generation”.

The total population of Gen Y constitutes of 1.71 billion or 23.1% of the world's total population (U.S. Census Bureau, 2017). Their era is marked with a time of over-planning where everyone is seen doing something with their life. Gen Y calls themselves as “free souls” as they experience the transition from the traditional environment to modern technological times; making it their distinctive trait of living with the technology. This generation is the “most technological generation” as they are the first generation to experience fast communication and advancement of technology that have greatly influenced and shaped their life. They are the technology aware generation and their daily lives revolve around gadgets. Instances of key events that occurred in the life span of Gen Y are dissolution of the Soviet Union, the sad demise of Princess Diana (the most loved woman of her time), September 11 terrorist attack, further terrorism attacks worldwide, natural disasters (e.g., tsunamis), political scandals, and the Middle East War.

Change is a norm for the Gen Y as they have become very adaptable to change since their early years. They prefer keeping pace with the ever changing scenarios and being on the go. They are quick performers and can be impatient. Notably, Gen Y has a more global mind set as they were born into an already globalised environment. They have warm respect for all sorts of origins and ethnicities, gender variations, cultures, values, as well as sexual identities and preferences. Gen Y prefers making short-term plans over long-term commitments due to the uncertainty of the world they live in with terrorism, political issues, and mistrust in authority.

Fleschner (2008) claimed that Gen Y are “Helicopter Parents” as they keenly participate in every aspect of their children's life, thus developing a child-centred family as they protect and look for their children at all costs. With the zeal to learn, Gen Y considers formal education, training, and learning as modes to pave their way head in a successful corporate career. In order to thrive further, they are keen to get internships and projects in companies, attend trainings and formal courses, as well as go for any chance of learning they can get throughout the time. They take their workplace as a prospect to develop a lifelong learning opportunity. Acquiring knowledge is something that Gen Y attain to feel empowered, whereby they use technology frequently to equip themselves with all the information they can get to get better at what they do and what is expected of them to do their job. Stewart, Oliver, Cravens, and Oishi (2017) noted that Gen Y members not only acquire all forms of information with ease, but they can also filter out relevant information from the information overloaded.

Since Gen Y employees have the zeal of learning, they prefer working with a mentor and about 80% have expectations that the senior management would provide some kind of feedback (Naumovska & Novkovska, 2018). These Millennials believe in an organisational support system and mentorship because they grew up with a strong support system from families, thus the need of a similar supportive workplace that is also fun and pleasant.

The Gen Y members tend to switch their workplace if they could not fulfil their needs of leaning, appreciation or promotion. As they have supportive families, they are not afraid of being unemployed for a while. This also makes them easy to adapt to change and merge in a new organisation effectively. Since they were raised in co-operative family environments, they attempt to make their own family life a supportive and nurturing environment, thus favouring a work-life balance. They work to lead a good life and not vice versa. Gen Y performs more than one job at a time, whereby multitasking and diverse job descriptions enrich their minds and provide them learning satisfaction. Hence, Gen Y care about their career trajectory and not stay bounded to a mundane job. Perry et al., (2017) asserted that Gen Y employees prefer working for organisations with a strong vision in place. They take part in accomplishing the vision and mission of the organisation, while bringing about innovation in the organisation.

1.2.6 Generation Z

The latest recognised group, Gen Z, also known as “iGeneration, Post-Millennials, and Homeland Generation”, is characterised as the generation that precedes the Millennials. Bejtkovský (2016) noted that researchers have been using the birth years of the mid-1990s to early 2010s to define this generation. This population is about to complete their education (or just finished in recent past) in colleges or universities and will be joining the workforce soon.

This cohort is a step ahead in terms of technology exposure, when compared to Millennials; having acquaintance with networks of embedded appliances under Internet of Things (IoT) systems, social platforms, and mobile computing devices since their childhood (Malnar, 2019). This since-birth technology exposure has shaped a generation that is fond of collecting information about almost everything, validating it from varied sources, and imagining a consolidated virtualisation of every aspect of their routine life (Francis & Hoefel, 2018). The fusion of mobile technologies, online access to information sources, and networking platforms has groomed and tilted the present adolescents towards virtual socialisation instead of spending

time with friends in person. Attending workplace without mobile gadgets is second to impossible for this youngest known generation (Abdullah, Ismail, & Albani, 2018).

A less formal and highly engaged model with organic management style suits Gen Z, in comparison to bureaucratic leadership (Robbins, Judge, Odendaal, & Roodt, 2016). It is not the preferred attitude of this generation to be pampered, but this generation likes to be led by strong managers who can challenge the red tapes of bureaucratic structures (Schroth, 2019). Gen Z prefers inventive, creative, personalised, and tailored job roles as compared to casual and monotonous tasks (Hampton & Keys, 2017). These post-millennials are more comfortable to engage in independent assignments and a bit hesitant to work in teams (Adecco, 2015). Vecumniece and Leontjeva (2017) noted that task significance, skills enhancement opportunities, and flexible working options are imminent to increase job attractiveness for Gen Z.

While exploring the attitude and inclination towards learning of Gen Z students, Zimmer and Barnes & Noble College (2017) found that more than half (51%) of the participated students were confident in learning anything to their best by doing it on their own, while 38% claimed that their learning capabilities nurtured best by seeing the tasks to be performed. In the same report, the Gen Z participants were interested in technology-enriched learning opportunities with the icing of applied approach and personalised attention. As their lives revolve around technology and digitalisation, Gen Z tends to pick organisations with employers who stand taller as icon of sophisticated technologists (Balan & Vreja, 2018).

Long-term employment essence goes sour when it comes to Gen Z due to their lifestyle (Gujarathi & Kulkarni, 2018), while professionals belonging to this generation equally found apprehensive about job security (Meret, Fioravanti, Iannotta, & Gatti, 2018). Although the iGeneration is less inclined towards financial rewards linked with employment when compared to Millennials (Tohmatsu, 2018), these representatives do have serious concerns about their financial protection (Kirchmayer & Fratričová, 2017). Gen Zers are financially independent, rely on online sources to gather and authenticate information, and intermingle with others in the quest of ploughing insights but hold their own conception (Malnar, 2019).

As Generation Z is born with unlimited exposure to technology; they have developed themselves as tech savvy individuals with great sense of empowerment (Gama Filho & Hopkins, 2018).

Apart from this technological capitalism, they also demonstrate high sense of responsibility and have the tendency to adjust with the traditional values (Berkup, 2014). Members of this generation are found eager to explore latest trends in technological advancement, have hands-on expertise to operate digital devices running on various operating systems, and are comparatively more swift users of internet for exploring information (Persada et al., 2021). This excessive use of digital devices has left fewer chances for the members of this generation to enjoy their leisure time as their minds remain occupied with the vocal/graphical content they visit on these devices. The Monitoring the Future (MtF) annual survey revealed negative correlation between teenagers' happiness and their average screen time per day (Twenge, 2017).

Climate change and environmental issues gain incredible recognition in the last decade due to some great Gen-Z activists, e.g. Greta Thunberg from Sweden, who inculcated in the young generation to consider climate change as a serious threat and mobilized them to push the authorities for initiating appropriate measures (Hurri, 2020). A global survey conducted across 20 countries to explore the characteristics of Generation Z revealed that 40% population of this generation think climate change is the biggest challenge in the world, followed by economy (34%), terrorism (32%), and unemployment, poverty and inequality (29%) in the list (Shwetha, 2019). Four out of five participants of this survey demanded that governing authorities of the countries should invest in renewable energy to tackle this biggest challenge. This survey also revealed that almost 60% members of this generational cohort expressed their interest to join the field of sustainability so that they can contribute in tackling environmental challenges. Though still youngsters and at earlier cadres of their careers, the influencing representatives of this cohort have demonstrated a significant leadership role in making awareness about this critical issue among general public (Morris, 2020). Selective revealing of controlled information about climate change, through social as well as the mass media, has polarized the population in general. However, Generation Z believes that personalized campaigns can help in engaging people on this issue by bridging the psychological stretch between public opinion and importance of climate change (Anderson, 2019).

Generation Z is found eager to prefer green products for their lower impact on environmental pollution due to their tendency to get decomposed and/or recycled easily (Jain & Kaur, 2006) as compared to ordinary products made or wrapped in plastic materials (Dangelico & Pontrandolfo,

2010). Tremendous support to environmental protection initiatives by these youngsters on social media platforms made Generation Z the perfect target audience of eco-friendly products (Lee, 2008). Paying so much emphasis to climate changes made Generation Z travellers most concerned about the environmental impact on the destinations they intended to visit (Criteo, 2019). They prefer to get their travel plans customized with the help of information available on various websites, travel blogs/vlogs, feedback of friends & family members, and recommendations made by recent travellers on different social media platforms, instead of joining the mass tourism (Monaco, 2018).

Generation Z has the inbuilt capabilities to express their thoughts in a much creative way on the social platforms, e.g. changing profile picture on Facebook to support a cause as of promoting any hashtag on Twitter (Twenge, 2017). The exposure to plethora of information has made Generation Z sceptical of almost everything they come across on online platforms; they behave more responsible while posting anything about themselves yet having the tendency to be more liberal and unprejudiced while discussing social issues (FutureCast, 2017). This exposure to endless & diversified information has created polarization within the generation as well; for example Generation Z males give higher priority to marriage and stable relationship whereas females see success in terms of establishing own business and attaining financial independence (Consumoteca, 2018). This generation of digital natives has an easy access to comprehensive information about activism efforts and social injustice through online sources, which helps this generation in establishing progressive thoughts about these challenges (Sun, Powell, Jenkins, & Gulledge, 2021). In quest of shaping their future, Generation Z's behaviour of excessive internet usage has made this cohort the frontline warriors in the form of vocal activists by recent social justice movements, e.g. Black Live Matters (Sun, Powell, Jenkins, & Gulledge, 2021). Exposure to contradictory views and varying trust level on sources of information raised the aggression level in this generation and made them key ingredient of physical protests these days (Dessem, 2020).

This generation has demonstrated great support to equality and mutual respect (Broadbent, Gougoulis, Lui, Pota, & Simons, 2017). Being liberal than their predecessors, same-sex marriages and transgender have gain more acceptance than ever in the society, whereas divergent demographic elements (like gender, religion, ethnic background, etc.) play much smaller roll in

their social life and decision making process (Hurri, 2020). Exposure to diversified, rather conflicting, views on social and political issues made this generation critical media literate; they have the courage to not only question the authenticity and source of information, but they also gained the wisdom of evaluating content of information to avoid influential manipulations (Alvermann, Moon, & Hagood, 2018). Despite having a lot of friends on social networks and remaining in touch with most of them via personalized messages, pictures, post likes & comments, etc., Generation Z is yet found lonelier than previous generation (Twenge, 2017). Their interaction with over-excessive information and then burden of processing it unnecessarily has raised the ratio of mental health issues report in representatives of this generation as compared to all other recognized generational cohorts (Elmore, 2019).

1.3 A Brief Profile of the Country - Pakistan

The Islamic Republic of Pakistan, the second largest country in the Muslim block by population, is situated in the South Asia region. According to the provisional results published by the Pakistan Bureau of Statistics of last census conducted in 2017, the populace of Pakistan has exceeded 207.77 million, excluding the populations of Azad Jammu & Kashmir (AJ&K) and Gilgit-Baltistan territories (Pakistan Bureau of Statistics, 2017). The World Population Review by the United Nations Population Division (UNPD) ranked Pakistan the 6th largest country in the world by population that is spread over 796,096 square kilometres - the 36th largest country in the world by area (United Nations Statistics Division, 2012). An estimate of 1,046 kilometres of her coastline exists along the Arabian Sea with India to the east of Pakistan, Afghanistan to the west, and Gulf of Oman along the south. Pakistan has a maritime border with the Gulf of Oman. Next, Pakistan has a slight separation from Tajikistan via Afghanistan's North West corridor in Wakhan. While Iran is located along the southwest, China is situated in the northeast region.

The terrain held under the borders of Pakistan used to be the location of many prehistoric civilisations, including the Neolithic era of Mehrgarh and the Indus Valley Civilisation of the Bronze Age. After that, it was inhabited by many a kingdoms of various faiths, beliefs, and religions, including but not limited to Muslims, Hindus, Turku-Mongols, Sikhs, Afghans, and Indo-Greeks. This land was conquered and ruled by many kingdoms, empires, and periods, such as the Indian Mauryan Empire, the Persian Achaemenes Empire, the Arab Umayyad

Caliphate, Alexander III of Macedon, the Sultanate of Delhi, the Empire of Mughals, the Mongol Empire, the empire of Afghan Durranis, the Sikhs, and the British Crown.

Not just culturally, Pakistan enjoys diversity with respect to languages. The Summer Institute of Linguistics had estimated the existence of 72 languages in Pakistan being spoken (Lewis, Gary, & Charles, 2015). However, Rahman (2010) stated that the number is around 61 as many languages have various names referring to them. Urdu is the first and additional language spoken by a wide population in Pakistan. It was cultivated and observed as the language of Muslims of North India and associated with Mughal rulers of the subcontinent (Rahman, 2011). Rahman (2011) added that a two-language policy was adopted by the British colonial administration of India; access to the English language was limited to a minute population of elites (subcontinent rulers & administrators), while the tutoring and learning systems for the common masses were administered via Hindi-Urdu or other regional languages.

Pakistan enjoys a unique stature among the Muslim world as it is the one and only country that was born with the motive of Islam (Talbot, 1984). The Pakistan Movement and the struggle for independence in the subcontinent, which was spearheaded by Muhammad Ali Jinnah and the Hindu leaders on their own communities respectively, resulted in the independence of India and the creation of Pakistan in 1947 for Indian Muslims as an independent state (Bose & Jalal, 2009). The constitution of Pakistan devised in 1956 declared itself as an Islamic republic. A civil war in Pakistan in 1971 caused a division in the territory of Pakistan hence secession of East Pakistan took place that resulted in the formation of Bangladesh (Zaidi, 2017). In 1973, Pakistan reforms took place in the constitution and along with the parliamentary republic status, a capital and four provinces system was introduced. This constitution, in addition to predetermined laws, must abide by the rulings of Islam as per Quran and Sunnah teachings (Iqbal, 2009).

According to Jørgensen (2018), Pakistan houses the 6th largest army trooping. It has acknowledged its status as a nuclear-weapons state and it is the only Muslim country with such status. As far as the economy is concerned, Pakistan has developed a semi-industrialised economy and established integration with its agriculture sector, with a rapidly enhancing services sector (Memon, 2015). The economy in Pakistan was ranked at 24th position in the world based on purchasing power. Its nominal Gross Domestic Product (GDP) is ranked at 41st position (World Bank, 2016). Pakistan enjoys a strong reputation among the

forthcoming rising and rapid growth economies of the world (Iqbal, 2015). Pakistan has a strong backbone of the fastest growing middle class and working class (Alam & Alam, 2015).

Pakistan has a long standing history of being at war with India and war of terrorism with Afghanistan – signifying a long stretch of military rule and a turbulent political ecosystem. Some major challenges prevalent are overpopulation, constant threat of terrorism externally and internally, acute poverty, harbouring illiteracy, and corruption across its systems (Joseph, 2017). On international forums, Pakistan has a membership of the United Nations, the Non-Aligned Movement the Commonwealth of Nations, the Organisation of Islamic Cooperation, Shanghai Cooperation Organisation, Group of 77, Economic Cooperation Organisation, Group of 24, South Asian Association for Regional Cooperation, Developing Eight, G20 developing nation, and United Nations Economic and Social Council (ECOSOC). Pakistan has an associate membership of the European Council for Nuclear Research (CERN). Pakistan holds signatory to Kyoto Protocol, International Covenant on Civil and Political Rights, and Paris Agreement.

1.4 The Context of Information Technology (IT) Sector

An organisation can be categorised as a software house if its core business is to develop software solutions for its clients, offer software/hardware consultancy services or offer support services of comprehensive large-scale applications. Such organisations collectively constitute a segment labelled as the Information Technology (IT) sector. Organisations in the IT sector demand highly sophisticated and strong technical skills with good knowledge of software development lifecycle (Mulugeta, 2020). Computers and the internet are among the most incredible inventions of the last century (Akcigit, Grigsby, Nicholas, & Stantcheva, 2018). Due to rapid advancement in the IT segment, software solutions have been developed, deployed, and applied worldwide. Based on Forbes 2017 ranking for the software industry; Microsoft, Oracle, SAP, VMware, Adobe, Fiserv, Salesforce, and Symantec are the top rated companies. Notably, there are countless software houses working in almost every part of the world to offer services in meeting specific requirements of their clientele spread across the globe. These software houses must look into local cultural norms, as well as political, economic, social and technological (PEST) forces to reap maximum benefits out of their workforces.

1.4.1 Employees as a Critical Success Factor in the Software Industry

The literature is dense with identification of multiple success factors for IT firms and software projects - employees having emerged as one of the most critical factors in this industry (see Agrawal & Thite, 2003; Chiyangwa & Mnkandla, 2017; Dangmei, 2017; Riaz, Buriro, & Mahboob, 2019). The literature on agile software development depicts that customer services, competence, proficiency, and coherent teamwork of employees are some of the most critical success factors of software development projects (Chiyangwa & Mnkandla, 2017). Several faculty members of a public Pakistani university reported that irresponsibility, limited engagement, resistance to new technology, discrepancy in technical expertise, team fragmentation, and poor resource management are the critical challenges that jeopardise software project success (Pasha, Qaiser, & Pasha, 2018).

1.5 Why Consider HR Practices?

Considering the scope, HR practices are strategic in nature. The HR practices set the foundation of a dynamic guidance system that harmonises the vision and aims of an organisation. The HR practices help organisations transform their human capital in ways consistent with their goals.

The present firms need to be competitive, adaptive, flexible, fast paced, and future-centric to capture a dominant position in the market segment. According to Shah and Reddy (2016), corporate firms hold a strong perspective that without these success factors, it is impossible to develop a competitive advantage in the global economic system. As a strategic move to be relevant with the changing dynamics of the present business world, organisations may opt to expand their footprints by exploring new markets, which is evident in several industries, i.e., financial services, banking, and insurance. Some industries may respond by joining hands with smaller firms of the same sector for mutual benefits. These collaborations have been noted commonly in industries such as IT and pharmaceuticals, where one firm develops a new product or formulation while the other firm possesses more efficient production or distribution facilities. Other firms may start paying more attention to their internal growth, procedural maturity, and leadership development. These strategic moves can lead to success if the firms have talented, skilful, and knowledgeable employees developed and polished through innovative HR practices.

Plenty of knowledge-intensive organisations invest significantly in HR practices to emphasise on individual learning with the mind-set that such investment boosts the potential of sharing and creating new knowledge for the organisation (Monks et al., 2016). Well formulated HRM systems may generate an atmosphere within the organisation that inspires the workforce to be innovative to create competitive advantage for the organisation (Nawaz & Pangil, 2016).

The literature depicts strong and positive correlation between HR practices and organisational performance regardless of the industry the organisation belongs to or the context in which it runs its business (see Aithal & Kumar, 2016; Do & Mai, 2020; Iqbal, 2019; Lopez-Cabrales, Bornay-Barrachina, & Diaz-Fernandez, 2017; MacDuffie, 1995; Marchington & Grugulis, 2000).

Over time, researchers and practitioners of HR felt the need to analyse some conventional HR practices in order to validate their suitability in this present intricate organisational structure (Rahoo, Khan, Khan, Khan, & Memon, 2020a). A major paradigm shift denotes the recognition of investments on employees' development in company balance sheet as assets from the traditional mind set of parking such initiatives in profit and loss statements. This paradigm shift has initiated a new concept - Human Resource Accounting (HRA), which assigns monetary values to manpower in order to reflect equivalent worth of organisation assets. This shows that employees are the prime asset and can be provided all the required learning for the organisations to reap profits in long run. This actually develops the brand of any organisation in the market in long run. Converting ordinary/expense type employees into critical assets is only possible by deploying strategic HR policies that enhance the skill development of employees.

1.5.1 Importance of HR Practices in IT Industry

Establishments in the service sector are well aware of the fact that talent is a crucial success contributor; yet they invest more in tools and technologies than employees (Yadav & Yadav, 2017). Saravanan and Vasumathi (2016) claimed that to provide “flexibility and adaptability to organisations”, employees have the key role in defining so. Rundle (1997) stated that actually it is the managers who provide the necessary “adaptive mechanisms” to the organisations, which are required to determine the performance of an organisation in a competitive market. Revolutions that occur in both IT and telecommunication segments have significantly influenced the operational procedures and the strategic dimensions of most of the organisations, regardless of the sector and the geographical location these organisations belong to. Organisations have to

adopt appropriate Information and Communication Technology (ICT) to enhance their organisational capabilities and to gain stronger control on their operational routines. In order to remain competitive through ICT infrastructure, the demand of cost-effective and sophisticated large-scale software packages has increased on daily basis. The automation of intricate business processes and high-tech industry is becoming more complex with ICT advancement. As the scope and functionalities of software solutions are increasing rapidly, the number of IT professionals needed for such developments and enhancements is increasing as well. This amplifies the need for highly sophisticated HR practices in the software domain to develop suitable skillset for gaining competitive advantage in the industry (Yadav & Yadav, 2017).

The significance of the people involved in the software development industry was highlighted in the 1980s in a study conducted by the Institute of Electrical and Electronics Engineers (IEEE) (Amershi et al., 2019). Most software development firms in the 1980s prioritised development tools and emerging technologies. The software developers were organised into teams depending on the program size, the criticality and complexity of the issue, the expected level of quality and reliability of the software solution, as well as the level of communication (Riaz et al., 2019). The formulation of such team structures in early 1980s indicated the perceived recognition of the importance of HR practices in the software development industry during that era.

Organisations enjoyed tremendous gains due to increased productivity and improved quality in the 1990s by adopting sustainable process automation initiatives. A major contribution in this achievement refers to the initiatives taken to provide a healthier organisational culture that focused on cultivation and maximum utilisation of skillset of their workforce. The paradigm shift noted during this time period signified the increasing importance of properly managing the HR to enjoy maximum advantage (Daniel & Daniel, 2018).

Human resource (HR) is the main contributor in the achievements of any firm. The HRM is a key methodology adopted by many organisations for employee management to gain the sought competitive advantage. This is achieved by putting together a highly learned, skilled, and committed employee base within the organisation for which the organisation can employ a vast base of techniques (Storey, 2007). They are equally responsible for organisational growth, as well as its downfall. Upon categorising the resources of the software development industry, HR is unanimously the most precious asset when compared to software reusable components and

hardware infrastructure (Yadav & Yadav, 2017). The agile development techniques shed even more light on one's competencies and skillset as the most critical factor for organisational success (Abd El Hameed, Latif, & Kholief, 2016). Firms in the software development industry need to invest heavily in talent acquisition and skill development of their employees to develop cutting-edge software solutions. By attracting, training, and retaining talented workforce for the systematic development of complex software solutions, the Software Engineering Institute (an R&D centre founded in 1984 with sponsorship of the U.S. Department of Defence) introduced People Management Capability Maturity Model (PM-CMM) in 1994 for the software industry to improve their capabilities of developing intricate software solutions (Dangmei, 2017).

The possibility to conclude universally-accepted single-set HR policies for managing employees of any organisation from any industry is still left untapped (Obeidat, Tawalbeh, & Akour, 2019). In pursuit of the best fit, researchers have proposed a range of HR functions as a single package suitable for certain industry or specific era, and later, labelled them with different appealing titles, such as "High-Performance" (Huselid, 1995), "Sophisticated" (Bulitua, Amayi, & Wanjala, 2016), "Professional" (Kataria, Kumar, Sureka, & Gupta, 2020), and "Best HRM Practices" (Pfeffer, 1998). "HRM Bundle" was devised by Redman and Matthews (1998, cited in Tangthong & Begum, 2018) as a set of imminent practices to support the service organisations for their quality improvement strategies. Upon examining the leading Indian IT companies, Rana and Kapoor (2020) identified the following key HRM practice: Employer-Employee Relations, Training and Development, Recognition through Rewards, Culture Building, Career Development, as well as Compensation and Benefits.

1.5.2 HR Practices in the IT Industry of Pakistan

In comparison to the advanced countries that have embraced the great development in the ICT segment, Pakistan - a developing country - is still far behind in terms of indigenous maturity of this sector. Pakistan has been facing problems faced by other developing countries in development, adoption, and diffusion of technology. There was no IT base in Pakistan at the time of inception. The first computer that arrived in a Pakistani business enterprise was in 1957 when Packages Ltd started using computers for business purposes (Shaukat, 2009). National carrier, Pakistan International Airline, had installed a main frame computer in 1960 for its ticketing

operations, whereby the number of such main frame computers was 17 in 1967 used for other corporate establishments across the country (Aslam, 2001).

Despite the initial arrival of the computer to Pakistan was in 1957, no growth rate was recorded for the next couple of decades due to costly hardware, heavy taxation and import duties, as well as other legislative constraints of importing such equipment in the country (Mahmood, 2006). “Systems Private Limited” was the first privately held software development company established in Pakistan in 1977. The emergence of Personal Computers (PCs) revolutionised the IT sector worldwide and Pakistan also began enjoying the fruits of low cost, miniaturised technology in the 1980s (Ghauri, 2013).

Research by definition denotes the production of valid and generalizable knowledge. While it brings immense joy, pleasure, and sometimes reward to the researcher, it is not without frustration due to unforeseen impediments and challenges in a developing country, such as Pakistan (Ansari, Poncela, Otero, Ansari, & Mahfooz, 2016). Data insufficiency is a major obstacle when conducting research work in Pakistan. Plenty of business establishments opined that researchers could misuse the data provided by them. As a result, these establishments become reluctant to divulge details of their companies to researchers (Ameen, Batool, & Naveed, 2019). Similarly, capturing data (particularly recent/updated data) from the government agencies is second to impossible in Pakistan due to non-cooperative attitude and bureaucratic red tapes. This affects the purpose of any research work, for which those sought data may be of utmost importance. Lack of options to share and disseminate study outcomes in local context discourages researchers to continue conducting research in developing countries (Ahmed, 2018).

Although a reasonable amount of studies has been conducted from HR context in Pakistani service-oriented firms, the focus seems to remain on selective industries, such as banking (Ahmed & Shabbir, 2017; Bhutta & Zafar, 2019; Mahmood, Akhtar, Talat, Shuai, & Hyatt, 2019; Uzair, Razzaq, Sarfraz, & Nisar, 2017), telecommunication (Fareed, Ahmad, Salleh, & Saoula, 2018; Idrees, Waqas, Naqvi, & Imran, 2018; Khan, Abbasi, Waseem, Ayaz, & Ijaz, 2016; Khan et al., 2019), education (Hameed, Ahmed-Baig, & Cacheiro-González, 2018; Hashim, Rafi, Kazmi, Ullah, & Kee, 2017; Hussain, Saeed, Ibrahim, & Iqbal, 2018; Javed, Javed, Ahmed, & Anjum, 2019), and healthcare (Ahmad et al., 2016; Dahri, Hameed, Nawaz, Sami, & Bux Shah, 2019; Qureshi, Aleemi, & Rathore, 2018). The IT industry in Pakistan is still

largely neglected from the research stance. Despite a handful of attempts made to explore a subset of HR practices in the IT industry (see Bashir & Ramay, 2008; Nasreem, Hassan, & Khan, 2016; Rahoo et al., 2020a; Rahoo, Channar, & Khan, 2020b), no comprehensive attempt has been made to determine the level of HR practices implemented in Pakistani software industry.

As IT is an emerging field in Pakistan, some faculty members from the Muhammad Ali Jinnah University, Islamabad concluded in their study that this sector was strongly dominated by male workers and most of the IT professionals were 25-35 years old in year 2015 (Naqvi & Bashir, 2015). They added that employee age and tenure with current employer were insignificant with organisation commitment in the Pakistani software industry; whereas salary, support from manager, and training & development significantly correlated with organisation commitment. Another study that assessed Pakistani software professionals reported that the major factors contributing to job stress were changing technology, availability of technology, and availability of technical staff to establish a good project team (Rahoo et al., 2020b). This amplifies the significance of good HR practices in software houses of Pakistan to save knowledgeable workers from job-related stress so that they can deliver up to their true potential. Job satisfaction and organisational commitment were negatively correlated with turnover intentions among Pakistani IT professionals, whereas alternate job opportunities displayed positive correlation (Rahman, Ab Hamid, & Mustaffa, 2018).

Pakistan Software Houses Association (P@SHA) for IT and Information Technology Enabled Services (ITeS) refers to an initiative of a group of IT companies established in Pakistan. The aim of this collaboration is to develop a trade association that serves as the spokesperson of the IT industry in Pakistan. Since the past few years, P@SHA has been conducting an annual salary survey in the IT sector of Pakistan to identify the latest compensation rates in the local market. Based on such a survey conducted in 2017, HR-related facts and figures of the participating companies within this industry are tabulated in Table 1.1:

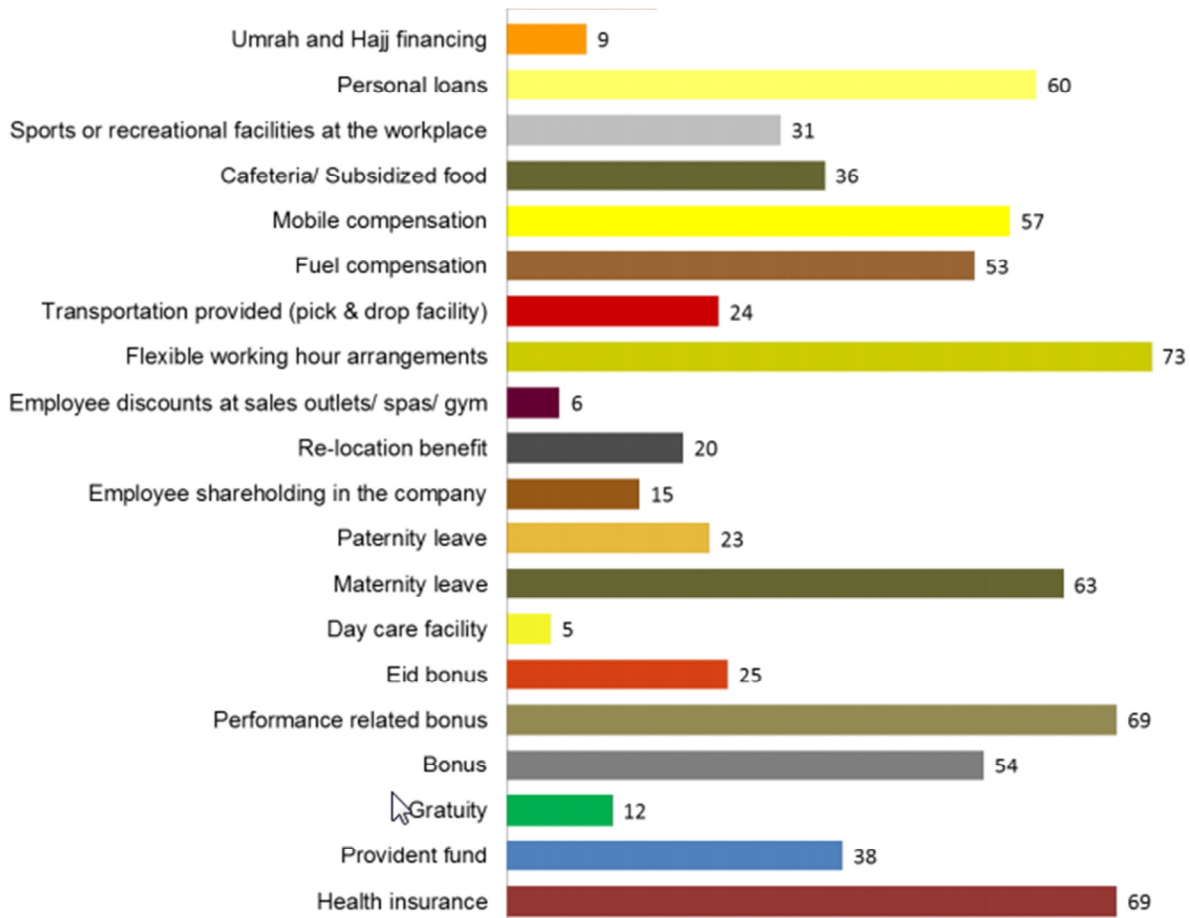
Table 1.1: HR-Related Facts & Figures of Pakistani IT Industry

Organisation Size	29% of companies have less than 25 employees 37% of companies have 25 to 100 employees 34% of companies have more than 100 employees
Employee Retention	59% of companies show strong concern 30% of companies show moderate concern 11% of companies show the least concern
Long Service Award	54% of companies recognise employees who stay with the organisation for longer duration 46% of companies do not practice such awards
Average Working Hours	45% of companies follow standard 40 hours a week 36% of companies follow 45 hours a week 7% of companies follow 50 hours a week 4% of companies follow 54 hours a week
Frequency of Bonuses	62% of companies give bonuses annually 23% of companies give bonuses twice a year 15% of companies give bonuses quarterly

Source – P@SHA Salary Survey 2017

Figure 1.1 presents a glimpse of some general benefits offered by the participating firms in P@SHA:

Figure 1.1: General Benefits in Pakistani IT Industry



Source – P@SHA Salary Survey 2017

1.6 The Research Gap

Exploring generation-specific personal attributes and comparing employment-related generational differences are among the popular research streams of Management Sciences. This is because; many researchers have conducted such comparisons among employees belonging to different generations across different business sectors. For instance, Smola and Sutton (2002) re-examined the work values related to generational differences by gathering data from 350 US individuals (mostly Baby Boomers & Gen X) and verified the existence of generational differences in comparison with a similar study conducted back in 1974. Next, Cennamo and Gardner (2008) assessed 24 workplace-related extrinsic, intrinsic, altruistic, status, freedom, and

social factors to determine generational differences. Based on data collected from 504 New Zealanders linked with eight different organisations (mainly Baby Boomers, Gen X, & Millennials), they confirmed the existence of generational differences among the participants. Similarly, Gursoy, Maier, and Chi (2008) reported significant differences among Baby Boomers, Gen X, and Gen Y hospitality employees to devise composite leadership strategies for multi-generational hospitality workforce. Work values related to generational differences among more than 16,000 US high school seniors (Baby Boomers, Gen X, & Gen Y) revealed steady increment of extrinsic values (i.e., leisure, professional status, & financial strength) in each coming generation, while intrinsic values (i.e., work centrality, making friends, helping others, & societal worth) decreased in new generations (Twenge, Campbell, Hoffman, & Lance, 2010). Other many studies also have investigated the subject matter (see Altschul, Iveson, & Deary, 2021; Chung, Kamri, & Mathew, 2018; Dorie & Loranger, 2020; Kamenidou, Stavrianea, & Bara, 2020; Parry & Urwin, 2017; Weeks & Schaffert, 2019; Zabel, Biermeier-Hanson, Baltes, Early, & Shepard, 2017).

Although researchers have begun exploring collective and individual characteristics of the Gen Z population, most of the literary discussions revolved around assumptions. Since the oldest Gen Z members are barely in the final semesters of their professional studies, they can be neither categorised as formal consumers nor professional or qualified workers. Montana and Petit (2008) assessed factors that affected work motivation for Gen X and Gen Y by comparing data collected from business students in 2005-07 and mid-1990s, which predicted some factors that could affect the motivation of Gen Z. Igel and Urquhart (2012) proposed the use of social learning methods to improve engagement and achievement of Gen Z students. The founder of RainmakerThinking, Inc., a famous management research and consultancy firm in the US, Mr Bruce Tulgan, predicted that Gen Z may give profound challenges to their educationists, supervisors, HR representatives, and the top management at their workplaces (Tulgan & RainmakerThinking, 2013). Gen Z pursuing medical degrees in Australia were anticipated as tension creator at workplace primarily because they displayed significantly different behaviour than the previous generation (Mitchell, 2008). Meanwhile, the teaching professionals have been advised to upgrade their teaching skillsets by incorporating software packages, digital technologies, and social media so that they can teach Gen Z effectively (Cilliers, 2017). Considering the varying nature of Gen Z, in comparison to their predecessors, this generation is bound to demonstrate a strong consumer

orientation in terms of preferring innovation, convenience, financial security, and escapism (Wood, 2013). Upon examining second year Romanian students of Bucharest University enrolled in Economic Studies, an attempt was made to explore the expectations of Gen Z on their preferred place of work and professional life (Agnieszka, 2020). Another study also investigated the intrinsic reliance of Gen Z on cutting-edge technologies, online knowledge sharing tendency, and on-demand learning, compared with Gen Y at workplace (Kapil & Roy, 2014).

Job-related generational attributes of Gen Y and its comparison with older generations are still being conducted across advanced countries. For instance, a PhD study undertaken in Colorado Technical University (US) in 2020 assessed “Varying Generational Relationship Definitions of Baby Boomers vs Millennials & Their Impact on the Workforce” (Trujillo, 2020), while another PhD degree issued in 2020 was undertaken in Capella University at Minnesota (US) examined “Generational Differences in Work Values between Managers and Non-managers Measured Using the Motives, Values, and Preferences Inventory” (Shepard, 2020). Next, a doctoral degree awarded in 2019 undertaken in Grand Canyon University (US) assessed a thesis entitled “Explored Generational Differences in Leadership Preferences in an Academic Setting” (Chandler, 2019). A PhD degree awarded in 2018 undertaken in Walden University at Minnesota (US) examined “Strategies for Training a Multigenerational Workforce” (Butler, 2018) and another PhD degree in 2017 for a thesis titled “Generational Age Differences and Employee Motivation in the Public Sector” undertaken at the same university (Akwuole, 2017). A Master’s degree was issued in 2017 for a thesis titled “Leading Generation Y in Austria” undertaken in Linnaeus University at Sweden (Graf, 2017), a PhD degree issued in 2016 for thesis titled “Strategies for Managing a Multigenerational Workforce” at Walden University, Minnesota (US) (Iden, 2016), and another PhD degree in 2016 for thesis titled “An Investigation into the Role of Generational Differences in the Career Types, Progression and Success of British Managers” at the University of Gloucestershire (Yourston, 2016). A Master of Science in HRM degree was issued in 2016 for thesis entitled “Talent Management Strategies for Generation Y and Competitive Advantage of Commercial Banks in Kenya” undertaken in Kenyatta University (Gitonga, 2016), while a PhD degree in 2016 for a thesis topic “Generational Differences among Social Security Administration Employees and their Perception of Value” in Walden University at Minnesota (US) (Jones, 2016), and a Master’s degree in 2015 for thesis titled “Ideal Leadership Style Preferences by Generational Cohort Membership and Gender” in Xavier

University at Ohio (US) (Baker, 2015). Last but not least, a Masters of Accounting degree was awarded in 2015 for thesis titled “Generation Y: Incentive and Reward Schemes” at the Victoria University of Wellington, New Zealand (du Preez, 2015).

Researchers and practitioners in advanced countries have already begun exploring the potential impact on organisational policies and practices due to the anticipated arrival of Gen Z in workplace. For example, Chillakuri (2020) looked into the expectations of Gen Z students to aid organisations in making onboarding programs effective for this generation, while Gabrielova and Buchko (2021) identified the potential intergenerational conflicts US organisations might face when Gen Z join the workplace under the supervision of Millennials. Next, Kirchmayer and Fratričová (2020) examined the perceptions of iGen students from Slovakia on factors relevant to their future work motivation, whereas Sakdiyakorn, Golubovskaya, and Solnet (2021) identified the potential impact of Gen Z on the hospitality industry based on data gathered from graduating Thai students. As this generation has yet to join the job market (or may just have joined the corporate world in some circumstances), the employment-related characteristics of this generation were largely based on mere assumptions and perceptions. Academic researchers are still working on the attributes of Gen Y. For instance, Yasmin, Mahmud, and Afrin (2021) explored job attribute preferences of Gen Y employees, while Muskat and Reitsamer (2019) identified the impact of quality of work life on job satisfaction among Millennials, and Hassan, Jambulingam, Alagas, Uzir, and Halbusi (2020) explored the attributes for retaining Gen Y. Despite the ongoing Gen Y studies, it is crucial to investigate the characteristics of Gen Z, particularly in the IT sector of a developing country (i.e., Pakistan). This is a critical gap in the literature as Gen Z is almost ready to jump into the professional world, while IT students and professionals may have comparatively higher engagement of ICT in their personal life. Apart from finalising the job-specific characteristics of Gen Z in general, the magnitude of their existence must also be explored in developing countries, such as Pakistan.

1.7 Objective of the Study

This study identified the job-specific generational characteristics of Gen Z, besides assessing how closely Pakistani youngsters followed international trends of technology adoption in their personal lives so that corporate firms may take necessary initiatives to welcome them on board when Gen Z penetrate into professional arenas. As the penetration and dependability of ICT-

enabled products and services are comparatively low among Pakistanis when compared to those from advanced nations; this study focused on graduating Gen Z students of Computer Science, IT, and allied disciplines with the assumption that they would be more influenced by technology than people from other disciplines. The comparison of these youngsters denotes the aggregate behaviour of Pakistani Millennials. The identified personality attributes, which were directly related to employability but dissimilar in Gen Y and Gen Z, were assessed to determine the variation in mind set and lifestyle between Gen Y and Gen Z across those determined attributes.

Generational Theory, presented by Neil Howe and William Strauss (1991), act as the theoretical framework of this research study. This theory is an extension of Henri Tajfel's (1979) Social Identity Theory, which claims that people naturally desire to be grouped into social groups to have unique identification and recognition. Howe and Strauss believe that first 20 years of any individual are most critical for developing his viewpoint about the eternal world. Therefore, they proposed social generation as a cohort of individuals having similar attitude, perception and behaviour towards the external world, assumingly shaped by the same/similar economic, technological, social and political events happened in their first 20 years of age. This viewpoint shapes the behaviour and beliefs of the generation members regarding their personal and professional lives. Targeting their professional lives, HR is the most appropriate field to explore the attitudes and behaviours of working professionals in any organization (Nawaz & Pangil, 2016). HR effectiveness is literarily defined as the extent of achieving the organizational objectives (Koontz & Weihrich, 2010; Rimi, 2015) whereas; HR effectiveness is usually discussed in terms of the performance or satisfaction of the employees in business context (Shakil, Hassan, & Qureshi, 2019). As employees are the integral contributors in the success of organizations (Beheshtifar, Borhani, & Moghadam, 2012), their level of job satisfaction is positively correlated with organizations' accomplishments. Comparative analysis of preferred HR practices is performed in this research study to explore the impact created on ideologies of member individuals of Generation Z and Millennials in order to validate Howe and Strauss's Generational Theory.

1.8 Purpose Statement

Some of the key apprehensions associated with a generational study are listed as follows:

- *Prerequisites for a generational cohort*

To avoid confusion between generational concept and age/career stage impacts, Mannheim (1927) re-theorised the concept of “Generation” by including the occurrences of major events on top of being born in a specific time period. He stated that these major events shape one’s perception about the world significantly. Thus, Gen Z got recognition globally as those born in mid-1990s to early 2010s, which grew up by interacting with advanced form of IT, networks of embedded appliances under IoT, various social media platforms, and mobile computing devices since their childhood (Malnar, 2019).

- *Contextuality of the concept*

Globally recognised generational cohorts, mostly observed in advanced countries, are used blindly as labels without verifying the associated attributes in the underlying studies (Sarraf, 2019). As the impacts of culture and historical events shaping the recognised generational cohorts vary country to country, generational stereotyping cannot be applied globally (Smola & Sutton, 2002). The practical approach is to verify the generational characteristics in the research setting first and label the target audience accordingly.

- *Implications for Policymakers*

It would be wise to adopt the output of any study if the research settings are coincided with the actual circumstances of the adoptee. This can be elaborated with an example of adopting research recommendation about Gen Z by a community having no or limited IT infrastructure. Both generational attributes and preferences would be doubtful or questionable in a society with very limited exposure to divergent point of this generation.

Referring to the above discussed apprehensions, this study explored the generational varying preferences of those belonging to Gen Y and Gen Z in HR perspective, and later, tested the existence of these preferences in a local community residing in Pakistan. If such generation-specific characteristics are present among Pakistani young generation intending to pursue their career in the field of IT, new dimensions of corporate HR policymaking are proposed for the flourishing IT industry in Pakistan; best suiting the identified characteristics.

1.9 Research Questions

In a broader sense, this thesis addressed the following research questions:

- a. What are the generation-specific Human Resource (HR) factors employees value the most in their employment preferences?
- b. Does generation-specific characteristic variation exist among Pakistani youth planning to join the Information Technology (IT) field?
- c. If this variation exists, what amendments are required in Corporate HR policies of IT Companies to attract, select, and retain the best resources for their staffing needs in near future?

Note: If no significant variation is found between generations under consideration, the HR practices in the Pakistani IT Industry are compared with the published trends of HR practices in other Pakistani service industries (i.e., banking, education, healthcare, & telecommunication) to explore the unique characteristics of the IT sector.

1.10 Significance of the Study

Gen Z has been gaining prominence in the marketing management literature with a set of well-tested and established constructs. Based on the stance of Gen Z consumers regarding product selection (or the 4Ps¹), marketing researchers have analysed the behaviour of Gen Z in multiple dimensions. The same concept was assessed in this study within the HR context after considering employment as a service offered by IT firms to skilled manpower as the potential customers. The study findings would stand valid if they second the trends identified in the marketing literature. If the results are otherwise, supporting justifications would be explored as the root causes of such variations. Upon succeeding in exploring such root causes, this study may open new horizons for further research work within this domain.

While measuring the impact of technological advancements in individuals' personality development, both the intensity and the magnitude of available ICT infrastructure play a significant role in exploring the characteristics of last two recognized social generations. This study is an addition to the knowledge in generational studies being conducted in an environment where both level and quality of ICT infrastructure is much lower as compared to advanced

¹ Price, place, promotion and product (Niazi, Rashid, & Shamugia, 2021)

countries. The results of this study will help in understanding the gradual relationship between standard generational characteristics and low ICT infrastructure. Further exploration of HR factors in quest of finding causes of failure in demonstrating the unique generational characteristics will add another dimension to the relevant literature. Failure to address generational diversity may result in critical scarcity of resources, particularly in service oriented firms. As strategic decisions become more critical for organizations existing in weaker economies, decision makers prefer matching research settings while adopting the research recommendations. Policies contradicting to personal preferences may result in lesser attraction for talented professionals and hence, may even threaten the survival of the organizations. The item level comparison approach adopted in this research study help the decision makers in picking the most required and most relevant HR policies with their limited resources. This study will not only help organizations welcoming the fresh graduates with open arms, but also help their supervisory executives in better handling of such subordinates.

Studies regarding the impact of work culture and values on Gen Z when making decision to join a specific employer after graduation are in scarcity. As Gen X and Gen Y are already present in the workforce and act as guiding mentors to the younger generation, it would be interesting to draw comparisons on the probability of staying consistent or vulnerable in terms of the norms, values, and behaviour of the candidates with respect to selecting an employer for a certain duration. Acquiring the knowledge of commonalities and differences between previous generation job seekers and Gen Z, just coming out of the university, may act as a predictor what graduating Gen Z students can think of as key values of their first employer.

As Gen Z workers would soon penetrate the job market, it is plausible that this knowledge is of utmost importance to firms so that they can develop their tactics to attract good quality talent. Organisations may use this comparative data to their advantage in developing an insight on the upcoming generation to update themselves in accordance to their desired traits and values. Acquiring information on the vital considerations fresh graduates might have as they decide their career launch pad can help and offer a clear insight so that they can hire the right set of employees in future.

The service-oriented IT sector substantially contributes to the national economy and generates foreign exchange due to increasing exports. The study facilitates the policymakers of this

industry to modify their internal structure in a way to gain maximum competitive advantage from their skilled HR. If the environment suits their personality attributes, the level of dedication and motivation of new entrants will automatically be raised and result in increased productivity. The audience of this proposed study is the IT industry in particular, as well as the passing IT graduates and administrators of their academic institutes so as to provide them insights about the market trends.

The researcher reports findings that strengthen the existing knowledge base, while concurrently evolving new policies model for software houses to attract, select, and retain the intellectual workforce for competitive advantages. A comprehensive guideline is proposed for strategic decision makers to devise effective initiatives to not only attract the new resources of Gen Z, but also to keep the representatives of older generations as productive as these newcomers could be.

To sum up, this study aids the HR Strategic Partners of IT firms to enhance their employment policies to best suit the new generation penetrating the job market. Thus, effective service structures can be devised for other business domains by offering basic guidelines of the new era.

CHAPTER 2: LITERATURE REVIEW

Considering the evolution age of IT as an industry in Pakistan and the inception of specialised degrees in the field of IT by indigenous academia, one may conclude that the vast majority of currently employed IT workforce is composed of Millennials. The graduating representatives of Gen Z are standing at the verge of their practical lives after completing their professional degrees. Along those lines, this present study examined the desired or preferred changes that the member organisations would have to incorporate in their existing HR structures (suitable for Gen Y employees) in order to fascinate, grab, and hold the top talent out of these young entrants belonging to the Gen Z population. As such, this chapter presents the review of relevant literature to develop a comprehensive theoretical framework to support the main arguments.

2.1 Introduction

This chapter exclusively lays the literature review pertaining to the building blocks of this study; IT industry as the research setting, HR practices as the variables, and generational theory for identification of participants. This chapter starts with a brief overview of the IT industry in Pakistan by delving into the impact of this sector on the national economy, the roles of public and private governing bodies (i.e., Pakistan Software Export Board (PSEB) & P@SHA) for industry growth, the standard HR practices, and barriers faced by the IT industry in Pakistan.

Next, aspects of HRM are explained in detail; beginning from the evolution of this discipline, the discussion snowballs to the key roles and responsibilities related to this domain and a review of several theoretical models of HRM highlighted in the literature. The importance of best HR practices in determining organisational success is discussed as well. In addition, standard HR activities extracted from the literature and mechanism of crafting a suitable mix of these practices are explained. As this study emphasises on the preferred HR practices of Gen Z potential candidates, yet exclusive from the current Millennial IT professionals, both pros and cons of the Generational Theory are combed through in this chapter.

As the impact of HR policies reflects workplace atmosphere and job execution, the concept of ‘work values’ is described in this chapter. Work values facilitate one to comprehend and point out the vital elements of HR policies and practices adopted by any organisation. Generation-

specific work values are reviewed to establish the baseline of this study. The last section of this chapter is devoted to gauge the impact of the proposed changes in HR policies. Implementation of HR policies in an organisation encourages employees to take the extra mile for the organisation if they find the policies are indeed suitable to their personal characteristics and professional preferences. Considering job satisfaction as a proxy of HR efficacy that emerges from the postulation presented in this study, factors that affect job satisfaction and particularly, the role of HR practices in increasing job satisfaction, are discussed in this chapter.

2.2 Overview of the IT Industry of Pakistan

The IT segment has been a flourishing and ever-expanding sector worldwide, when compared to other various commercial avenues. In Pakistan, the IT sector has experienced rapid growth and is projected to leap from the Growth Stage to the Rapid Growth Stage (Balagam & Fariduddin, 2008). The presence of IT sector in Pakistan since the past three decades has not only flourished immensely, but it is also the country's fastest expanding export. According to Khan (2017), the annual IT export revenue in Pakistan had surpassed the \$2 billion threshold, starting from less than \$20 million in year 2000 and achieving an annual growth rate at 30-40%. This signifies phenomenal success because, in comparison to other sectors, the IT industry disregards elaborate space or infrastructure, heavy machinery or specialised production tools. The IT sector mainly demands effective HR capabilities. Formal and informal employment provision to millions of people is the forefront to successful IT developer and exporter worldwide. Unfortunately, the IT sector in Pakistan does not enjoy the same privilege and status from the government agencies as textile or other segments, thus hampering its rapid growth (Ghauri, 2013).

2.2.1 Contribution of IT Sector to National Economic Development

Despite multiple challenges, the IT sector has displayed its resilience and winning its global recognition among all competitions prevalent worldwide. Regardless of energy issue, poor promotion and recognition or long standing political instability; the IT industry has proven its mettle. In recent years, achievements in the IT field can be noted across health, finance, mobile and gaming, as well as telecommunication sectors. The PSEB reported that Pakistan is a massive shareholder of worldwide IT sales worth \$2.8 billion, whereby \$1.6 billion from that sum reflects IT and software exports, as well as other related services. About 1,500 registered IT and related firms are established in Pakistan. Mr Saleem Ghauri, Chairman of Netsol Technologies,

estimated that more than 10,000 IT students graduate and enter the job market in Pakistan on annual basis (Ghauri, 2013); while P@SHA reported 23,000 entrants in this field per annum.

The IT sector is capable to provide complete solutions holistically, encompassing from the low-end Business Process Outsourcing (BPO) services to complete enterprise grade IT services. The economy in Pakistan is hugely based on large-scale IT firms with local backing offices and centres. These IT companies offer high-quality services that ascertain many conglomerates worldwide seek the IT segment in Pakistan to fulfil their specialised needs. These include but are not limited to BMW®, Halliburton®, Toyota®, Daimler Chrysler®, NYSE®, AT&T®, PETRONAS®, British Petroleum®, Sears®, and Caltex®.

The PSEB reported that Pakistan recorded the highest growth rate in terms of total exports from IT and ITes within South Asia from July 2013 to June 2016. The growth clocked by 71% in these three years, whereas the Indian exports lagged behind at 40.6% and Sri Lanka counted at 19.9% for those three years. While considering the financial year 2016-17, the Pakistani IT and ITes exports (products & services) had topped the charts as compared to India and Sri Lanka; the growth rate in Pakistan was 16%, whereas 8% and 5% for India and Sri Lanka, respectively.

The reported figures demonstrate that the IT sector in Pakistan has a huge potential to eradicate poverty, similar to India. This paves the path to increase Foreign Direct Investment (FDI) in Pakistan, and simultaneously leave a positive impact on other sectors in Pakistan.

2.2.2 Role of PSEB in the Development of IT Industry in Pakistan

In 1995, the Government of Pakistan had established and offered the necessary guidance, apart from providing a supportive atmosphere for the IT sector and software industry. All the governing bodies and ministries were instructed to facilitate and support businesses that are projected to penetrate this specific sector. In order to achieve this specific goal, a governing body was established to support the development of this IT sector, its related infrastructure, means to find related markets, and possibilities of exporting the products. On 12th June 1995, PSEB was formed by the government. The detailed composition and functions pertaining to the Board are discussed in the executive order. The most important task of the Board is to device a national software policy that can effectively aid in the fast paced development of software industry in Pakistan.

In September 1997, a new nomenclature was fashioned for PSEB, replacing the words by 'Pakistan' as a directive by the Ministry of Communication, renaming it to "Pakistan Software Export Board (PSEB)". Despite its greater motive, PSEB was still working on a very undersized degree with its primary functions limited to new company registration, membership renewal of existing firms, some degree of communication and dealings with the existing local software sector, as well as sporadically contributing to various seminars and exhibitions at both local and international forums. Soon, it became evident that to better grasp incoming prospects and opportunities, the PSEB must be transformed into a more formal and independent organisation. Hence, PSEB was incorporated as a limited company under the Companies Ordinance – 1984 in June 1998.

The PSEB has multiple roles to achieve its objectives, goals, and long-term aims to pin the Pakistani IT industry at the forefront globally. In order to do so, PSEB has executed plenty of tasks including developing policies, performing R&D activities, regulating matters related to registered business entities, and offering facilities that enable IT companies to grow globally. Additionally, PSEB carries out initiatives and brainstorming sessions to elaborate the conditions of the ICT sector in Pakistan, to suggest action plans for speedy and sustainable development in the existing or future software offerings, products or services – to increase exports and to serve the local market. The PSEB has implemented some changes to the national IT policy in lieu of the comparative analysis of the corporate laws enforced in the competing countries in IT exports.

Besides registering IT companies in Pakistan to give them recognition as a business entity, PSEB is also a one-stop centre for IT business ventures by bridging the gap the member companies and various government bodies. In order to make products and solutions of local IT companies more competitive in the global arena, PSEB negotiates with the concerned authorities of associated industries to enhance quality and lower tariffs, so as to slash input cost and improve output quality. In promoting new entrants in this industry, PSEB has established Software Technology Parks (STPs) in major cities to facilitate the incumbents by offering free or subsidised working space, IT infrastructure, as well as marketing and mentorship/consultation services. Other business expansion services for member firms include organising trade events to explore prospective consumers or clients abroad, attracting and facilitating international software firms to develop their software houses in Pakistan, as well as making arrangements so that the local firms

can participate in both local and international IT events. The PSEB has also established a web portal to offer matchmaking facilities for local IT companies, potential clients, and foreign investors. It conducts varying surveys to determine the human capital, technical, and financial needs of the Pakistani IT industry, and later liaison with relevant stakeholders to arrange the sought resources within shortest possible time.

To achieve the objectives, PSEB has leased about 700,000 square feet of space with complete IT infrastructure to IT companies in various IT Parks. A quality certification program was initiated by PSED, under which 110 local IT companies had been awarded the International Standards Organisation (ISO) certifications to garner quality in their offerings. The PSEB has developed a comprehensive internship program that has successfully placed more than 2,500 interns within the IT segment, out of which 80% have secured permanent employment afterwards within the host companies. In its effort to promote the Pakistani IT sector in the media globally and locally to a great extent, PSEB offers grants and subsidies to ascertain the participation of Pakistani IT firms in international forums, various trade shows, and meetings or delegations. Besides, PSEB backs the industry standpoint before the government bodies in light of data protection, intellectual property (IP) protection, taxation issues, tariffs, and other avenues. The multiple facilitations offered to IT companies encompass support in terms of visa process, software import, call centre certifications, as well as rights to access and use vast PSEB-commissioned and international papers & reports. More than 1,700 local IT companies have registered with PSEB and the complete list is available at <http://www.pseb.org.pk/search-directory>.

2.2.3 Role of P@SHA in Promoting the IT Industry in Pakistan

Another representative body of the Pakistani IT industry refers to P@SHA. This entity started off as collaboration among several software houses to develop a functioning trade and business association within the Pakistani IT segment. The P@SHA has stood along with government bodies to develop and instigate effective procedures and policies to not only protect the rights of the members, but also develop a holistic environment that enables more companies to join in the software industry. After some time, P@SHA has expanded its horizons to add on various other IT-enabled services organisations, such as Internet service providers (ISPs) and call centres. Expanding its membership to over 350 companies, P@SHA has been successfully and will continue assisting IT companies to move forward in local and global contexts.

Apparently, P@SHA is the voice of the Pakistani IT domain. It has tackled several problems independently that no other agency could have managed, such as giving helpful feedback on policy development, devising laws and legislation, as well as introducing corporate benefits and incentives for IT companies established in Pakistan. It has sponsored various career fairs and organised salary surveys to facilitate in the expansion of this dynamic industry. The unswerving efforts by P@SHA ensure that effective policy frameworks are implemented for long-term growth of the industry. The government is also taken as a liaison to develop a consistent growth rate. The Pakistani IT industry is showcased globally via technical and business delegations.

The P@SHA has garnered global reputation and recognition by having won many awards and accolades in the Asia Pacific ICT awards. To attain such a key stature at the global level, Pakistani IT organisations have been developing principal quality products and services, thus enabling the software, the services, and the outsourcing industry to excel at a huge pace.

The core idea behind establishing this association is to act and represent the IT industry in Pakistan as a unified voice. This platform gathers facts and figures about the growth of the industry from its members to generate reliable consolidated statistics that may be shared with all stakeholders, including potential clients and investors. As a representative of the major chunk of the industry, it dialogs with relevant government agencies so that effective public policies can be formulated to support, strengthen, and ascertain the sustainability of this sector. As a knowledge hub, P@SHA aids its members by sharing benchmarked best practices, offering training facilities to capacity building, and enhancing the skillsets of manpower involved in the IT segment.

2.3 Human Resource Management

The HR has been described in many ways by various prominent scholars. Despite the variation, the key resonance of HRM pertains with the method applied to manage humans in a company.

Armstrong and Taylor (2017) defined HRM as a form of strategy-oriented and logical advancement to manage primal and prized resources or assets – people who are operational for a company and individually and jointly contribute to organisational goals. Inferring from the definition, HRM or simply HR is the domain in firms devised to maximise the performance of employees in regard to the employer's key objectives and strategic policies (Johanson, 2009). The HR is mainly concerned with the way the humans are dealt with in a company, with a focus

on the policies made and the systems developed (Collings, Wood, & Szamosi, 2019). The HR department is usually made answerable to conduct varying tasks, including employee recruitment, compensation and reward, training and development, as well as performance appraisal (Saridakis, Lai, & Cooper, 2017). Industrial relations are also a key aspect of HR to develop a balance of the organisational policies and practices with the rules and regulations that arise from communal bargaining and regulations devised by the government (Klerck, 2018).

Pecora (2006) described the HRM function as planning, directing, organising, developing, maintaining, and controlling of procurement, salary and compensation, induction, as well as assimilation and integration, so that the goals of workers, firm, and social may be met. As defined by Decenzo, Robbins, and Verhulst (2015), HR as a construct of the management is connected with both human face and organisation dimensions. Acquiring services of the people, developing skills, providing the necessary motivation so that staff can achieve high-level performance, as well as ensuring that the staff can continue having sustained obligation to the institute are some roles of the HR. These factors are vital to meet executive goals and objectives.

The factors listed above are true for all types of organisation – including the government and its agencies. Pieper (2012) stated that the HRM has been defined as the tactical and strategic group with operational system management of the objectives that places focus on the human aspect in the organisation. Pieper (2012) added that the HRM as a group and assortment of the traditional administration practices, personal organisation (staffing, work design and jobs, & reward and compensation), and personnel development at work; values labour as a crucial quality and views people as being able to and wanting to grow, progress, and develop themselves. This creates integration within the human function of the organisation into the strategic management factor. Bratton and Gold (2017) defined the HRM as a managerial function that describes the importance to develop and establish a series of personnel policies that are fully integrated to offer support to the organisational strategy.

2.3.1 Evolution of the Concept

The concept of HR has gone through plenty of development over the advent of time. Multiple attempts have been made to establish tracing and time-lining historical events, as well as enhancing the HRM discipline. Nonetheless, such a proposal is time bound and fits only certain areas or communities (Kelly, 2003; Nankervis, Baird, Coffey, & Shields, 2016; Ogier, 2003).

From the Chinese tradition to the Greek methodology, employing and apprenticing practice have been established in cultures dating as back as 2000 BC to 1500 BC (History of Human Resource Management, 2010). Such activities generate the sense of the need to hire and train specific individuals for specific jobs.

Earlier, employees with specialist and specialised services were called “personnel managers or personnel administrators”. ‘Personnel management’ defines certain actions (e.g. recruiting, selection, hiring, on-job training and development, compensation, salary and benefits, administration, & industrial relations) that are often performed very effectively but very miniscule relationship is established between the different activities in this respect or with the overall organisational objectives. Such a domain (personnel management) is more prevalent in the UK and in the USA than in Asia Pacific or Australia. This is because; the formers have earlier and extensively embraced the mass manufacturing work systems and processes. The products were made at a faster pace due to installation of modern equipment, factory systems, and better-than-before production – better cost efficiency than before.

On the flipside, the work environment turned unhealthy, monotonous, and in some cases, hazardous. It also created divisions and differences between the management and the ‘working masses’. The massive number of labourers and workers in the factory systems created massive public awareness on the conditions of workplace employments, whereby the workers were forced to act cooperatively and in collaboration to strive for better working conditions. The potentially arising problems and conflicts that were emerging between employers and employees in the modern industry systems were highlighted in the Humanitarian, Cooperative, and Marxist theories in early 1900s; thus forming the foundations for industrial relations systems and advancement of the trade union systems that constitute the key elements in the contemporary HRM theories (Nankervis et al., 2016). Governments had to be drawn in such issues and had to pass a series of regulations and laws, so as to regulate the work hours for employed women and labour laws for children, to set and establish the minimum pays or wages for male workers or labourers, as well as to safeguard the labour from hazardous and unhealthy work conditions. Although these practices were adopted later in early 1900s by the Australian government, both Australia and New Zealand had adopted a different setup and system that was based on pacification, reconciliation, and negotiation; but not based on the commanded conditions. During

this era, scholars from the US and the UK had begun scrutinising and observing the environment at work and the related work systems. They initiated research models based on the emerging studies pertaining to psychological and sociological domains. Based on their proposed methodologies, hypotheses were formulated and adopted in the industries by both managements and HR teams - indicative of the shifting outlooks towards jobs, work nature, and related processes, as well as organisational hierarchies and structures. The significance given to the job and the adaptation of employees to the job are discussed in the classical school of thought, which is also known as 'Scientific Management' (founded by Frederick Taylor and aptly discussed by Ford). On the other hand, the behavioural school concentrated on the workers or the labour itself to meet their needs in order to achieve superior organisational productivity, i.e., Elton Mayo's Hawthorne Study (Hassard, 2012). The succeeding management theories to the previous ones, such as systems theory and contingency approaches, attempted using the earlier theories as a foundation to be inclusive and be beneficial to both employees and employers. These schools of thoughts and theories, such as the Excellence, Contingency, and Total Quality Management (TQM), have been applied to specific organisations or industrial setups. Notably, the significance of these schools of thoughts and theories to HR is two-thronged. Initially, the personnel management had been, in olden times, formulated gradually into the HRM system by integrating the present management theories (e.g., strategic management theories); also, working knowledge of such theories helped the personnel and HRM teams to effectively mould and adapt their HR functions and practices to the organisational needs and demands (Nankervis et al., 2016).

In the 1970s, many Australian companies faced turbulent economic and business environment, as they had to compete with the US and Europe industrial sectors and conglomerates. Additionally, the robustly emerging Asian markets were a cause of concern. Under the influence of the 'Excellence' theories, such as the Peters and Waterman, the management of employees was influenced along with the ever-increasing pressure of cost-benefit analysis. Some professional associations (e.g., International Project Management Association (IPMA)), training centres (e.g., Technical and Further Education (TAFE)), as well as alma-mates and universities, experienced higher intricacies in their approaches towards the theories and their application, integrating the thoughts and concepts of 'excellence', TQM, and leadership with newer theories (e.g., Kaplan and Norton's Balanced Scorecard theory) (Hansen & Schaltegger, 2016).

The IPMA, during the mentioned time period, had held a few international conferences, started certain partnerships within the Asia Pacific, formulated minimum criteria for practitioner accreditation (known as the 1987 rule), and initiated a journal on the subject of academic and practitioner talks (called Human Resource Management Australia, later re-named as Asia Pacific HRM, and yet again as Asia Pacific Journal of Human Resources). With personnel management changing towards HRM, it denotes a shift towards the assimilation of personnel tasks while strategically placing its focus on organisational efficacy on a broader level. The initial use of the term ‘human resource management’ was noted in Australia back then (Kelly, 2003), which later became the precursor in the initiation of the Australian Human Resources Institute that replaced IPMA. It was further improved by changing some industrial relations that included re-structuring in the awarding of enterprise agreements, rising employment laws and legislations, and amplifying economic veracities such as the declining trades with the Britain and Europe in general, with continuous increase in trade prospects within the Asia Pacific region (Ogier, 2003).

To sum it up, the HRM renames the term ‘employees’ as ‘human resources’; making them irreplaceable organisational ‘assets’ who hold skills, aptitude, and knowledge with future potential. Hence, they need to be managed via integrated and new management techniques, such as HR planning, efficient attraction, workable job designs and strong retention methods, compensation and rewards programs, performance management, as well as occupational health and safety, so that their personal and joint offerings to the goals and objectives of the firm are indeed effective. According to Roper (2019), the evolution of personnel management to a more complex HRM pointed towards a noteworthy new age thinking pattern from the stance of the managers. Rotich (2015) further summed up the whole concept that HR as a unique ingredient, which is armed with strategy up its sleeve and is promising a unique formulation of tools and measures to motivate, organise, compensate, and manage employees in a re-vamped office. Roper (2019) added that for a very long time, managers had been restricted in how they took forward the human aspects of organisational activity. With HR into the strategy making, managers now have the opportunity to gain control and form an approach suitable for the conditions set by the firm. These HR strategies form unique pay methods, proper performance appraisal methods, and competency systems that fit the companies. Employers also have begun offering more flexible employment modes that create more part-time and temporary-time bound jobs, such as outsourcing ‘non-core’ jobs to external labour sources and finishing the time-long

developed lines of segregation that would determine the sets of one group of labours' tasks end and another's would start. Besides, the novel methods and systems of building relationships with employees have replaced union formations, such discussions and negotiation. A vast spectrum of new forms of participation and communication proposals is observed, together with the partiality for a single forum venue to bargain for the circumstances where trade unions hold a strong impact. In short, HRM is the answer from firms that taps the brand new freedom to administer employees in the way that they please. This signifies fewer compromises and decisions or strategies devised that would largely favour the interests of organisations.

In a nutshell, HRM is the result of early 20th century campaign by the human relations activists. That was the time when studies formally began to take place in this field with documentation in developing methods and means to create intrinsic business value by using strategic management tools. Globalisation has changed the whole perspective of the business front at the strategic level when the initially dominated department by the transactional nature of work, such as payroll, compensation, and benefits management, became more of an organisational consolidation function and a mode of technological advancement. To date, the HR concentrates on the more strategic level initiatives, including mergers/acquisitions, succession planning, talent management, labour and industrial relations and unions, inclusion and diversity among strata, as well as ethical considerations (Tubey, Rotich, & Kurgat, 2015).

2.3.2 Key Roles and Responsibilities of HR

Essentially, the HR has become one of the most vital and critical functions that may take an organisation to a whole new level in contrast to competition. If not used properly, it may make an organisation worse than competition. Some imminent aspects include HR processes, Standard Operating Procedures (SOPs), and employees within the HR function. An HR department with proper systems and autonomy is bound to give predictable and desirable results.

In the olden times, the HR function was the unit that focused on the supervision of personnel data and files. The department never had its focus on developing any strategy for the organisation. However, the HR as a department has shifted considerably within the last decade towards strategy making (Bowen & Greiner, 1986; Dyer, 1984; Nzyoka, Kamaku, & Munyao, 2017). With increasing competition within industries, employees have become the most valued asset for a sustainable competitive advantage. To date, organisation heads and leaders realise that

a skilful and relatively stable employee base is a useful competitive advantage. Hence, the performance and the potential of a firm can be heightened. The HR provides a process and sets some procedures for the front line managers to effectively manage workers. People management is definitely not a basic essential function of HR; it just assists the supervisors with managing and driving employee groups. It does not intercede when explanation is not sought. This makes HR practically imperceptible to most workers. The HR is anything but an immediate director; it backs the supervisors to execute superior work each day. It also encourages administrators to become courageous future leaders and managers. Essentially, the key jobs and duties of HR are:

2.3.2.1 HR Business Partnering

The HR business partnering is tied in with planning with the senior leadership with the focus to build an HR system that is strong in achieving organisational objectives. This array of functions is known as HR business partnering and may include the HR business accomplice sitting on the directorate or working intimately with the top managerial staff and C-suite² executives.

The possibility of HR business partners was promoted by scholarly advisor, David Ulrich, who viewed HR business partners and accomplices as a component of an effective HR domain, alongside shared services, administrations, and work expertise (Ulrich & Brockbank, 2016). These HR business partners are usually the most senior HR managers and experts in the office, with vast experience of focusing across to business leaders consistently (Tkaczyk, 2017).

Excellent communication skills are crucial for HR business partners as they need to convey monetary and future worth of individual focused HR strategies to the senior management, apart from imparting elevated decisions and strategic choices down to different individuals from the HR office and the entire firm (Fiondella, Macchioni, Maffei, & Spanò, 2016). These HR business partners are crucial in this process as a reformist method to interface the HR office to varied capacities – as HR business partners frequently have involvement with senior positions, they are very much positioned to discuss successfully with other senior pioneers and leaders.

Hills (2004) outlined that effective HR business partners hold the following aspects:

² Top level executives within an organization are also known as C-suite executives. Common examples of this cadre are Chief Executive Officer (CEO), Chief Operating Officer (COO), Chief Knowledge Officer (CKO), Chief Technology Officer (CTO), and Chief Financial Officer (CFO).

- Self-belief that they can make a valuable difference to the organisation
- Belief in the HR function having value and worth
- Confidence to express a solid perspective despite seeming disagreeable to others
- Knowledge and experience of the business and its complexities, as well as the capacity to convey in business terms
- The capacity to construct long-term, confiding, customer-centric relationships and also with the peer HR associates
- A focus on conveying effective business results by developing the best usage of the entire HR capacity and going about work as a solid good example for the rest of the group

Ulrich's (2009) main objective for stating those competencies and skills was to change HR experts into a managerial category - HR business partner. This encouraged HR experts to become key partners, authoritative specialists, employee agents, and change specialists. Such roles have moved the concentration of HR function from customary help-part proficiency to HR as a vital tool that aids firms to achieve their goals (Legge, 2005). This indicates very ambition-oriented transformation provided to normal HR role, which derives its mojo from the shift to cross-functional boundaries, irreplaceable knowledge, hazy responsibility, and consistently challenging reliance on the front-line managers to deliver HR matrices (Caldwell, 2003).

Despite the massive intensification noted in 'business partnering' competency frameworks and models, as well as scholars and professionals talking about them incessantly, plenty of gaps are observed in empirical research work or survey-based investigations within the efficiency of these frameworks in reshaping the HR roles or in developing a shift towards strategic HR function (Altarawneh, 2016; Venegas, Thill, & Domnanovich, 2017; Ulrich & Brockbank, 2014).

2.3.2.2 Change Agent

As a change agent, HR encourages firms to change in accordance with futuristic targets, besides creating and encouraging change management (Obeidat, 2016). The HR suggests the contribution of its role in the firm and its association in change management, whereas HRM

experts need to distinguish and beat the inherent resistance from change in order to offer adaptability and flexibility to workers (Yagneshnath & Shankarrao, 2018).

The management during this present time has to be adaptable and flexible in embracing change. The HRM, in general, is liable for facilitating the impact of transformation on businesses and securing the workers from undesirable results (Ulrich & Brockbank, 2014). Apparently, the change specialists must use their insight of the employees or representatives and fundamental change management methods, mainly to limit financial or moral expenses of progression; besides helping to present the changes as easily as could be expected under the circumstances (Rova, 2017). The HR specialists must recognise the most likely avenues of resistance and console them or address issues that lurk in the cycle of change (Gomez-Mejia, Cruz, Berrone, & De Castro, 2011). If this process is to work smoothly, the HR has to be on board with the overall business priorities and not just petty employee problems. If this functions desirably, HR specialists will exert a strong impact on the change cycle (Fareed, Mohd Isa, & Wan Mohd Noor, 2016). Some studies, however, reported that many HR specialists fail to show their true potential as change specialists (Brown, Kulik, Cregan, & Metz, 2017; Saravanan & Vasumathi, 2016; Ullah & Khan, 2016; Vu, 2017). Long and Ismail (2008) found that HR specialists of Malaysia in the industry still held onto old HR roles as managerial experts and employee welfare.

Altarawneh (2016) described the essential technical and business-related skills needed for a successful HR organisation. While HRM skills are vital to ensure the success of technical HRM, professional skills in isolation are inadequate to allow HR specialists to form a strategic partnership with the firm and the agency to be for the reform. Company-related skills are relevant as they help HR professional to realise how enterprise-specific HRM requirements can be generated by business factors. A study on the perceived efficacy of change agents carried out by Buchanan and Boddy (1992) revealed that change agents should have strong leadership and team-building skills, target management, good communication, and ability to control the teams.

Seyed Naghavi, Vaezi, Ghorbani Zadeh, and Afkaneh (2018) noted that HR practitioners who wish to be the driving force of transformation must be experts in recognising company policy and executing it to perfection. The HR professionals had the highest job satisfaction with conventional HR talents, but were dissatisfied from using their abilities as business associates. Growth of HR is a core HR skill. Implementing reform in a firm demands effective HR growth

systems (Werner, 2017). A study on the role of HR managers in strategic relationships in South African firms conducted by Pietersen and Engelbrecht (2005) verified the notion given by Brockbank, Ulrich, and Beatty (1999) that strategic contribution, market expertise, HR technology skills, and personal integrity are vital for HR to be a successful change precursor.

According to Long and Ismail (2008), cultural management significantly contributes towards encouraging HR professionals to be successful pointers of transformation. Personal integrity is imminent in the fields of interpersonal relations, imagination, and empirical approaches when generating solutions (Vu, 2017). Sharma (2016) claimed that expertise, company status, and expertise of HR experts dictate the success in any organisation. These HR experts are effective drivers of transformation if they take the initiative to contribute their expertise to teams at all stages. Starting from the senior staff, they have to ensure that these executives can indeed yield outcomes, navigate controversy, and progress to a substantially higher level of service.

2.3.2.3 Employee Advocacy

The roots of HR are embedded in employee advocacy, as it is expected to continue to be responsible for employment partnerships (Mohan, 2016; Rathi, 2018; Ulrich, 2009). The role of Employee Activism requires the HR Specialist to be a "Credible Activist" who cares, interacts, and has a "Business Ally" to balance the needs of employee and employer. Employee suggestions should be listen and respond to specific desires (Ulrich & Brockbank, 2014), inclusive of face-to-face contact with staff and line managers. The HR as an Employee Advocate means that it protects and works on behalf of employees. They perform daily opinion polls as views and thoughts of the staff are thoroughly registered. Next, the HR would evaluate and make proper adjustments to the matter so that they can lighten the feelings registered by the staff via survey.

Next, HR initiates and manages the grievance procedure. The HR as an employee advocate introduces the right ways to progress management programs. This lobbying role includes raising questions about how workers will be affected when critical firm decisions are made. As for layoff issue, the standard HR will rely on prompt disclosure of the layoff to staff and on creation of channels (e.g., town hall meetings), so that workers can rise explanation questions (Joseph, 2019). Serving as Employee Champions, HR guarantees that the employer/employee partnership is one with mutual interests (Poba-Nzaou, Uwizeyemungu, & Stamate, 2016).

2.3.2.4 Employee Engagement

Employee engagement is a common concept among HRM and growth experts, internal relations and communication professionals, as well as business experts; but concerns arise if engagement is simply a passing fad (Kwon & Park, 2019). Many scholars have lauded commitment as a crucial predictor of human behaviour, actions, and efficiency, along with competitiveness, retention, corporate and financial performances, as well as returns for shareholder (Bates, 2004; Harter, Schmidt, & Hayes, 2002; Kar & Mishra, 2016; Karumuri, 2016).

Bailey, Madden, Alfes, and Fletcher (2017) stated that although there are several meanings of the construct, it has been widely acknowledged that employee engagement and involvement is crucial with organisational purpose, as it pertains to behavioural and psychological dimensions, along with the need of capacity, motivation, and concerted effort. As described by Harter, Schmidt, and Hayes (2002), employee engagement denotes one's commitment, satisfaction, and enthusiasm for work. Employee engagement is the opposite effect of burnout (Leiter & Maslach, 1998). They added that employee engagement is an enthusiastic factor of employment involving in actions that improve the employees' good judgment of the professional efficiency. Next, Salmela-Aro and Read (2017) viewed engagement as the inverse of burnout concept, but perceived these constructions as separate systems of varied systems that must be assessed using multiple methods. They viewed engagement as a positive, self-fulfilling, and work-specific mind-set that depicts vitality, commitment towards the organisation, and integration. These are believed to be the secret to company sustainability and productivity. Joo, Lim, and Kim (2016) depicted that employee engagement is vital for new-age firms considering the multitude of obstacles they have to face, while Al Mehrzi and Singh (2016) noted that organisations may achieve a strategic edge via employee engagement. Based on a survey that involved 65 companies in various sectors, the top 25% of the employee engagement index showcased higher return on assets (ROA), profitability, and more than double the shareholder valuation as relative to the bottom 25% (Al Mehrzi & Singh, 2016). Chaudhary (2019) stated that engagement is vital for managers to foster, provided that disengagement or detachment is fundamental in lack of loyalty, commitment, involvement, and motivation among employees.

2.3.2.5 Strategy Execution

Many HR role identifications have been highlighted by scholars over time (see Adams, 1991; Holovach, Bakhov, & Zgalat-Lozynska, 2019; Storey, Wright, & Ulrich, 2019; Tyson & Fell, 1986), but the conceptual framework identified by Ulrich and his affiliate scholars (Madsen & Slåtten, 2017; Ulrich, 2009; Ulrich & Brockbank, 2014) has earned the highest recognition among HR professionals in the UK. According to Ulrich (2009), HR leadership is mainly responsible for partnerships with executive and senior managers for deployment of strategies, while also amplifying the underlying distinctions between strategic and transactional HR operations in his later work (see Ulrich & Brockbank, 2014). Later methodological findings portrayed the position of HR strategic partner as a "player" who must reflect on added value by serving as a "coach, designer, developer, mediator, leader, and conscience" (Madsen & Slåtten, 2017). In order to add sustainable competitive advantage to their organisations, HR professionals have to equip themselves considerably to perform such diverse roles.

A strategy can be enhanced as HR partners with management turn business strategy into front line execution. The aim of such decision is to coordinate varying HR activities and strategies of a firm and to guide them towards implementing an overall strategic plan. The HRM methods can improve firm productivity and efficiency because they are 'tactical.' Simply put, they add value directly to the working line (Huselid, 1995; Pfeffer, 1998; Ulrich & Grochowski, 2018).

2.4 Why HR Practices?

The HR practices can be characterised as a collection of independent but integrated operations, processes, and systems structured to recruit, cultivate, and maintain employees (Ratnawat, 2018). The Social Exchange Theory (Blau, 2017) promotes the creation of a constructive exchange relationship between employees and the firm on the basis of HR processes; thus yielding positive expectations and actions for employees in light of firm success (Gould-Williams, 2007). Meanwhile, the Psychological Contract Theory proposes producing positive outcomes as a consequence of the individual employee faith, established by successful HRM procedures, in an exchange contract between employees and the firm (Pohl, Bertrand, & Ergen, 2016).

2.4.1 Role of HR Practices in Organisational Success

Human Resources (HRs) are perhaps the most valuable resource for any company and a method towards strategic advantage. According to Saravanan and Vasumathi (2016), individuals are among the most significant factors that make organisations agile and adaptable. Rundle (1997) suggested that individuals (managers), and not the firms, are indeed the responsive tool for assessing how an organisation reacts to fierce competition.

Management of HR is very difficult opposed to overseeing technology solutions or financial resources (Kabue & Kilika, 2016; Ratnawat, 2018). Successful HRM includes robust systems of HRM. Storey (2007) identified HRM as the new advancement to employment managing that aims to achieve the competitive market edge by employing dedicated and professional working staff and population using a range of methods. The HRM allows companies to strengthen their organisational behaviour in terms of employee engagement, flexibility, and competence, which in effect, contributes to better employee efficiency (Iqbal, Ahmad, Allen, & Raziq, 2018).

Companies should have good HRM strategies to build a solid HRM framework. The HR policies apply to organisational activities aimed at maintaining the HR system and ensuring that assets are used to achieve organisational objectives (Edgar, 2020; Gupta, 2020; Jiang & Messersmith, 2018). These HRM activities can vary from one company to the next or from country to country.

The HR systems boost organisational performance. Gunawan, Aungsuroch, and Fisher (2019) analysed the association among HRM activities, the environment at workplace, and views of organisational performance in a broad sample of Canadian nursing homes. It was found that nursing homes that had introduced relatively 'pragmatic' HR policies and recorded the environment of work highly supported employee engagement, autonomy, and responsibility – appearing to be significant employee-wise.

In the context of India, Sabiu, Mei, and Joarder (2016) assessed if certain hotel features affected the organisational performance in the hospitality sector and if certain HRM programs affected organisational performance. As a result, they reported that hotel performance was strongly related to the category of hotel and hotel type, while being significantly linked to procurement and recruitment HRM programs, staff planning, role design, employee training and growth, quality circle, as well as wages. De Brito and de Oliveira (2016) observed important ties between

HR practices and firm performance. The strategic coordination of HRM is the predictor of firm performance. Rana and Malik (2017) implied that HRM activities were proven to contribute to improved bank performance. The conclusions showed that the HRM activities, such as training and development, as well as employee involvement in decision making, were strongly linked to bank performance. Rahman et al., (2018) showed that efficiency in the application of HR processes in an organisation had a strong impact on firm performance. These results depict that HR activities has an effect on almost 50% on firm performance (Khan, Rasli, & Qureshi, 2017).

2.4.2 Drivers and Components of HR Practices

As HR systems are usually comprised of HR activities (see Delery & Doty, 1996; Ichniowski, Shaw, & Prennushi, 1997), the properties of HR processes are constructed from specialised abstraction stages. Besides the level of proficiency, the characteristics of HR have recently been technically categorised into procedures, strategies, and values (Collins, 2021). However, empirical studies on the impact of the performance of HR programs have only been carried out in light of frameworks at the scale of this problem (Jiang & Messersmith, 2018). Many other researchers have emphasised that HR activities in any nation are defined by both 'culture free' (e.g., age, scale, type of organisation, etc.) and 'culture bound' (e.g., institutions & national culture) influences (Al-Sarayrah, Tarhini, Obeidat, Al-Salti, & Kattoua, 2016; Fisher & Shaw, 1993; Shipton, Sparrow, Budhwar, & Brown, 2017; Tenhiälä et al., 2016). The extent and the orientation of effect of both culture bound and culture free variables on HRM may differ from country to country, signifying the importance to assess context-specific design of HRM (Locke & Thelen, 1995). Researchers have developed a variety of essential contingency factors that may affect HR activities, such as the scale of the company, the technologies, the maturity of the enterprise, the existence of the formal HR unit/department, the style of management, the presence of HR training and development mechanisms, and the stage of life of the institution (see Jackson et al., 1989; Siakas, Georgiadou, & Siakas, 2016).

A number of HR scholars suggested in the 1990s that the HR is more prone to affect firm performance when conceived as a configuration or a system (Delery & Doty, 1996; MacDuffie, 1995). In response, scholars have developed a variety of HR systems (see Shin & Konrad, 2017) and to date, the current body of HR Systems research domain has expanded steadily (see

Dastmalchian et al., 2020; Zheng, Liu, & Zhou, 2020). Assessing the effects on the performance of "ideal type" of the HR systems is a popular theme in the literature pertaining to HR systems.

Some scholars (see Alic, 2016; Al-Sarayrah et al., 2016; Buddhwar & Shipton et al., 2017; Sparrow & Hiltrop, 1997; Tenhiälä et al., 2016) have acknowledged that more dynamic culture-bound reasoning should be extended to the area of HRM while considering the role of contingency factors establishment. Management methods, i.e., HRM, really are not universal and are 'culturally built' in any civilisation (Sanders & De Cieri, 2021). Organisations were recommended to identify the expected performance objectives so that effective HR activities can be established to meet performance goals (Ahmed & Shabbir, 2017).

The core principle is that some optimal HR designs contribute to greater results than the others. In the search for objective proof of corporate performance in such setups, a wide range of ideal architectures have evolved, including traditional and innovative, control and commitment, internal and market type, as well as calculative and participative HR processes (Arthur, 1994; Delery & Doty, 1996; Gooderham, Nordhaug, & Ringdal, 1999; Ichniowski et al., 1997). Presumably, there is no agreement on perfect forms and their corresponding behaviour. One of several prominent pioneers upon that topic, Arthur (1994), proposed the presence of mixed systems where his "control" and "commitment" mechanisms could be combined to produce positive performance results. The HR structures are usually presumed to produce positive influence on organisational performance, and researchers have concluded that "firms achieve the greatest productivity gains by introducing clusters of compatible methods" (Ichniowski et al., 1997), whereby the vast stream of research work on HR systems has reported contrasting findings (Ahmad & Schroeder, 2003; Delery & Doty, 1996; Jashari & Kutllovci, 2020).

To decide and illuminate the context-specific essence of HRM in various regional or national systems, significant variables that may affect HR activities in these environments need to be identified. The debate on what aspects should be used in large terms, e.g., national culture or enterprises should be discussed (Sparrow & Hiltrop, 1997). The problem of selecting such dependent variables (management strategies or policies via its extensive set of possible variables as potential determinants of HR) demands significant consideration (Wright & Ulrich, 2017).

Many scholars have assessed various aspects of the interaction between HRM activities and organisational performance over the last few decades (Goštautaitė, Bučiūnienė, & Milašauskienė, 2019). Ahmad and Schroeder (2003) claimed that over the decades, theorists have proposed a variety of HRM activities with the ability to enhance and maintain organisational performance. There are many conceptual theories available in the literature on the subjects of HRM and organisational performance, such as contingency theory, resource-based view (RBV), and human capital theory (Darwish, Singh, & Wood, 2016; Saridakis et al., 2017). Such constructs do describe the characteristics of this firm-level HRM Performance interaction, but they are unable to clarify the fundamental processes by which HRM activities influence organisational performance (Darwish et al., 2016).

The gentle HRM approach attempts to shift its focus from organisation to workforce, so as to explain the generation of effective HRM results via HRM practices by meeting employee needs (Cafferkey, Dundon, Winterton, & Townsend, 2020; Li, Rees, & Branine, 2019). Soft HRM focuses on taking employees as human beings with a personal touch and bonding with them at a personal level (Goyal & Patwardhan, 2020; Keerthana & Babu, 2018). Marescaux, De Winne, and Sels (2013) acknowledged that it is more important, than just having the presence of such HR practices, to have a key attention to individuals in the realisation of their unique skills, aspirations, and outcome expectations.

Analysts have looked at different HRM activities in their research work based on varied performance targets. Although some scholars have extended somewhat different protocols to the same practice, the following summarises the HRM activities regarded by different researchers:

Table 2.1: Summarised HR Activities

HRM Practices	Research Work
Selective hiring, Process of recruitment, Recruitment efforts, Recruitment and selection practices, and Selection of personnel	Kundu and Malhan (2009), Qureshi (1994), Shahzad et al. (2008), Sanders et al. (2008), and Ahmad and Schroeder (2003)
Training and development	Quresh et al. (2010), Kundu and Malhan (2009), Sun and Nam (2011), Abang et al. (2009), Mudor and Tooksoon (2011), Shahzad et al. (2008), and Ahmad and Schroeder (2003)
Empowerment and Empowering	Quresh et al. (2010), Sun and Nam (2011), and Ahmad and Schroeder (2003)
Performance appraisal system and Employee performance evaluation	Quresh et al. (2010), Mudor and Tooksoon (2011), Babaei et al. (2012), Shahzad et al. (2008), and Sanders et al. (2008)

Compensation system, Incentives, Rewards, and A fringe benefit	Quresh et al. (2010), Abang et al. (2009), Kundu and Malhan (2009), Mudor and Tooksoon (2011), Babaei et al. (2012), Shahzad et al. (2008), and Ahmad and Schroeder (2003)
Job Analysis	Kundu and Malhan (2009) and Mudor and Tooksoon (2011)
Socialisation	Kundu and Malhan (2009)
Career, Career development, and Career opportunities	Kundu and Malhan (2009), Bashir and Ramay (2008), Mudor and Tooksoon (2011), and Sanders et al. (2008)
Promotion criteria	Shahzad et al. (2008)
Diverse workforce (diversity)	Kundu and Malhan (2009)
Work life balance	Kundu and Malhan (2009)
Attitude survey	Kundu and Malhan (2009)
Communication	Nehmeh (2009)
Job security	Tzafrir et al. (2004)
Placement and Placement practices	Kundu and Malhan (2009) and Shahzad et al. (2008)
Supervisor support	Mudor and Tooksoon (2011)
Job design	Shahzad et al. (2008)
Human resource planning (benefits planning)	Kundu and Malhan (2009) and Mudor and Tooksoon (2011)
Participation in decision making, Employee participation, and Labor management participation	Quresh et al. (2010), Shahzad et al. (2008), and Sanders et al. (2008)
Reduced status distinctions and barriers (dress, language, office arrangement, & wage variance across levels)	Ahmad and Schroeder (2003)

Source: Khan et al. (2013)

2.4.3 HR Practices in IT Industry

The HR function is considered as comprising of holistic process of the managerial activities performed at all organisational levels, pertaining to the work assigned to a resource. The resource's entry, their development within the organisation, and their exit is looked after by HR in order to use their competencies in an optimum level so as to meet corporate objectives (Valverde, Ryan, & Soler, 2006). It encompasses upon the actors, as well as their tasks and responsibilities, which are relevant to organisation tasks. Some changes that occur in this field reflect the operations that underwent earlier via HR department and their functions. With the advent of time, HR departments have become a necessary and vital task within an organisation, performing complex activities to support the organisations that do not pertain to just being a support to the people in any organisation. The changes happening in the corporate environment, the evolution in the way the administration of the business sector taking place, the diversification of departments and the people, as well as the innovation and newness in the technology, appear to be the key reasons that place HR at forefront (Panda, 2020).

In today's chaotic and fast-paced environment to grasp the dominant position in the market, organisations have to be speedily growing, capable, profitable and commercial, lithe and flexible,

pliable and adaptable, and be ready for the future events or any unforeseen unpredictability. If such qualities are absent from the firm, it may be impossible to compete in the today's cut throat environment. Firms move into diverse markets easily, as well as work in collaboration with other firms to develop new and innovative products, which can be put out in the market efficiently. On the contrary, some other organisations can be seen in the market completely focusing on self, internal growth, development, and leadership (Shah & Reddy, 2016).

In this current scenario with strong competition, IT firms have to find the means to be more competent and efficient, yet be more flexible and pliable, have innovative solutions and yet show resilience under the constant pressure to show improved and better results. The organisational capability has to act as support, along with the traditional and conventional means to achieve competitive advantage that includes an organisation's capability to manage their people (Ulrich et al., 1990). It is important to note that the organisational capability to develop such practices requires hiring and retaining the competent resources, thus enhancing the competencies of the organisation via effective HRM practices (Ulrich et al., 1990). It has been established widely that to gain a sustainable competitive advantage in the market, formation of a talented human workforce is essential (Kundu & Malhan, 2009). To achieve an enhanced organisational performance, high performances work practices are to be deployed (Aithal & Kumar, 2016). Moreover, to have a high performing firm with good financial performance, the competency in HR system is required to establish and enhance the productivity of HR and their quality of work life in the organisation (Ganesh, 2017).

To achieve success in business, best business practices are required that are effective, properly developed, and communicated along with the implementation of well-formed HR policies. Compliance and regulation become easier when policies and laws are in place, which is effective (Shah & Reddy, 2016). In the current scenario, the IT professionals have been found carrying some formal professional qualifications and possess high aspirations about their careers and ambitions. There is a rapid rise in the growth of IT professionals and industry in Asia with an increasing credence in IT circles globally that Asia has been rapidly growing as a prime source of technology development, leaving US in a major fix on how to cope with the steep rise of Asian innovation (Friedman, 2017; Rowen, Hancock, & Miller, 2007). As stated by Hwang and Shin (2017), the global market share of the North American software and IT firms reduced

significantly from 37% in 1997 to 33% in 2006, and in the meantime, the Asian contemporaries achieved a significant growth from 48% to 52%. It is important to note here that the Asian management techniques are not understood by US management and are taken to feel limited (Cooke, Schuler, & Varma, 2020). Some key studies based on theories have considered US issues and have done nothing to correspond to Asian markets.

High-technology firms depend on the capabilities of the knowledge of the workers, i.e., engineers, to interpret the information in unique ways to develop solutions (Collins & Smith, 2006). An Indian report claimed that the emergence of India as a successful country despite having issues with talent (Wadhwa, de Vitton, & Gereffi, 2008). It is widely accepted that the training and growth of organisational staff is key part of the corporate strategy of successful firms. According to Akella, Waqif, and Rao (2017), drawing and keeping a hold of the talented people is the main precedence in firms and the contest to find the right talent is exceptionally vital in high-tech firms, as the IT sector prospers on people with the needed knowledge. Similarly, The Economist (2006) stated a similar view point that the most significant activity an organisation may perform to attract talented resources and people is by boosting the employees' employability in a long-term basis. South Korean and Indian IT firms offer incentives based on performance; thus serving as a tool to benefit and reward the workforce based on their contributions to achieve higher overall firm profits (Akella et al., 2017).

The IT engineers and professionals have to gain Newmann relevant knowledge continuously to grow. More than having organisational loyalty, such resources have placed their professional growth more important (Saravanan, Vasumathi, & Subashini, 2016). Similarly, the engineers and IT resources have a strong value for autonomy, knowledge, professionalism, and being able to innovate; therefore, the unique characteristics in such talent might be a point of start for the preservation strategies of the resources to curtail the towering turnover rates within the IT industry (Cho & McLean, 2009; Saravanan et al., 2016). Another factor here is the work environment that emulates a key factor in catapulting the organisational commitment and obligation by the software engineers and info-tech professionals in IT industry (Uraon, 2018).

2.4.4 HR Practices: A Major Challenge for Software Houses in Pakistan

Every industry is unique, has different dynamics, and possesses various kinds of product and service cycles. As the HR matters and issues depend on the industry dynamics, which may

include the nature of the business or firm, its product life cycle etc., hence they also have ego battle with different kinds of challenges (Sanyal, 2004). Some key challenges noted in the Asian, US, and European IT industry are demand-supply gap, performance management, recruitment planning, compensation and rewards, training and development, integration of HR strategy with corporate strategy, giving priority to quality, being customer centric, skill acquisition, and retention up-gradation of skills through re-training (Balagam & Fariduddin, 2008).

A mature industry takes a while to evolve and go through different stages of growth, thus should be set apart by the key players in the trade using well-formulated systems, norms, values, and best practices. The HR is a very important, dynamic, and essential factor in the growth of the mature industries as they have to face many HR related challenges. There are certain challenges that arise often and countered by the industries, including retention talent management, compensation and perks, change management, competition with newer emerging sectors, corporate branding to attract HR, employee turnover to competition, return on investments done on training, regulations, and adherence to best practices (Knowles, Holton, & Swanson, 2015).

In a sector that has just started emerging, there is no available set precedent so they have to rely mostly on the testing and experimentation style of the management, but this may mean that the people are learning from making some very costly errors. These issues may include team building by hiring the right people for the right jobs and chores, attracting the correct type of people, the skill development of people, retention of skilled workers, offering something better in terms of compensation than the mature sectors, the Return on Investment (ROI) in terms of the efforts made for hiring and training employees, process formation and development, employee management, and conflict resolution, as described by a certified educator on www.enotes.com to explain industry lifecycle.

Turning to Pakistan, HRM is just being through a primitive and embryonic stage, and many of the organisations have had restructured and renamed their personnel divisions as the HR Division (Ali & Brandl, 2017). The literature on the current conditions of HR practices in Pakistani context is very limited with very little empirical research work speaking about the characteristics of growth and expansion of the HR in Pakistani scenario (Jhatial, 2009). The HR is, in actual, also not being employed by many organisations appropriately. The concept of HR practices is not properly discussed, misdirected, described, and misallocated. The HR in Pakistan

has not been adequately instructed, directed, managed, appraised, and being supervised (Abbasi et al., 2008). According to Zafar (2005), ‘the big corporate multinational and international firms are not completely focusing on the HR practices and policies development and they have a greater focus on the functional aspects of the organisations (e.g., production or finance).’

2.5 Generational Theory

Focused on common personal experiences and crucial incidents encountered in his/her early adolescence, Mannheim (1970) developed the idea of cohort aggregation that is analogous to the idea of social generations in succeeding literature. This concept has a significant role in the development of existing transitions in a social construct, while establishing the intellectual foundation to examine the hypothesis of social generation (Thunnissen, 2016).

The theoretical basis for this thesis is Howe and Strauss’ (1991) generational theory, a branch of the social identity theory. Initially formulated by Henri Tajfel in 1979 and later extended by John Turner, the fundamental concept of social identification theory is that people prefer to categorise themselves and others into social groups (Tajfel & Turner, 1986). Howe and Strauss (1991) proposed their generational theory by suggesting that the social generation is a set of individuals born over a span of 20 years. They stated that the generation has experienced similar political economic, technological, social, and historical trends in their childhood, which have produced similar conduct and shared belief in the everyday facets of life. As part of any single social generation born in a period of around three decades and most of them have passed through typical social patterns and historical events at a comparable point in their lifecycle (youth, puberty, maturity, etc.), Howe and Strauss termed this feature ‘the location of age in time’.

The generational theory implies that membership in a generation influences the ideals and attitudes of an individual at all levels of life (Eyerma & Turner, 1998; Howe & Strauss, 1991; Mannheim, 1970). Mannheim (1970) established many decades ago the central tenets of generational theory that are still valid today. The widely cited "generation" hypothesis was further advanced in the mid-1990s by Neil Howe and William Strauss. Generational hypothesis is based on the idea that the significant contemporary events and circumstances encountered by an individual in approximately the first 20 years of one's lifetime (critically important stage of development) establish an inimitable collection of common views, behaviour, and beliefs equivalent to those in the same time frame (Chekwa, Sauls, & Hunter, 2017; Howe & Strauss,

1991). Variability can occur in each generation as influences, such as ethnicity, race, gender, and ethnic/social rank; exerting a strong impact on individual's understanding of collective experiences in life and on identity. Generational philosophy accepts the presence of millennial generation and work-related difference of thoughts in value belief system.

Witnessing these social activities and beliefs helps to establish certain common behaviour and beliefs regarding the private and professional relationships of the generation members. It is the reasoning behind the idea that participants of a generation would typically respond in a manner similar under such conditions. In order to establish generational trends, Strauss and Howe identified four prototypes and labelled them Artist, Prophet, Nomad, and Hero. They classified the generation raised through a period of military conflict or crisis, and appeared to be fascinated with many of these traumatic events. As Artist, post-Artist generations that were born after the major situations as Prophets, generations born when long-standing traditions are threatened by the newer incoming generation as Nomad, and at last, post-Nomad generations that proceeded to question the customs imposed by the predecessors as Heroes (Howe & Strauss, 1997).

Further extending the conceptual model discussed by Mannheim, a few other researchers found that the demarcation of almost any generation is centred upon its collective influences of public events, the overall experience of life, and the aggregated recollection images of the participating members (Hechl, 2017; Ingusci, 2018; Johnson, 2017; Thunnissen, 2016). Watts (2018) characterised this same notion of the generation with the support of a different perspective of the birth dates; a single new generation begins when the fertility rate increases exponentially in social structure, and also that new generation comes to an end when the fertility rate drops significantly after the last rising spree.

Mannheim (1970) indicated that the generations generally go from some 40 to 45 years. Gong, Ramkissoon, Greenwood, and Hoyte (2018) stressed the existence of major events to assess the transcendence of generations, rather than the moment of birth, and proposed that perhaps the duration of each age should range at 17-23 years. They illustrated that any historical incident tends to bring in quite a shift in values that creates a change in beliefs and considers in individuals contributing to that culture; thus laying the framework for a new century. They added that the effect of the shift on these critical events may go beyond cultural and national borders. Hechl (2017) interpreted generational theory as a combination of distinct age-related traits,

psychological characteristics, common values, and mutual personal experiences. Gerpott, Lehmann-Willenbrock, and Voelpel (2017) prescribed the idea of cohorts as a variety of traits of various age classes and their effect on the overall working conduct and behaviour of workers.

Nilsson (2016) argued that Mannheim's theory of cohort classification primarily stemmed from the biological scheduling of the birth of participants, thereby expanding the generational theory by integrating thought patterns, responses, and general mental attitudes towards community, as well as biological timing. Significant events have taken place over the course of a century, and participants' mutual experiences of life define the universal beliefs and thought habits of their society (Lub, Bal, Blomme, & Schalk, 2016). While the influence of such critical years and the meaning of common life experiences changes in various regions at any moment, Papenhausen (2011) argued that the presence of differences in terms of shared beliefs and opinions among the members of each generation is implied. In the context of work and working population, the most acknowledged generations described and explored in the academic literature are as follows:

- **Baby Boomers**

Those born from 1946 to 1964 are known as the Baby Boomer generation or the Boomers generation (Fingerman, Kim, Tennant, Birditt, & Zarit, 2016). While the US continued to revive from the Great Depression (1929-1939) and the WWII (1939-1945), the recovering Americans saw an immense rise in the population growth rate (Wong, Wan, & Gao, 2017). Individuals of this generation grew up in a world where gender norms were reinterpreted yet most families still had a two-parent family system with incidence of divorce was a rising trend (Chung et al., 2018).

The youngest Boomers are now about 56 years old and there are roughly 13.46 million members of this generation in Pakistan, according to the 2017 census survey. Participants of the Boomer generation raised up in the time when the social system began to embrace hope and optimism, economic data began to propagate favourable signals (Sakdiyakorn & Wattanacharoensil, 2018), and the advent of television put into motion a change in the societal sense (Lapoint & Liprie-Spence, 2017). This ground-breaking technology entered culture quite rapidly; the number of American households possessing a television set arose sharply from 12% in 1950 to 83% in just 8 years (Lapoint & Liprie-Spence, 2017). The Boomers not only heard, but observed the crucial developments that had taken place in that period from these television sets in their homes, not all

of which are confined to the civil rights revolution of African Americans, the fight for women's rights, the marches of peace demonstrators during the Vietnam War, as well as the assassinations of US President John F. Kennedy and civil rights icon Martin Luther King Jr.

The financial consequences of WWII left a profound impact on Boomers' psychological advancement and, as a result, they discovered themselves attached to lifelong jobs and dedicated to their company (Thunnissen, 2016), more pro-active to their job than their personal life (Sakdiyakorn & Wattanacharoensil, 2018), more pro-active to their professions and to their careers (Gong et al., 2018) at the price of the family ties (Watts, 2018). In comparison to these claims, Morgan (2017) explained the boomer's workaholic behaviour as a great service to their family members; their dedication, commitment, and work ethic were simply a way of supplying their family members with needs and security.

As the youngest Boomers are on the ages of 50s, their retirement has given rise to serious problems for all stakeholders in terms of the omission of skilled people (Jenkins, 2018), the detrimental effect of this scarcity of skilled workers on economic development, the growing economic burdens of end-of-service compensation and medical care (Eagers, Franklin, Yau, & Broome, 2018), as well as the expanding economic effects on firms (Jenkins, 2018). Garg and Singh (2019) bridged this void with competence and leadership with almost 10,000 members of this generation, at the pinnacle of their professions, reaching the retirement age daily.

- **Generation X**

The descendants of Baby Boomers are identified in research as Generation X or Gen X. Another explanation for adding this term 'X' on that category is the common belief that its participants do not have a specific name (Abdoolla & Govender, 2017). Rudolph, Rauvola, and Zacher (2018) indicated that such a suffix was popular in the books written in 1964 on the subject of generational studies. Mitchell, McLean, and Turner (2005) claimed that perhaps the title of this age category is drawn from the popular novel by Douglas Coupland, released in 1991 under the title "Generation X: Tales for an Accelerated Culture." Various scholars have identified this generation as those born in somewhat slippery ranges; 1965-1979 (Iden, 2016), 1963-1981 (Bickel & Brown, 2005), 1965-1980 (Frey, Abresch, & Yeasting, 2001), 1965-1977 (Kotler &

Keller, 2005), etc. Groups of this generation are also identified as 'Gen Xers' and 'Latchkey Kids' (Beutell, 2013).

This generational group has been raised by either the working parents or the divorced parents, leaving them independent at an early age (Singh, 2016). Some factors impacting their childhood included poor social relations and shifting circumstances. Gen X were behaviourally challenged children mainly due to the lack of availability of parents (be it due to other commitments or estrangement) once they returned home from school (Butler, 2018). New developments and situations enabled them to be somewhat flexible, as opposed to Boomers (Irwin, 2014). The crucial events associated with this century include the AIDS epidemic in the late 1970s, the failure of NASA's space shuttle Challenger (OV-99) a few seconds after its onset, the Vietnam War, and numerous economic meltdown experienced by the Americans (Gong et al., 2018; Rudolph et al., 2018). Being self-sufficient at an early young age, they were resourceful and practical regardless of any possible challenges and barriers (Leavitt, 2014).

It is the first generation that has developed experiences with computers, cell phones, and other ground breaking developments in the electronics industry (Butcher, Phau, & Shimul, 2017). The key change in this cohort population from the parents was the need for a possibly the best work-life balance, whilst the Boomer parents were much more prone to workaholism (Watts, 2018). Palicka (2016) considered cohort members of this generation to be more innovative and creative, more family-oriented than career-oriented. They tend to infer conclusions on the basis of data and statistics on the task, while choosing to spend quality time after work (McLeod, 2018).

Hayes, Parks, McNeilly, & Johnson (2018) observed that the gen X made strong employees who were usually a bit wary about leadership, disregarded the work laws, and deemed uncompromising regarding their stand. The employee's value praise and recognition more than the successors and rewards earned upon performance have a direct positive effect on their confidence and motivation (Hayes et al., 2018). This cohort puts high importance on individual interests and competence (Watts, 2018).

- **Generation Y**

Gen Y (Millennials, Next Generation or Echo-Boomers) refer to individuals born between 1980 and 2000 (De Cooman & Dries, 2012; Arora & Dhole, 2019). The word 'Gen Y' reported in the

literature for the very first instance in 1992 to characterise the specific behaviour of the youth of the time, who had distinct mentalities from their predecessors (Howe & Strauss, 1991). Most of the participants of this generation are the offspring of the baby boomers (Jalil, Achan, Mojolou, & Rozaimie, 2018). Overall, these people can be categorised as young ambitious, clever, hasty, and those who do not perceive work to be the only motivation to stay alive (Armour, 2005).

Millennial are between the ages of 18 and 38 years in 2018, which is why they are important participants in their respective economies, not only by occupying the positions generated in increasingly rising competitive economies, but also by filling the work gap due to the retirement of Baby Boomers. The attitude to reality is determined primarily by the success of affectionate leaders, economic advancements, technological innovations and global patterns, but their behavioural dimensions may have been very different from those of other members of this generation from other regional regions/societies (Jalil et al., 2018). Since Gen Y-ers varies dramatically from members of previous generations on a variety of subjects, such as the vulnerability to the technical commodity of being born in the technological age, the independence of thought given by effortless accessibility to knowledge and learning existence is formed in coordination with high standards (Statnické, 2016).

Looking at recent study findings from a variety of scholars, it is typical to see that Gen Y is seen as autonomous, optimistic, diverse, supportive and self. This latest and youthful generation that grew up with electronics, computers, smart phones and social Media. They continually look back on the connection between oneself, work and life.

Gen Y claims they can do anything, they're meant to be 'high maintenance, high risk and high performance.' (Jalil et al., 2018) believe that Gen Y is transformative because they have grown up in two diverse environments than their parents and surrounded by new technology and a consumer culture. Gen Y is doing it better because of the new education system that has introduced a surge of revolution to their lives. Gen Y are tech savvy, flexible and multi tasker by nature, their capability of doing various tasks simultaneously is very well established, but often it doesn't increase the efficiency in the way they do things. The Y-ers were formed as a generation who are entrepreneurs, keen, distinctive; results oriented, may have a huge self-image and highly confident; wanting and demanding the whole thing in an instantaneous moment; did not wish for to have to pay a price and do not like official procedures and formality (Yüzbaşıoğlu, 2012).

In particular, the keen and tightly-knit relationship between Y-ers and the Internet has expanded their interactions with individuals of different ethnic and cultural backgrounds and communities, and Y-ers have shifted to a diversity oriented cultural stage than previous generations (Toruntay, 2011). Gen Y is highly team-focused and finds purpose in task and ability to improve. They can easily buy new innovative ideas, whilst modern technology is becoming more available, they will enter the national economy at a rapid rate. Gen Y participants will exchange ideas that even they feel awkward about, despite any fear of consequences; they are a generation that seems to have a strong self-confidence (Sakdiyakorn & Wattanacharoensil, 2018). Cennamo and Gardner (2008) noted that this situation is related to the undue indulgence of Gen Y to independence. These self-confident habits and over-confident behaviour towards the independence of Gen Y often inevitably lead to allegations of certain undesirable personality characteristics, such as narcissism, on the part of the generation (Deal, Altman, & Rogelberg, 2010).

Eisner (2005) depicted that Gen Y have a good sense of ethics, optimistic, ready to fight for democracy, sociability, and possess a strong affinity towards home and family traditions. Despite working during high school even while living with parents in a technologically linked and expanding global environment, Gen Y are by far the most technologically savvy, skilled, and culturally diverse generation in the history and seem to own more disposable income. Gen Y is optimistic, friendly, intelligent, enthusiastic and compassionate to their parents and grandparents.

- **Generation Z**

The generation latest to be recognised, Gen Z, has recently joined the corporate world and was born after 1997 is known as the mobile generation (Agarwal & Vaghela, 2018). Gen Z has a loosely specified initiation date – some researchers claim that this generation starts in 1993, others suggest around 1996, several argue in 1982 and 1986, and yet all accept that this generation has its presence (Djiwandono, 2017; Pitts, 2017; Sulaiman & Al-Muscatti, 2017; Tucker, 2006). For this vaguely understood start time, Gen Z has plenty of other features and characteristics as Gen Y. Recent developments, such as being eyewitness accounts to schoolyard crime, the Oklahoma attack, and a large-scale terror incident on the 9/11/01 tragedy (Pitts, 2017) They have been growing up with the internet as a strong world perspective, and along with the www website, mp3 music, SMS, phones, personal devices, video streaming and YouTube, tablets and IPADs, and media (Scott, 2019).

Gen Z are self-assured, content, suited for teamwork, enjoy social welfare programs, and are more socially involved than prior generations (www.psychologyfoundation.org). This generation sustain a lifestyle entangled with new tech given the fact that they had been born in such a fully modern age. The children of this group are also addressed to as "Internet Generation", "Generation I," or "iGen." This other term about them is the age of "Instant Online" (Duernecker & Vega-Redondo, 2018). In response, Howe and Strauss (1991) described the generation as the New Silent Generation because they would suffer intense individualism and loneliness.

Gen Z members primarily are in their youth, but they make a huge effect well ahead of their age as a consequence of social, financial, societal, and technological changes that have occurred albeit their early age. As a result of these properties, it is expected that they will dramatically alter the advertisement and usage habits that already become generated by preceding generations and will form the direction of the customer identity (Vizmirlioglu, 2008).

2.5.1 Obstacles in Generational Research

Despite the instinctively promising method for social transformation, issue of generations in studies has been lurking for decades (Mannheim, 1970). Studies on generational variations were mostly influenced by the identification problem and the causal relationship among age, time, and generation - leading to factors fundamentally interconnected (Koeber & Oberwittler, 2019). The association among age, time, and generation makes it impossible to separate the influence of a solo component, i.e., generation. The influence of age is a variant, owing to physiological maturity, evolution across phases of development, and consolidation of expertise. The cyclic influence is a change attributed to past activities that happen at a particular time point (e.g., technological progress & war). The generational outcome is a distinction due to the collective experience of the similar aged group of individuals within the same time frame. To distinguish the outcome of the generation or using the variable of age and time as a control group would need specific research design and sampling technique (Pyöriä, Ojala, Saari, & Järvinen, 2017).

Two analysis designs were included in the experiments examined to explore variations between generations: cross-sectional designs and cross-temporal meta-analysis. The Cross-sectional models are compared by many generations in a study of one span of time, in response to output age and generating value (Kerr, Lui, & Ye, 2018). In other words, while the influence of time is generally unchanged, it also confuses the influences of age and generation; whereby the observed

impact can be attributed to age or generation. Cross-temporal meta-analysis designs, in which people of given age may be compared separately in various ages, result in the influence of period/generation. This method causes uncertainty because the effects detected are unrelated to age, generation or time. Thus, scholars need to be careful while evaluating generation effects that are not regulated by all age in Experimental Studies.

A coordinated attempt was established to act as control for age and time, mainly in the developmental psychology and sociology, by means of the model called age-period-cohort or APC (e.g. Starr & Marsh, 2016). Yet, the identification problem has to appear in as the assessment of the distinctive regression coefficients because of the factors of age; period and generation have an ideal linear dependency with these three factors having the same length as stated by Ryan-Ibarra et al. (2016). If data on age and period are available, the generation can be identified, i.e., one's age of 30 years in 2010 reflects the 1980 generation.

Another explanation to the identification problem is to employ a model known as hierarchical age period-cohort (HAPC) that employs recurring cross-sectional entity level statistics. This approach leads to a concise model of generations of any tenure. Say, if a model of generations of a span of 20 years (1961-1981) is taken, the generation does not hold a perfect linear alteration of the age and period, thus resolving the problem in identification (Ryan-Ibarra, 2016). Though the question then is the way individuals are grouped into generations; if generation theorists have theorised more than 1 year speculated that helps to address these concerns, these scholars have acknowledged even that a generation's borders can be ambiguous (Howe & Strauss, 1991).

2.5.2 Design Issues in Generational Research

This is acknowledged that the generational cohorts get influenced by the societies and cultures that they evolve in. the meaning of different generations means the “birth cohorts.” Through common memories of historical characteristics that define people, birth cohorts are proposed to affect an individual. The "Good Warrior" generation was formed by WWII, for instance, whereas the millennial generation is distinguished by the advent of new cellular and internet technology. It is necessary to understand the cultural specificity of the cohorts of birth. The cohorts discussed by researchers such as Birkland (2010) and others in their studies that may be based in the US; however they might have certain similarities with those studies that may share some of the similar cultural happenings.

Most demographic studies centred on younger generations (particularly prominently Gen Y, e.g. Djamasbi, Shojaeizadeh, Chen, & Rochford (2016); and Jabeen, Ali, & Ganaie, 2018) or, in some instances, on contrasting Millennials with other past generations (e.g. Kumar & Lim, 2008). Very few studies have dealt with the experience of older people with technology in depth, like the Silent Generation, the Lucky Few, or the Good Warriors (Carlson, 2009). Much of the analysis concerning participants of older cohorts centred on analysing older adults over the age of 65 using age-based filters, instead of addressing cultural or cohort problems that have influenced their understanding of technology (e.g. Castellacci & Tveito, 2018; and Navabi, Ghaffari, & Jannat-Alipoor, 2016). It is fair to assume that older adults are similarly influenced by variations in the perspective of their individual generation, just as there are differences at either end of the continuum of cohorts (Fozard & Wahl, 2012).

2.6 HR Practices and Job Satisfaction

Most of the job satisfaction related research revolves around two different types of variables in terms of their scope (Nabi, Syduzzaman, & Munir, 2016). First, individual characteristics including but not limited to age, race, gender and educational level, have been studied most often in relation with job satisfaction. For example, the study of Demirkol and Nalla (2018) explain a significant effect on age whereas Lee, Robertson, and Kim (2020) clarify age and race associated effect to job satisfaction. In the second place, work environment has been explored as the primary determinant of job satisfaction, as supported by Bexheti and Bexheti (2016). For example, Demirkol and Nalla (2018) employ five dimensions of the work environment; skill variety, task identity, task significant, autonomy, and feedback.

Javed et al. (2019) discussed that Job satisfaction research focuses on certain variables that are perceived to be linked to workplace satisfaction level and explores the impact of HR activities on job satisfaction. Earlier studies have shown that HR activities are the key predictor of job satisfaction at work in fields such as management, marketing and organisational behaviour (Riasat, Aslam, & Nisar, 2016). Tizikara and Mugizi (2017) have discovered that HR activities are by far the most significant part of working conditions that impact teachers' job satisfaction.

In every corporation or business, HRM activities serve as a mediator between the company's HRM plans and the outcomes of HRM. There are countless HR activities that can impact the efficiency of the employees. Around eight HR activities and their relationship with work

satisfaction have been examined by Shah and Khan (2019). Recruitment, hiring, selection and onboarding practices, appointment practices, training and development practices, salary, compensation and benefit practices, assessment and evaluation practices for employee results, job and career advancement practices, empowerment and social security or pension are these HR practices. Huselid (1995) studied eleven strategies: workers recruitment, performance appraisal, bonus incentives, job design, task empowerment, information sharing, behaviour evaluation, participation in labour management, recruitment efforts, worker planning and promotion criteria. Javed and fellow researchers (2019) analysed the relationship between four HR practices, classified as Promotion Practices, Compensation Practices, Empowerment Practices and Performance Appraisal Practices, and the work satisfaction of university teachers. Initial research confirms that incentive compensation approaches have become a way to boost staff overall efficiency (Ichniowski et al., 1997). Bouras and Gallali (2017) examined the link between pay practices and work satisfaction and found a positive relationship between them. Shah and Khan (2019) have noticed a supportive connection between work satisfaction and compensation policies, promotion practices and perceived performance of employees. Empowerment is one of the HR activities that impact job satisfaction as every employee cannot be driven by financial rewards. Many individuals are focused in leadership and self-actualisation, not giving any priority to financial benefits, but wanting more self-respect (Javed et al., 2019).

Sheppeck and Militello (2000) have grouped HRM techniques into four groups: job skills and job policies, a favourable climate, success evaluation and encouragement, and business credibility of the company by which Katou (2017) divided them into three categories: innovation segregated, quality oriented and cost cutback. Even so, there are several concepts in prior HRM strategy studies, but all techniques aim to accomplish the same organisational objective via HRM practice. McClean and Collins (2019) discuss the different viewpoints of HRM as a philosophy of health or incorporation. Focused on Katou's (2017) research, different forms of HRM could be categorised as two aspects; as external and fit and as the internal fit. Quite few empirical studies have tried to investigate that fit is much more suitable. The findings of Pavlov, Mura, Franco-Santos, & Bourne (2017), which analyse the external fit, indicate a more precise fit between HRM activities of high performance as well as quality technique. Delery and Gupta (2016) also claimed that successful management of human capital may be the key factor in a company's performance. HRM activities on business performance, such as learning and growth,

collaboration, remuneration, HRM, output management and employee protection, as endorsed by Lee and Lee (2007), support enhance the business performance of businesses, including the efficiency of workers, product value and service of the organisation.

Shriedeh (2019) theoretically studied six HR activities (realistic work, job analysis knowledge, career growth, family work balance, supervisor support, & compensation) and their possible effect on executive marketing turnover. Two components of HR activities, training and IT were found along the same line by Singh and Kassa (2016), with a direct effect on organisational performance. Furthermore Zaini, Nilufar and Shah (2009) found that four HRM activities have a significant and substantial influence on business performance (HR preparation, training and growth, team - working, performance assessment). Three HR factors were defined by Mudor and Tooksoon (2011); supervision, work training and pay practices were the most significant factors for employee satisfaction and turnover.

2.6.1 Job Satisfaction as a Measure of HR Effectiveness

The focus of HRM researchers has been tilted to explore the link between effectiveness of HRM systems and anticipated institutional outcomes since mid-1990s (Huselid, 1995; Whitfield, 2019). The literature defines the concept of HR effectiveness as the magnitude of achieving the organisational objectives (Koontz & Weihrich, 2010; Rimi, 2015). In business context, HR effectiveness is usually discussed in terms of the performance or success of the employees, engaged with that business, in light of the fulfilment of desired objectives and organisational goals (Shakil, Hassan, & Qureshi, 2019). As employees are the integral contributors in the success of organisations (Beheshtifar, Borhani, & Moghadam, 2012), their level of job satisfaction is positively correlated with organisations' accomplishments. Jamrog and Overholt (2004) categorise employee satisfaction as one of the most prominent performance measures for demonstrating HR effectiveness. Teo, Liang, Zhu, and Tang (2006) found while testing a strategic HRM model in the Chinese IT industry that effectiveness of HR practices is directly associated with organisational performance and job satisfaction.

Strategic HR practices, particularly related to recruitment & selection, compensation & benefits, training & development, and performance management, are found positively associated with job satisfaction of employees (Sareen, 2018). HR practices pertaining to Training & Development functions help employees become more efficient by polishing their skillsets, and these efficient

employees feel increasingly satisfied when contribute in the success of the organisation by utilising these acquired skills (Nagaraju & Archana, 2015). As quality and quantity of employees' job output considered to be a derivative of standard of professional life; attitude of employees is therefore, inversely proportional to their respective job satisfaction and comfortable working environment. Similarly, performance management practices implemented in an organisation serve as a yardstick to measure individuals' contribution in organisational success; hence properly implemented performance appraisal system significantly boosts the job satisfaction of employees being appraised in an organisation (Mullins, 2002).

HR Practices are found among the strongest influencers of job satisfaction at workplace in many disciplines of social sciences (Riasat et al., 2016). Shah and Khan (2019) explored the relationship of eight HR practices with job satisfaction; namely recruitment & selection, training & development, placement, compensation & benefits, performance evaluation, authority, promotion, and post-retirement benefits. Huselid (1995) explored job design, information sharing and attitude assessment on top of above mentioned eight HR practices (11 in totals) in order to measure the impact these practices would have created on employees' job performance. These evidences encouraged the researcher to consider Job Satisfaction in this study as a proxy of effectiveness of implemented HR practices in IT industry of Pakistan.

2.7 HR Practices and Generational Theory

Workplaces are getting more dynamic with the advancement of technology and the economic systems. Defining job principles in today's world is not that easy and involves awareness of the global marketplace, the effect of PEST variables and the indigenous cultural norms, as well as the critical activities of employment (Rani & Samuel, 2016). Notwithstanding a number of interpretations; Allan, Owens, Sterling, England, and Duffy (2019) observed that work values in occupational psychology discourse are most commonly defined as positive supplements of job satisfaction. In addition, fit among both the employee principles and the strengthening of such beliefs at the workplace forecasts longevity, and the desire to continue at work (Srivastava, Pant, & Agrawal, 2018), and job satisfaction up to 8 years afterwards (Bizot & Goldman, 1993).

Members of each generational cohort acquire generation-specific shared identities or 'generational imprinting' based upon their determinative experiences during the age bracket from 16 years till 25 years (Parry & Urwin, 2017). These formative experiences gained during

the early life set predictable responses under specific circumstances for group of people representing each generational regiment. Organisations get challenged when implemented employment practices aligned with interests of one generational group clash with the shared preferences of some other cohort joining the same organisation. These inter-generational conflicts in an organisation usually affect trust, harmony, job satisfaction and work environment (Zopiatis, Krambia-Kapardis, & Varnavas, 2012). As managing and cultivating the human capital of any human-intensive and service-oriented industry is one of critical challenges being faced by the HR strategists, plenty of studies have been conducted to explore ways and means to manage multi-generational workforce at a same place (Law, Leung, & Cheung, 2012).

Research directly examining job values across generations has indicated that there are certain variations throughout generations (Parry & Urwin, 2017). Research by Cennamo and Gardner (2008) has indicated that Baby Boomers put fewer emphases on rank than Gen X or Y employees. Gen Y employees have also given additional attention to liberty at work. It was stated by Rani and Samuel (2016) that Gen X staff appreciated promotions more than the Baby Boomers did. Real, Mitnick, and Maloney (2010) reported that Gen Y professional tradesmen put greater emphasis on the social and inherent values than Baby Boomer workers did. Lyons, Duxbury, and Higgins (2005) observed generational variations in four out of the five job principles under analysis. Trujillo (2020) explored varying generational relationship definitions among Baby Boomers and Millennials, and further examined the impact of different conceptualisation on the workforce.

Varying attitude and behaviour of different generational cohorts urge the researchers to explore the feasible HR strategies to handle multigenerational workforce in order to achieve organisational success. For instance, Clark (2017); DelCampo et al. (2017); and Iden (2016) explored strategies to manage the multiple generations in the workplace. Sakdiyakorn and Wattanacharoensil (2018) systematically reviewed the generational diversity in hospitality industry. Johnson (2017) made an attempt to explain the generational difference among multi-generational workforce so that the decision-makers can take appropriate measures for aligning organisational goals. Shepard (2020) examined generational differences in work values between various cadres of employment. Goessling (2017) explored the mechanism for attracting and retaining employees from three different generations (i.e. Gen X, Y, & Z).

Although there are researchers who didn't buy the idea of generational differences (e.g. Cennamo & Gardner, 2008; Lyons et al., 2005; Perry Jr., 2016), the enriched literature on generational diversity in the workplaces demands review of HR policies through generational lenses.

2.7.1 Generations Specific Preferences in Recruitment & Selection Attributes

Over the period of time, the strategies adopted by the organisations to attract prospective candidates have changed and evolved to ensure targeting the best resource pool to fill in the vacancies. During this evolution process of recruitment techniques, organisations tend to showcase their attributes fascinating the prospective candidates. Every generation varies in terms of its experiences, attitudes, and workplace behaviours. For instance, Gen X grew up before emergence of mobile phone technology whereas Millennial tasted the flavour of such gadgets in their upbringing so members of both generations have different perception about these hand-held gadgets (Narag, Sambrano, Gonayon, & Ramos, 2018). On the other hand, Gen Y is found to work with high-tech gadgets (Howe & Strauss, 2007) but Gen Z is found even more dependent on such devices than Millennials (Williams, 2015). The level of engagement of such gadgets in performing the job should be elaborated according to its perceived importance for the targeted generation in recruitment initiatives.

Lasierra (2020) emphasised that Gen X care more about quality of life than Boomers. Traditionalists are famous for their loyal, high professional ethics and preferring organisational interest over personal benefits (Macon & Artley, 2009). Baby Boomers depicted the tendency to spend their whole servable life with one employer (Elsdon & Lyer, 1999) as opposed to Gen X who portrayed comparatively lower organisational loyalty (Herman, Olivo, & Gioia, 2003). Gen X is the first cohort who recognised the importance of work life balance in their careers, with the view that physical presence with family is equally important as of fulfilling the family needs. The Millennials took it a step further and strive for personalised career paths with rapid job switching to strengthen their family life (Macon & Artley, 2009). Although Gen Z is yet to jump into the job market, they are assumed to be intelligent, quick decision-makers, more tech-savvy and adoptable to diversified workforce as compared to the previous generations (Tapscott, 2009). In quest of positioning the employer branding, the synthesis of above mentioned literature

suggest that organisations have to explicitly expose relevant generation-specific attributes to potential candidates in order to catch their attention.

It has been observed that level of commitment is getting decreased with arrival of each next generation (Twenge et al., 2010); Traditionalists are famous being the most committed employees whereas Gen Z are known as most prone to job switch. Whilst Gen Y have higher tendency to switch jobs rapidly too, they are also found inclined towards significant responsibilities in a challenging environment, having open and supportive management, with clear directions and provision of creative thinking (Arora & Dhole, 2019; Martin, 2005). This diminishing commitment in youngsters warns the policymakers to take appropriate actions for ensuring business continuity and availability of next tier of leadership. It could only be possible by tying these young professionals with lucrative incentives and exceptional career development path, otherwise retention will remain a critical problem for these organisations. Strategically adopted recruitment strategies for multigenerational jobseekers can also help in retaining the talent later on.

Reis and Braga (2016) found in their comparative study of employer attractiveness for different generations that development opportunities topped with a handsome compensation package would appeal to Gen X; whereas creative work environment and culture of supportive working relations with colleagues will be a value addition of them as well. In the same study, Reis and Braga suggested to publicize reward packages, development opportunities and attributes of flourishing workplace in recruitment drives for enticing Gen Y jobseekers. On the other hand, Gen Z is found inclined towards employment opportunities having international traveling prospect so that their hope of being global citizen remain intact (Puiu, 2017). Organisations having supportive culture and policy structure for a particular generation can only capitalise the presence of such employment attributes if the prospective candidates would know about them. This emphasises the importance of generation-specific Recruitment & Selection practices for acquiring the top talent from a particular generational cohort.

Considering the presence of four generations in the workforce at present, organisations can't develop their recruitment processes on one-size-fits-all basis. Rather, the HR departments are challenged these days with the presence of multigenerational candidates for whom they have to come up with multiple strategies to garner their interests in the available vacant positions.

Recruitment personnel must have to come up with generation-specific different recruitment plans to target potential candidates from various generations, as per their perception and preferences about employers of choice, to effectively fulfil the manpower needs of the organisations (Bosco & Harvey, 2013). These generational differences are further briefed in Section 3.7.2.1 of this thesis in support of instrument development.

2.7.2 Generations Specific Preferences in Compensation & Benefit Attributes

Members of different generations have diverse preferences for job related compensation and benefits. For example, employees pertaining to Baby Boomers and the Silent Generation are found inclined towards health insurance packages and strong retirement plans as compensation of their services, Gen X are found interested in a healthy work-life balance and attractive retirement savings and investment plans, Millennials prefer financial flexibility, whereas Gen Z are striving for flexibility on top of customised financial packages (e.g. base salary and incentives), paid time off, reimbursements, provision of serving remotely, and flexible job timings (Wesselkamper, 2019). In the current highly-competitive job market, organisations have no choice other than revising their Compensation & Benefits structures in order to grab attention of potential job candidates.

As discussed in the previous section, organisational loyalty is diminishing from older generations to newer ones but Lutz (2018) found Gen Z intended to stay longer with the organisations who have are known for assisting employees in attaining financial success. By comparing the traits exhibited by various generations, it is established that Baby Boomers value the achievement and community servicing compared to Gen X who give more importance to benefits and flexible working hours, and Gen Y who deprive for more flexible work schedule to maintain healthy work-family balance (Hechl, 2017). Gen Z prefers working remotely with the provision of completing the tasks by blending their passion in the work practices (Graczyk-Kucharska & Erickson, 2020). Similarly, Reis and Braga (2016) observed significant deviation in preferences for market competitive salaries, job security, overall compensation packages and promotion opportunities in inter-generational comparisons of participants from Baby Boomers, Gen X and Gen Y.

These varying compensation expectations from different generational cohorts suggest a way forward for organisations to offer employees the liberty to pick the rewards and benefits of their

own choice. The Millennials may go for housing support to fulfil their family's' needs whereas youngster from Gen Z might opt loan adjustment assistance to settle his academic expenses. Rewards and compensation are the most critical elements of employment contract, hence whilst reconsidering the Compensation & Benefits structure of the organisation, the reward packages must be evolved to not only make the packages competitive for attracting the external talent from a specific generation, but to safeguard the interests of existing manpower and to support them in moving ahead in their anticipated life journey (Levanat & O'Neill, 2019). Further discussion on generation specific Compensation & Benefit attributes is appended in Section 3.7.2.2 of this thesis.

2.7.3 Generations Specific Preferences in Training & Development Attributes

Generations are evolving over the period of time, so are the training technologies to cope with these developments. Training practices are not only significant contributor for employees in earning higher rewards and job security (Acton & Golden, 2003); organisations are equally beneficial for filling the skill gaps and managing technology transfer (ASTD & Masie, 2001). The varying attributes, personality traits and career preferences of professionals belonging to different generational groups demand the organisations to develop a comprehensive Training & Development model, suitable for multigenerational workforce.

Tolbize (2008) expressed that Baby Boomers prefer to learn soft skills through discussion groups, Gen X prefer one-on-one coaching, whereas Millennials prefer peer interaction. Excessive use of technology in training programs can enhance the efficacy of learning initiatives designed for Gen X and same results can be obtained by extended provisioning of personal interaction for Baby Boomers (Perry Jr., 2016). In a Schwartz Values Survey conducted to explore generational differences, Gen X and Millennials are found more concerned about self-enhancement as compared to Baby Boomers and Veterans (Lyons, Duxbury, & Higgins, 2007). In contrast, members of Gen Z are more dependent on employer's Training & Development programs as they are assumed to be lacking in required job-specific skills (Deloitte, 2017). A qualitative study based upon repertory grid interviews of university students revealed that Gen Y's job acceptance decisions are associated positively with the organisations offering comprehensive training and career development opportunities (Terjesen, Vinnicombe, & Freeman, 2007). In quest of being competitive in a tough job market, Gen Z prefers detailed on-

job training programs, somewhat in the form of mentorship as they are found substantially influenced by the industry experts (Goh & Lee, 2018). If managed well, these generational differences can be converted into opportunities for both the stockholders in any business entity (Lancaster & Stillman, 2003).

Acknowledging the critical role Training & Development can play in organisational success, companies are now structuring their training plans not just to meet the minimum requirements of skills to perform current tasks, but they are focusing on utilising full potential of their resources to gain competitive advantage (Twenge et al., 2010). Section 3.7.2.3 can be referred for further details.

2.7.4 Generations Specific Preferences in Performance Management Attributes

Around a couple of decades earlier, performance management literature came to a point where the "best-practice" and "universal" performance results were well established but their authenticity was often challenged (e.g. Knies, Boselie, Gould-Williams, & Vandenabeele, 2017). Hence, another major dimension of performance management literature was initiated, introducing structures of HR practices that would create synergistic impact on the organisational performance (Shin & Konrad, 2017). Business entities can turn the game in their favour by exploring and recognising the generational differences and coming up with an inclusive policies structure in which every resource can flourish and contribute for the common goals (Mikitka, 2009). Understanding generational differences can also be considered as a tool by supervisors to improve subordinates' efficiency, effectiveness and to transform them in good corporate citizens (Chekwa et al., 2017).

The review of generation-specific literature on Performance Management practices reveals that expectations of employees belonging to various generations vary from each other. For example, the members of Gen Z admire a Performance Management system with a provision to let them induce their innovation and creativity in job performance (Half, 2015) whereas Gen Y is found more interested in promotion, career advancement (Wyman, 2016), and job content (Lub et al., 2016) as compared to predecessor generations. Gen X also exhibited their strong desire for rapid promotion while Baby Boomers demonstrated their responsiveness to job with 'job-first' attitude (Smola & Sutton, 2002). Extrinsic rewards are tightly coupled with performance management systems as employees' wages, promotions, rewards and career paths are all dependent on

outcomes of performance appraisals. Varying expectations related to rewards will directly impact the structure of performance management. Baby Boomers were blatantly materialistic and career-focused (Ferguson, 2016), Gen X had interest in extrinsic rewards for the sake of survival in the times of diminishing social protection and high inflation rates (Twenge et al., 2010), Gen Y has more fascination with interesting work than the financial rewards (Lancaster & Stillman, 2003), and Gen Z has higher interest in other work attributes, such as fun and fulfilling job, aligned personal interests and international traveling opportunities than extrinsic rewards (Goh & Lee, 2018). Wong et al. (2008) observed stronger desire for sense of achievement, career orientation and challenging targets in Gen X and Millennial workers as compared to Baby Boomers. As far as ownership of job is concerned, Baby Boomers believe that success can only be achieved through hard work and sacrifice (Patterson & Pegg, 2009), Gen X considers work-family balance is equally important (Burke, 2004), Gen Y takes even less job ownership, but Gen Z put much effort in the job in quest of moving ahead on career path (Hampton & Keys, 2017). Twenge (2010) observed higher job satisfaction with job recognition, career development opportunities and job security in Millennials than Gen X workers.

Understanding the preferred work values of these generations helps organisations adopt effective appreciation mechanisms to elevate their moral and boost their motivation levels for better productivity. Above mentioned varying trends in performance management related attributes warrant restructuring of traditional appraisal practices. Section 3.7.2.4 presents further details.

2.7.5 Generation-Specific Preferences in Organisational Behaviour Attributes

The literature is enriched with varying preferences about Organisational Behaviour work attributes among employees of different generations. For example, Gursoy et al. (2008) found Baby Boomers respecting hierarchy and authority at workplace in contrast to Gen X who seek independence at work with flexibility in work hours; Noble, Haytko, and Phillips (2009) found Millennials encouraged to take decisions and groomed to question authority, whereas Tulgan (2013) observed Gen Z respecting the authority of those managers who have the ability to develop good terms with their subordinates. As far as retention intentions are concerned, Baby Boomers demonstrated strongest retention intentions with strong preference for job over family/self, and even spent whole of their careers with a single employer (Davis, Pawlowski, & Houston, 2006), Gen X exhibited some inclination towards work-family balance and intended

career moves to serve their families better (Burke, 2004), Gen Y is found more prone to job switching with the intentions to enjoy other aspects of personal life (Wyman, 2016), and Gen Z workforce is expected to be loyal if provided with opportunities to grow, to learn new skills, and to achieve higher position in the corporate hierarchy (Adecco, 2015). As far as technology adoption is concerned in routine work life, Baby Boomers are resilient to learn new things and technology adoption (Gursoy et al., 2008), Gen X are technologically savvy and have less resistance to use technology in work routines (Burke, 2004), Millennials take technology for granted being grown up with it (Parry & Urwin, 2017) and Gen Z is familiar with use of technology that they do not need any assistance in this regard at workplace (Goh & Lee, 2018).

In some circumstances, the apparent difference between multigenerational workforces on some specific attributes is not much significant but the rationales behind intentions are much different and invite the attentions of policymakers for better understanding. For instance, Gen Z need job security to assure their future in highly competitive job market (Wood, 2013), Gen Y ranks job security a bit low but feel confidence at work when granted job security. As this generation has great influence of their parents' efforts in nurturing and structuring their lives so they seek support from their families as well in tough circumstances (Gursoy, Chi, & Karadag, 2013). In contrast, Gen X exhibit more interest in job security as compared to Millennials and Boomers in quest of addressing uncertainties developed in their minds during brought up due to recessionary periods (Parry & Urwin, 2017). Gen X desires work flexibility as they think physical presence with family is mandatory for taking care of them (Tulgan, 2004), Gen Y want a higher level of flexibility and telecommuting which can enable them to work part-time or even take time-off temporarily for parenting, traveling or spending time with friends (Twenge et al., 2010), whereas Gen Z appreciate flexibility at work but equally favour corporate offices and face-to-face interaction (Schawbel, 2016). Bureaucratic structure of an organisation might be the biggest hindrance in offering workplace flexibility, therefore organisational structures need to be re-visited for accommodating multigenerational employees. Teske (2006) confirmed significant generational variations in demand for unlearning bureaucratic skills in Queensland Public Service. See Section 3.7.2.5 for further details.

2.7.6 Generations Specific Preferences in Employee Relations Attributes

As it is an established fact that personalities and employment related attributes do differ in members of different generations, dedicated efforts are required to establish and maintain healthy relationship between employees and the organisations. Apart from top management and HR department, line managers are the critical custodians of this HR function (Townsend & Loudoun, 2015). All generations seek different set of characteristics in their supervisors to be eligible as effective managers. For example Baby Boomers are known for obeying the hierarchical structures (Gursoy et al., 2008), Gen X demonstrated the tendency to shatter the status quo, challenged the hierarchical relationship, and this generation believes that managers have to 'earn' the respect rather than claim it for granted (Tulgan, 2004). Millennials have their own style of working and they prefer to perform their tasks independently; their self-confidence urges them to challenge the authority of their supervisors where they feel sceptical with them (Noble et al., 2009). Gen Z, on the other hand, appreciate honesty and integrity of their line managers (Deloitte, 2017), and can only gel with supervisors having ability to establish good working relationships with the teammates (Tulgan, 2013).

A cross-sectional study conducted on more than 20,000 American and Canadian workers revealed that Gen X to some extent, and Gen Y to a significant extent appreciate the individualistic attitude in their managers, whereas older generations tend to prefer consensual leadership style in their supervisors (Sessa, Kabacoff, Deal, & Brown, 2007; Twenge, 2010). Gen X desires to work in teams, so they feel better with a manager who can keep them competitive by providing opportunities to learn new skills, who can extend autonomy and flexibility in routine tasks, and who can share feedback on short intervals instead of waiting for annual appraisals (Tulgan, 2004). An in-depth focus group study concluded that each generation has different appetite for performance feedback; Baby Boomers like to be appraised annually whereas Gen X want frequent feedback topped with short-term rewards (Gursoy et al., 2008).

Considering the inclination of Gen Z for interacting in virtual environments and the difficulties they face in communication due to excessive use of abbreviations and jargons, Adecco (2015) found this generation persuading to work independently instead of getting engaged in teamwork. Stepping ahead, Goh and Lee (2018) found this generation worried about interacting with people, health and safety measures at workplace, and perceived pressure to perform in

challenging environment. Hampton and Keys (2017) found Gen Z admiring a manager who can utilise their self-confidence in task completion, a coach at work who can boost the team spirit, a guardian who can assure a bright future, an administrator who can turn workplace into fun place, and a leader who can give them independence instead of dictation on daily tasks.

As multi-generational workforce is becoming a new normal, it is becoming crucial for line managers to not only understand the differences between generations but also to master the skills of managing this diversified workforce. These skillsets will enable the supervisors to convert the threats of workplace conflicts and performance dips into the opportunities for collaboration, innovation and business excellence.

2.7.7 Generations Specific Preferences in Work Environment Attributes

Understanding the characteristics of various generations and their perceptions about work environment is very critical in current business settings, as these diversified preferences may lead to workplace conflicts and impact organisational commitment (Hagerty & Buelow, 2017). Mitra, Jenkins Jr, and Gupta (1992) argued that if there would be a divergence between employee's work values and organisational norms, there will be a higher probability of significant decline in such job satisfaction resulting in lack of interest in the job through absenteeism and tardiness (Gursoy et al., 2013). Such discrepancies can put significant obstacles on employee's career development path, and can eventually trigger the desires to switch the job (Greenhaus, Hawkins, & Brenner, 1983). In quest of minimising such deviations, many global corporations have already started revamping their work environments to facilitate their multigenerational workforce in terms of work-life balance, mental relaxation, and leisure facilities. An in-house gym facility for employees by SAS; onsite laundry and massage facility by Google; purpose-built vicinities for meditation at eBay; and paid break of five weeks for employees in their first year of employment at KPMG (Levering & Moskowitz, 2008) are instances worth mentioning here.

Twenge et al. (2010) observed a drop in recognition of social values along the generational line; from Baby Boomer employees till millennial workers. However, Arora and Dhole (2019) found endorsement from Gen Y in terms of preferring job supporting personal interests, career progression opportunities, and having supportive culture among colleagues. In comparison of motivational factors among different generations, Wong et al. (2008) found career progression opportunities more supportive for Gen X and Y than Baby Boomers, caring work culture more

supportive for Gen Y than Boomers, and authority as the strongest motivator for Boomers as compared to Millennials and Gen X. Main (1998) also acknowledged that the importance of work related attributes, like work ethics and inter-personal relations, etc., is significantly different for Baby Boomers as compared to Gen X.

Gen X and Y are found less committed to work, more inclined to leisure activities, and demonstrating weaker work ethics as compared to older generations (Twenge, 2010). Increase in individualism, even till the extent of self-admiration, in every coming generation proposed declining preferring trend in Gen X and especially Gen Y for altruistic rewards like helping others and serving communities (Twenge et al., 2008). Contrarily Johnston, Bachman, O'Malley, and Schulenberg (2010) found Millennials more engaged in volunteering during schooling age as compared to any other generation. This confusing trait of Gen Y can be justified by the logic presented by Howe and Strauss (2000), which mapped this anomaly to regulatory move of making volunteering work mandatory for claiming academic degrees. Based upon these conflicting arguments, effectiveness of altruistic rewards like paid time-off for volunteering, and community servicing is questioned for current as well as upcoming generations. Advancement in technology flared up the desire of flexibility at work for all generations having exposure to computers and internet; Gen X expressed its interest in flexible working hours (Gursoy et al., 2008), Gen Y appreciated flexibility in the forms of working part-time, telecommuting, and temporarily time-off for personal priorities (Twenge et al., 2010), and Gen Z like working in virtual environments and travelling abroad to be a global citizen (Puiu, 2017).

Researchers have found significant differences in preferences of different generations for status and independence at workplace (Cennamo & Gardner, 2008). It has been observed that younger generations give more value to status as compared to the older cohorts; Gen Y is found desperate for prestige and status in the jobs (Rani & Samuel, 2016). Gen X is found more willing to embrace change in professional life as compared to Baby Boomers, Veterans, and even Millennials (Lyons et al., 2007). Advancement in the field of technology, particularly the advent of social and professional networking platforms, instant messaging apps and portals, provision of sharing multimedia content, and specially multiplayer online games have introduced new skills and means of collaboration in Gen X and later variants (Kim, Knight, & Crutsinger, 2009).

Research depicts that members of Gen Z cohort have high level of self-confident, concerned about their career progression, and are creative naturally (Adecco, 2015). Walsh and Taylor (2007) claimed that only those jobs inspire Gen X and Y professionals which are challenging in nature, offer growth opportunities & skills enhancement, demand responsibility, and let them contribute in decision making activities. Baby Boomers neither emphasise on social values, nor give importance to fun-filled workplace (Ng, Schweitzer, & Lyons, 2010), Millennials like opportunities of self-enjoyment while performing the job (Arora & Dhole, 2019), and Gen Z takes job serious but don't miss the occasions of workplace happiness (Hampton & Keys, 2017). Gen X exhibited the strongest desire for freedom from supervision, then came the Gen Y with slightly less emphasise on working independently, and Baby Boomers expressed the least importance for such leisure (Twenge et al., 2010). Although Gen Y is known for its multitasking abilities but Gen Z has demonstrated even greater capabilities in this regard, being the most productive and efficient generation (Winkler, Brown, & Finegold, 2019). Gen Z has deep interest in professional networking opportunities and they seem desperate for mentors at work to get professional guidance (Chi & Wang, 2018), whereas Gen X is found more extraverted and friendly (Twenge & Im, 2007). Although Gen Z feels comfortable in collaborating in virtual environments and tends to avoid working in teams, this generation yet prefers to interact in person and have face-to-face interaction for better impact (Schawbel, 2016).

Substantial interest has been established worldwide by researchers for exploring the impact of generational differences on organisational policies at workplace. Notably, multigenerational workforces serving in multicultural environments can offer added advantages to the organisations managing this diversity in innovative way (Roongrerngsuke & Liefvooghe, 2013).

2.8 Proposed Conceptual Model

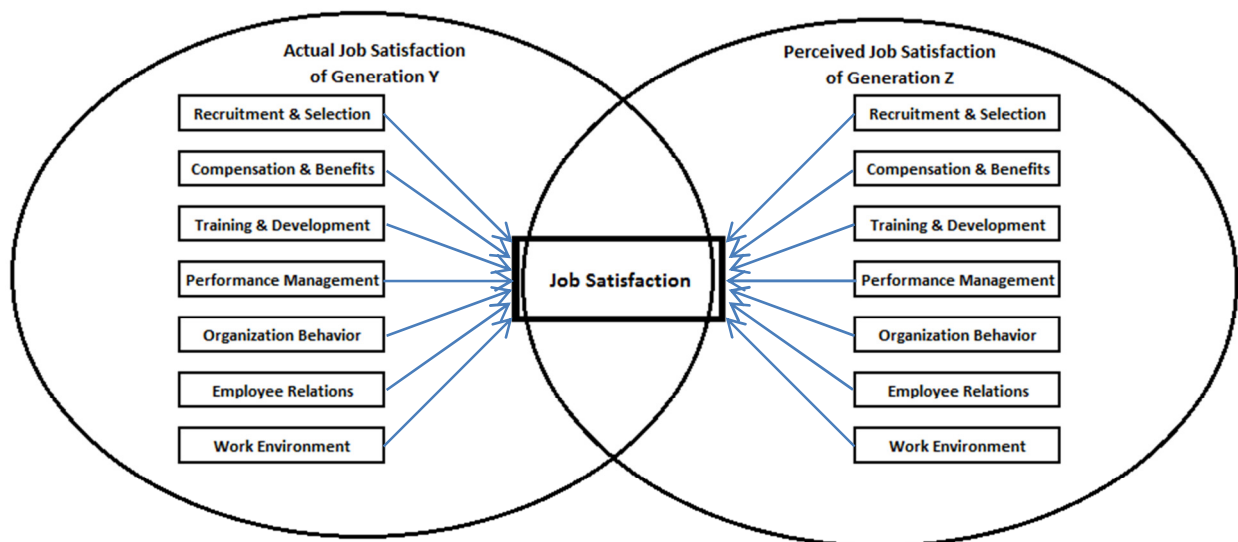
A few theories related to motivation that merge some key concepts in developing a workforce that is motivated and satisfied (Ramlall, 2004). These theories explored the relationships with job satisfaction, on job performance, employee turnover, employee absenteeism and any other counterproductive behaviour (Jex & Britt, 2015). These theories form a framework for the phenomena of employee motivation and employee satisfaction with respect to their jobs. Motivation theories are also a good tool to the organisational development with devising and instilling key approaches to enhance and increase employee retention and on job productivity.

Although most of the theories on human motivation at present are developed by the psychologists, but a lot of them do not explain human behaviour at workplace and employee behaviour at their job, hence these theories become irrelevant in a work atmosphere (Jex & Britt, 2015). However, the theories such as Need-Based, Cognitive Process, Behavioural, Self-Determination, and Job-Based theories can be relevant to this study.

Job satisfaction theories foster the most commonality with theories that define human motivation. Maslow's needs hierarchy theory, Job Characteristics Model, dispositional approach and Herzberg's motivator-hygiene theory are the most relevant theories to this study. With job satisfaction serving as proxy of HR Practices efficacy, the above mentioned theories of motivation and job satisfaction were deployed to build the base of this study.

- Recruitment & Selection -----> Job Satisfaction
- Compensation & Benefits -----> Job Satisfaction
- Training & Development -----> Job Satisfaction
- Performance Management -----> Job Satisfaction
- Organisation Behaviour -----> Job Satisfaction
- Employee Relations -----> Job Satisfaction
- Work Environment -----> Job Satisfaction

Figure 2.1: Proposed Conceptual Model



CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Under the regulations of Higher Education Commission, bachelor degrees in professional disciplines (BS Degrees) are awarded after a formal education of 16 years and Associate Degrees are awarded after a formal education of 14 years. The eldest members of the last recognised generation, Gen Z, are about 24 years old at the time of this study. Considering the educational system deployed in Pakistan, these youngsters are about to complete their professional degrees of BS level or have just completed their degrees and are lining up to join the job market. The Baby Boomer generation comprises of people born from 1946 to 1964. Standing in 2020, the youngest Baby Boomers are about 56 years old. Considering the standard retirement threshold age level of 60 years in Pakistan, a small chunk of Baby Boomers is still part of the active workforce. Gen X (1965 – 1977) and a major employable population of Gen Y (1978 – 1995) are also present in the job market. In coming couple of years, organisations in Pakistani markets will have a blend of four generations in their workforce, including Gen Z.

Manpower is the most critical resource in the present knowledge-intensive economy. The proposition becomes even stronger when service-oriented organisations are under consideration. Therefore, it is timely to explore the varying aptitudes of the coming generation, when compared to the already present generations in the workplace so that appropriate measures can be taken to capitalise maximum competitive advantage and to minimise the hurdles hindering organisational success. As the building of Gen Z concept is erected on the foundation of internet services adoption in daily life, the confirmation of Gen Z attributes in the Pakistani society is crucial when considering it in organisational strategic planning.

This chapter discusses the rationales behind adopting specific research methods, approaches, and practices for conducting this study. This chapter starts with the discussion on research philosophy and paradigms, along with two of the most widely accepted theories in philosophy, i.e., positivism and Interpretivism. This chapter further highlights the differences among traditional methodological approaches to research work (i.e. qualitative, quantitative, & mixed methods) and elaborates why the quantitative research method is the most suitable option for this present study. The rest of this chapter encompasses framing the research design and sampling

scheme, selection of variables, instrument development, as well as the approaches to ensure the validity and reliability of the developed questionnaire. The last segment of this chapter looks into data collection procedure, approaches of data analyses, explanation of pilot study, and a summary of the descriptive statistics. This chapter ends with the briefing on data cleansing strategy and effective/post-cleansing demographic details.

3.2 Research Philosophy and Paradigms

The worldview comprises of views taken on the aspects of axiology, epistemology, methodology, and ontology (Creswell, Klassen, Clark, & Smith, 2011). Through these defined parameters, Creswell et al., (2011) have developed key world views (i.e., Post Positivism, Constructivism, Participatory, & Pragmatism) that are the most widely accepted world views amongst philosophers (Bakar, 2013). Pickard (2013) proposed a systematic way of conducting studies, broken down in the sequential activities covering selection of an appropriate research paradigm, corresponding research methodology, suitable research strategy, adequate data collection procedure, and accordingly, a well-developed research instrument.

Kuhn's Structure of Scientific Revolutions, which was published in 1962, explains the concept of paradigm as the all-inclusive construct that forms and constructs one's attitude towards a real world scenario. He identified the paradigm as an orchestrated aggregation of meaningful concepts, in which the factors and the problems are associated with the respective conceptual frameworks and strategies (Mei & Li, 2018). Tashakkori and Teddlie (2009) identified paradigm as a viewpoint, along with numerous other metaphysical implications correlated with that perspective. Worldview corresponds to the manner in which the environment is perceived, as well as driven by ideology, morality, principles, and design (Morgan, 2017).

The fundamental framework adhered to by scholars would primarily rely on ontological, epistemological, and methodological premises of the research group. Easterby-Smith, Thorpe, and Lowe (2002) indicated that such assumptions can be comprehended with the help of sub-branches of philosophy, namely epistemology and ontology. Epistemology deals with the examination of knowledge, apart from catering to 'how' researcher has come to know what he claims to know (Ryan, 2006). Next, epistemology concerns the essence of the information and discusses if this can be obtained or if it would be encountered in person (Burrell & Morgan, 2017). Morgan and Smircich (1980) argued that ontological considerations include if social

reality should be viewed as empirical and external to the scholar, or if it is a component of the researcher's 'subjective' understanding of the universe. There are different, and at times, conflicting philosophical assumptions available in the published research associated with the most prominent paradigms (Yilmaz, 2013).

Positivist and interpretivist paradigms have been the most widely debated and generally acknowledged theories in philosophy (Reichardt & Cook, 1979). The concepts are most widely deployed to separate these paradigms from their related approaches and procedures, quantitative and qualitative approaches, respectively (Cresswell & Cresswell, 2018). In this context, paradigms and the related methodologies constitute two extreme modes of empirical inquiry, although only a few scholars have worked under their absolute form (Aktar & Pangil, 2018).

The selection of a paradigm helps the researcher to set appropriate philosophical assumptions, adopt relevant research methodology and strategy, as well as select pertinent data collection and data processing approach to execute a study (Denzin & Lincoln, 2002).

3.2.1 Positivism and Interpretivism Research Paradigms

The concept of a research paradigm encompasses a comprehensive framework that drives the research activity. According to Bakar (2013), most controversies in social science studies are linked to the distinction between two predominant paradigms: the positivist approach that supports quantitative methodology, while the interpretivist that promotes qualitative approach.

The positivist approach is rooted in the tradition of empiricism that concerns deductive inference and calculation, where analytical theories attempt to establish correlations or causality. The metaphysical foundation of the positivist analysis is that truth is factual, observable, and irrespective of the researcher's own understanding of reality (Halfpenny, 2016; Keat & Urry, 2012). This approach seeks universalist rules that regulate the truth of what is being studied, so that empirical results can be extended to a larger set of population (Cresswell & Cresswell, 2018; Salvador, 2016). Believing that the world is driven by individuals, instead of perceptible truths, the interpretivist approach considers that the world is qualitative in nature (Easterby-Smith et al., 2002). Under the interpretivism approach, the researcher must establish a tight boundary of research setting to explore the phenomena under question. Meanwhile, the positivism approach

supports the argument that information is a measureable entity with specific meanings when mapped within the context.

Cresswell and Cresswell (2018) claimed that the preference of paradigm embraced by investigators would rely on the 'worldview' that occurs within their field and the degree to that that corresponds to the expectations linked with each paradigm. The paradigm selected would, hence, primarily depend on the manner in which past studies have approached related issues, current hypotheses in the field, established variables, and the degree to which approaches have been developed and verified. On the other hand, pragmatic requirements, such as time, money, and connectivity, are equally important (Aktar & Pangil, 2018).

Positivism believes that the universe is empirical. Swanson (2021) depicted that "positivism assumes that there is an objective world and that scientific methods can mimic and quantify whilst attempting to explain and predict the relationship among variables". Positivism takes the position that the purpose of scientific research is to explain the phenomenon observed. Scientific research is viewed as a means to get to the facts by knowing the universe well enough to foresee and manage it. Positivists strive to validate the hypothesis "through examination and analysis in attempt to foresee and influence the factors that impact us" (O'Leary, 2004). Positivism can be extended to the study of the social universe, which is believed to be value free and explains of a causal nature" (Mertens, 2005).

Significant advocates of the philosophical model, such as Lincoln, Lynham, and Guba (2011), have specifically claimed no opposition in mixing approaches until there is no effort made to merge paradigms. Taking the single paradigm approach proposed by Morgan (2017), Tashakkori and Teddlie (2009) and Creswell et al., (2011) incorporated the complexity of each paradigm, whereby the research adopts a positivism framework with a quantitative research methodology. Having followed Hussey's (1997) claim that individual actions may statistically be evaluated, the research examined the degree to which various HR variables play a major role in employee's aggregate job satisfaction.

The objective of this study is to explore the generation-specific workplace attributes of Gen Z and to validate their presence in the Pakistani IT industry. This present study had examined the impact on HR practices adopted by the member organisations in this industry. Finally, the

researcher generalised the study outcomes on the basis of responses gathered from the diversified large sample of participants. Hence, the positivism paradigm is the most suitable paradigm for this present study.

3.3 Methodological Approaches to Research

Social science research is composed of two main streams: quantitative and qualitative approaches, with the provision of another emerged branch known as the mixed method - an offspring of the two main streams (Creswell, 2013). Quantitative research is categorised as the experimental or non-experimental research (Ary, Jacobs, Sorensen, & Walker, 2019). In experimental research, the researcher sets the field and establishes circumstances by focusing on the desired end results. Meanwhile, the non-experimental research considers all the facts on their face value without skipping or manipulating any aspect to refine or divert the conclusion (Sekaran, 2006).

3.3.1 Qualitative Research Methods

Qualitative studies are termed as an appropriate approach to explore a phenomenon or to gain insights about it (Bryman, Bell, & Nilsson, 2005). The focus of this approach remains around sentiments and justifications of the participants, which makes the interviewing method suitable most of the time for such research type. The qualitative data usually comprise of words and multimedia; most of time in the form of field notes, as well as audio or video recordings of the interview sessions (Stangor, 2014) within natural settings (Ngulube, 2009). The emotions of participants and the context of research settings are critical to capture qualitative data (Babbie, 2015).

Where this approach aids in exploring the rational of a social aspect, it has several drawbacks as well. Out of the commonly known problems related to this approach, some amount of time is required to make arrangements and conduct interviews, and later, to codify the artefacts being a significant drawback. Based upon his expertise, experience, and believes; the researcher's inclination is something natural, hard to control, and a significant influencer on the qualitative outcomes.

As the researcher is ambitious to verify the presence of Gen Z specific-workplace attributes among youngsters of Pakistan in this study, as well as to test the significance of the preferred

traits of this generation in comparison with the existing HR structures in software houses, the qualitative research method is inappropriate as this study is not interested to explore how this generation acquired different characteristics that they have to be grouped as a separate identity from its predecessor.

3.3.2 Quantitative Research Methods

The quantitative approach is descriptive in nature and relies on formal measures of verdicts, dispositions, perceptions, and believes – signifying statistical investigation (Stangor, 2014). Principally, the quantitative study focuses on the collection and treatment of data that are typically found in the form of numbers and ratios (Babbie, 2015). In quantitative research approach, the researchers develop hypotheses through deductive approach by consulting relevant theories, operationalise and intricate the variables from baseline theories, as well as derive results by processing data through the lenses of appropriate statistical procedures (Creswell, 2013).

Although quantitative research is recognised as a more formalised and precise form of research when compared to qualitative method, with the added advantage of being easily replicable; this method has some limitations (Babbie, 2015). Quantitative research relies on statistical data analyses in controlled settings, which may happen altogether differently in normal circumstances (Weingand, 1993). This approach largely relies on numbers and estimations, while dismissing the emotions and feelings of the participants. This technique focuses on generalisability of results for larger populations, but disregards the perception and behaviour of individuals (Bryman, Bell, Mills, & Yue, 2007).

Survey is a dominating strategy of data collection in the quantitative research domain (Manning & Munro, 2007), where the researcher can approach a large number of individuals simultaneously to collect their discrete responses with comparatively less effort within less time (Punch, 2013). Survey forms are good options to address most of the limitations raised on qualitative research techniques listed in the previous section. Web surveys, among other types of quantitative data collection approaches, are the most commonly adopted and effective data collecting strategy (Kotler & Keller, 2017), in which the soft copy or web-link of a self-administered form is sent to multiple potential participants via email or other appropriate online communication tools (Manning & Munro, 2007). These web surveys (or electronic/internet surveys) come with some great advantages, such as low cost or even free, the quickest in data

gathering, effortless and error free in terms of data punching, easy management of branching, conditional flow of questions, and huge population coverage; in comparison to traditional approaches (Brennan, Rae, & Parackal, 1999; Summers, Gardiner, Lamb, Hair, & McDaniel, 2006).

In this study, data were collected from students enrolled in IT/Computer Science related disciplines and working professional of local IT industry through a self-administrated web-based questionnaire. The researcher preferred to adopt this form of instrument to cover maximum geographical reach at a minimal cost of operationalisation in terms of time and money. The other benefits eyed in the selection of this medium were to reach maximum participants with the help of social media platforms, email addresses of faculty members available on official websites of academic institutes, and contact details of HR departments/key executives available on websites of IT companies. As every recipient of participation link can easily further circulate it among his/her professional and academic networks, this technique is ideal for the snowball sampling approach.

3.3.3 Mixed Method Approach

The mixed method research approach is a suitable mix of both qualitative and quantitative approaches in terms of research strategy, methodology, data collection, and data analysis techniques (Onwuegbuzie, Johnson, & Collins, 2009). The mixed method is a new research approach that handles issues, which cannot be handled appropriately with either of qualitative and quantitative approaches (Creswell, 2013). Creswell further elaborated the concept of mixed approach as dependent on pragmatic knowledge with the provisioning of collecting and processing various types of data simultaneously. Researchers have to critically assess the research aspect, such as available theoretical support, complexity of research inquiry, known setbacks of each method, desired precision in results, and form of data available, before selecting a particular research methodology (McNeill & Chapman, 2005).

The mixed method approach usually comes as a two-stage study, where researchers need to develop the detailed understanding of the underlying issue with the help of qualitative approach, and then, collect data from a larger sample on some form of questionnaires to test the crafted hypotheses under the quantitative approach. As this study had deployed the generational theory and tested the formulated hypotheses, the mixed method approach is unsuitable for this study.

3.4 Research Methods

3.4.1 Inductive Method

The inductive research approach is a systematic procedure of inquiry; it starts from patterns identification via observations, and then, exploration of justifications for the identified patterns via rigorous hypotheses testing (Bernard, 2017). Inductive reasoning is also known as the “Bottom-Up” approach because it starts from data collection, usually through interviewing, goes through the phase of examination of collected data, and ends at theorising the phenomena (Robson & McCartan, 2016). Researchers usually adopt this approach when they find some connections among the constructs on the basis of the observed data (Duvenage, 2010). This approach in the field of social sciences suggests that many practitioners have adopted inductive thinking just because they are taught to adopt it in their academic institutes; and surprisingly, many are still using this approach in the social sciences research domain as they are unaware of other approaches (Collier, 2005). Duvenage (2010) called linearity as a limitation to inductive approach as most of the inductive inquiries require systematic strategies and provide little support for the reliability and the validity of their outcomes in return.

3.4.2 Deductive Method

The deductive technique, as converse form of inductive approach, starts from hypotheses development through appropriate theories, and ends at the acceptance or rejection of hypotheses on the basis of data analysis results (Haji, 2006). Robson and McCartan (2016) illustrated a standard deduction procedure as a five-stage procedure; namely hypotheses development, data collection, data analysis, acceptance or rejection of hypotheses, and amendment of body of knowledge if the results support significantly. Deduction is a mind-set of dragging generalised standards to specific cases through testing of theory (Krizan, 1999).

In this present study, the researcher tested the developed hypotheses by collecting responses from the target audience, and analysing these responses with the help of appropriate statistical procedures. The researcher believes that graduating students of IT/Computer Science discipline have sufficient resemblance with Gen Z in terms of workplace preferences, whereby the concerned industry would have to make reasonable changes in their corporate policies and

structures to accommodate these youngsters. Therefore, the deductive approach is the most appropriate approach for this present study.

3.5 Research Questions

Laying the basis of the arguments outlined in Chapter 1, the primary object of this study is to inspect the existence of generation-specific variation in terms of employment-related characteristics of the Pakistani youth, particularly those pursuing their academic degrees in IT/Computer Science disciplines and intending to join the local IT industry in near future. If significant variation is observed, this study would explore the amendments required in Corporate HR Policies of IT Companies to attract, select, and retain the best resources from this graduating generation for their staffing needs. The framed questions for this study are as follows:

1. What is relationship between various HR Practices and employee Job Satisfaction in IT Industry of Pakistan? How do these practices affect Job Satisfaction in this sector?
2. Do Generation Z professionals expect different set of Compensation & Benefits policies than the Generation Y employees, or they will embrace current policies enthusiastically?
3. Do Generation Z professionals expect different set of managerial attributes of line managers than the Generation Y employees?
4. Do Generation Z professionals expect different set of Organisational Structure and Career Development attributes than the Generation Y employees?
5. Do Generation Z professionals expect different set of Performance Management attributes than the Generation Y employees?
6. Do Generation Z professionals prefer different set of Recruitment & Selection parameters as compared to the parameters Generation Y employees considered while accepting their current jobs?
7. Do Generation Z professionals expect different set of Training & Development opportunities as compared to the opportunities available to Generation Y employees on their current jobs?
8. Do Generation Z professionals expect different set of Working Environment attributes as compared to the existing environment Generation Y employees are currently working in?
9. Do Generation Z professionals expect different set of Retirement Benefits as compared to what Generation Y employees are entitled for in their organisations?

However, if no significant variation is observed, the researcher would explore the factors diminishing the generational differences among IT graduates in Pakistan. In this case, the HR Practices in Pakistani IT Industry would be compared with the published trends of HR Practices in other Pakistani service industries (i.e., banking, education, healthcare, & telecommunication) to explore the unique characteristics of this sector.

3.6 Research Design

The survey-based descriptive study was adopted to determine the presence of Gen Z attributes in Pakistani population born in 1995 or later. Following the positivism paradigm, this study identified the varying attributes of people born in 1995 or later from those born earlier than 1995. Two versions of the questionnaire were developed; one for Gen Z and the other for the remaining generations. Both versions were based on the same set of variables, but the narrations of their questions differed slightly. Assumingly, Gen Z has to join the workforce, while the other generations are already in the job market. The questionnaire for Gen Z has futuristic narrations of questions about the selected variables in light of the participants' ideal/dream job, whereas the questionnaire for the remaining generations has the same set of questions, but the narrations focused on current scenarios (what they actually feel in their existing job). The only difference between both questionnaires is the self-expressed level of Job Satisfaction by the other generations, whereas Job Satisfaction for Gen Z is assumed high as they responded by imagining their dream jobs.

Content validity was assured by translating the drafted instrument in Urdu and then re-translating it back in English. Necessary amendments were made to make the narrations more understandable for working professionals and students. Context validity was also assured by engaging the same HR Heads interviewed earlier for verification of the selected attributes.

3.7 Instrument Development

In order to gather the data from the study participants, an online questionnaire was developed. Such approach has been proven effective since the study participants were IT graduates and were anticipated to have convenient internet access. Due to the geographic area selected for this survey, the expense of postage, and the timeline for performing this study; an online questionnaire allowed the highest feedback rate.

This survey tool was applied to measure and access the attitudes, knowledge, and perceptions of the participants towards their dream/existing jobs. The instrument contained 16 main questions with multiple related items (Appendix A). To determine their demographic profile, 10 additional fields were embedded to collect the basic personal information of the participants. These fields were either dichotomous or multi-chotomous; depending on the available options to choose from for each field.

3.7.1 Selection of Variables

Kristin Murray identified 649 constructs related to what employees valued the most in their “Ideal Job” for her PhD thesis in HRM entitled *An Empirical Study of the Characteristics of Generational Cohorts at Work* submitted at Massey University (New Zealand) in 2013 (Murray, 2013). She used the repertory grid technique to interview 64 participants from six industry groups, namely Storage & Communication, Health & Community Services, Education, Business & Finance Services, Transport, and Wholesale & Retail Trade. The participants were members of four generations (Veteran, Baby Boomer, Gen X, & Gen Y). Considering the scope and similarity of study, these constructs were considered as the primary pool of employment-related variables for this present study.

In order to pick the most relevant HR factors relevant to the Pakistani IT industry, the focus group approach was adapted to get this initial pool of employment-related variables to be reviewed by industrial HR experts. Focus group discussions are more effective than interviewing experts individually as they offer the additional benefit of interaction among participating experts of the subject matter, thus leading to quick and refined results (Nyumba, Wilson, Derrick, & Mukherjee, 2018). The size of such groups has a critical role because a huge group can result in lack of cohesion and the conversation can be detracted by the participants, whereas a small group can easily be controlled by a dominating opinion leader (Basnet, 2018). In order to recruit the participants, the HR experts of leading software houses were contacted to offer them a brief scope of this study. Detailed information was shared with interested experts, and finally, four HR experts and a qualitative researcher with expertise in instrument development were inducted on voluntarily basis for focus group discussion, along with the researcher and his PhD supervisor. The researcher was the moderator during the discussion sessions and one of his colleagues

volunteered to jot down notes throughout the sessions. The roles and details of the focus group members are presented in Table 3.1:

Table 3.1: Roles and Demographic Profile of the Focus Group Members

Sr. #	Gender	Role	Designation	Organisation Type	Qualification	Experience
1	Male	HR Expert	Head of People Excellence	Private Limited IT Company	M.Sc. in HRM & Business	18 Years
2	Male	HR Expert	HR Manager	Private Limited IT Company	MBA	14 Years
3	Male	HR Expert	HR Manager	Private Limited IT Company	MBA	8 Years
4	Female	HR Expert	HR Generalist	Private Limited IT Company	MPhil Scholar	4 Years
5	Female	Instrument Development Expert	Market Research Insights Specialist &	Australia's Largest Early Learning Enterprise	PhD	11 Years
6	Male	PhD Supervisor	Asc. Professor	Public Sector University	PhD	18 Years
7	Male	Moderator	Sr. Manager HR & Admin	Private Limited IT Company	PhD Scholar	15 Years
8	Female	Notetaker	Sr. HR Officer	Private Limited IT Company	MBA – HR	5.6 Years

The pool of 649 employment-related items identified earlier, which was enlisted in MS Excel file to ease sorting, had been shared with all the participants for review and then multiple online sessions were conducted due to different geographical locations of the participants and traveling restrictions due to the Coronavirus Disease 2019 (COVID-19) pandemic. The simple majority rule (4 out of 6 members excluding moderator and note taker) was adopted to finalise decisions pertaining to each factor reviewed. A three-stage focus group discussion approach was adopted, in which the first stage was to remove redundancy, the second stage was to select appropriate factors, and the last stage was to add further factors considering the local dynamics of the industry and observations/experiences of the HR panellists.

In order to remove redundancy and to gain better understanding, similar constructs (having same meaning) were grouped together, given a better title, and considered as a single variable. For

example, *face-to-face contact*, *face-to-face contact with people*, *face-to-face people contact* (n = 3), *person to person customer contact*, *less contact with customers*, *direct customer contact* and *phone contact with customers* were grouped and named as *Face-to-Face Interaction*. Next, 25 factors focused on dealing with people, included *a lot of people contact*, *dealing with people* (n = 2), *engagement with people and ideas*, *gave confidence in dealing with people*, *lots of interaction with people*, *lots of people contact*, *meeting a variety of people*, *more people contact*, *opportunity to meet wide variety of people*, *opportunity to work with wide variety of people*, *people contact* (n = 2), *people focused*, *people interaction* (n = 20), *people oriented* (n = 2), *positive interaction with people*, *positive people interaction*, *varied people interaction*, *work with people*, *working with larger group of people* and *working with people* (n = 2). These 25 factors were grouped together as *Dealing with People*. After that, 20 factors were related to collaborative aspects of individuals' personality and caring nature of colleagues that comprised of *caring*, *commitment of people I work with*, *dealing with people who have a common interest*, *enjoying the people I work with (social)*, *enjoyable people interaction (relationships)*, *get to work with likeminded people focused on the outcome*, *good rapport with colleagues*, *involves relationship management*, *networking opportunities*, *opportunity for networking*, *opportunity for networking/relationship management*, *opportunity to network*, *opportunity to work with stimulating people*, *opportunity to work with talented people*, *relationship management component*, *relationships built around shared passion*, *social environment*, *supportive colleagues*, *working in a caring environment (care about colleagues)* and *working with talented engaging people*. These factors were classified as *Collaboration* considering their similar nature. Similarly, 16 factors that appreciated the opportunities to support others, included *ability to assist others to achieve*, *ability to do good (social contribution)*, *community involvement*, *contributes to the public good*, *direct impact on social justice*, *helping others*, *helping people*, *helping people and making a difference*, *helping/teaching people*, *impacts on communities quality of life*, *opportunity to help people* (n = 3), *working for the community*, *working in community* and *working with a wide range of communities*. This group was labelled as *Social Contribution* for the sake of consolidated meanings.

Many participants were strongly concerned about working relaxations at job, e.g., they admired their jobs due to *flexible hours* (n = 5), *flexibility* (n = 2), *flexible work hours* (n = 3), *ability to work when I want*, *can choose hours of work*, *fixed hours*, *flexibility in work hours*, *flexibility in*

level of involvement, flexible, flexible working hours, less hours of work, more consistent hours, set 40 hours work week and set hours of work. All these 21 factors were grouped together under the title of *Flexible Job*. There was a similar factor, *ability to do the role part-time*, which was kept standalone by the panellists considering its demand particularly in current degree completing students who had the tendency to explore part-time employment opportunities in parallel with their studies to gain practical experience and financial support. Some evidence was noted as the participants expressed their inclination towards remote working by expressing *can work from home* ($n = 2$), *flexibility in hours/location of work, flexibility in how you work, flexibility of location and time, variation in location and variety of location* as something they cherished about their existing jobs. These seven factors were unanimously grouped under the umbrella of *Remote Working*.

Job-related stress is one of critical employment attributes the employees were concerned about. *Less stress, less stressful, less stressful/demanding, low stress* ($n = 2$) and *stress free* were some similar factors and were grouped as *Job Related Stress*. Similarly, *an easy job, buck doesn't stop with me, comfortable with the role* ($n = 2$), *easier to obtain employment in this role and realistic workload* were classified as *Job Comfort*. The panellists were divided on the inclusion of the last two factors in this cohort, but consensus was developed by elaborating the broader meanings of these two factors.

The participants were concerned about job environment and opportunities to maintain work/life balance. *Greater responsibility, high level of responsibility* ($n = 4$), *less responsibility, level of responsibility for results, more level of responsibility, more responsibility* ($n = 2$), *ownership for results, ownership for rewards and responsibility* were the 14 factors identified related to job-specific responsibilities and grouped as *Responsibility*. The desire to maintain a healthy work/life balance was depicted by preferring the following factors: *enables effective work/life balance, enables work/life balance* ($n = 3$) and *in control of work life balance*. Likewise, 14 participants highlighted the importance of maintaining high status and good quality of life with the help of *allows quality of life, associated lifestyle with job, enables healthy diet, high status job, higher status, job is seen as prestigious, more prestigious, others perceive the role as valuable, provides kudos/status, respect for role/ proud to say I do it, respect in the job, senior/status position,*

status and *work allows freedom of lifestyle* factors. These two groups of factors were categorised as *Work/Life Balance* and *Lifestyle/Status*, respectively, by the focus group.

Job contentment is a vital element in employee retention and increased performance. The factors pertaining to job satisfaction, accomplishment, and sense of achievement were grouped from the pool. The 11 factors were *give job satisfaction, gives me a personal sense of satisfaction, gives me a sense of satisfaction, gives me job satisfaction, gives me personal satisfaction, gives me satisfaction, high level of job satisfaction, job satisfaction, more personal satisfaction, personal satisfaction* and *satisfy my ambition* clustered as *Job Satisfaction*. Next, 12 factors comprising of *aligned with my values of doing good, aligned with personal and professional values, feel like accomplished something, feeling valued and able to contribute, fulfil a dream, job fulfilment, meaningful/purposeful work, personal fulfilment, pride in my work, proud to do the job, proud to say this is the job I hold* and *self-fulfilment related to idealism* were linked with job fulfilment and labelled as *Accomplishment*. One factor, *accountability/sense of achievement over time*, received the attention of two panellists, who argued to treat it separately instead of counting it in the *Accomplishment* construct.

As far as managerial opportunities and independence are concerned, 13 factors were identified; *being my own boss* (n = 2), *being own boss* (n = 2), *choice in what you do, freedom to choose how and when I work, I'm my own boss, own boss* (n = 3), *own boss/ independent, sense of freedom* and *to be independent*, and classified as *Being Own Boss*. Similarly, *ability to be a leader, good supportive manager, I am the manager, I'm the boss, leader, leadership of people, leadership role, managed role, management* (n = 2), *managing a team, managing others, managing people, opportunity for supervision, opportunity to lead, opportunity to manage people, opportunity to organise, organising, provides opportunity for management experience* and *the boss (in control of what happens)* were the 20 factors found similar to each other and grouped as *Managerial Role*. Next, 17 factors comprising of *ability to manage own time, ability to manage own workload, able to be independent, autonomy* (n = 9), *high autonomy, level of autonomy, more ability to influence (autonomy), more autonomy* and *total autonomy* were concluded as *Job Autonomy*. There were 18 factors that described the importance of creating a significant difference at the workplace, namely *ability to make a difference* (n = 6), *can make a difference, feel can make a difference, feel can make a difference to people's lives, feel I can*

make a difference, feel I can make a difference, feel like making a difference, feeling like making a difference, get to make a difference, making a difference (n = 3) and *opportunity to make a difference*. This packet of factors was labelled as *Ability to Make a Difference*. After that, a group of 12 factors; *ability to make decisions, ability to make things happen, able to make decisions, can make decisions for the company, control in decision making, control over the job, feel confident and capable of doing the job, feel in control, in control, more control, more control of the work I do and total control*, demonstrated the desired control and power in job roles and had been categorised as *Role Specific Authority*. Meanwhile, *authority for decision making, being CEO, being involved in change, big financial decisions, more authority and power* (n = 2) were grouped together as *Decision Making Authority*. Employees would feel contented when they are valued by superiors, in which the same feeling was expressed by 11 participants in the form of *ability to influence* (n = 3), *ability to influence management, ability to influence others, ability to influence the CEO, ability to influence the direction of the organisation, able to influence, able to influence direction of the company, input into decision making and opportunity for problem solving*. These factors were pooled as *Ability to Influence* based on their meanings.

Remuneration is undoubtedly the most desired and attractive outcome of employment agreement. The importance of this attribute is evident by the overwhelming responses by the participants in the form of *adequate pay, better money* (n = 2), *better pay* (n = 4), *generates more income, good earning potential* (n = 2), *good money, good pay* (n = 6), *good salary, guaranteed income, guaranteed income (salary), high pay, high salary* (n = 2), *higher pay* (n = 5) and *higher salary*. These factors were capped as Financial Benefits. The participants also appreciated other employment benefits in the form of *additional benefits e.g. car park, control over earning potential, direct influence on income, higher financial rewards, rewarding* (n = 2), *unlimited earning potential* (n = 2) and *well remunerated*. For this present study, these factors were consolidated as *Employment Rewards*. In parallel with monetary rewards, appreciation is equally important to keep employees on their toes to contribute to organisational success. Factors, including *better recognition, high recognition for effort, instant recognition, opportunity for recognition/success, public recognition for a job well done, recognition of work by others, recognised as the expert and the recognised expert in the field*, were grouped as *Job Recognition*.

There were various employment related attributes admired by the participants in that New Zealand based study from where the initial pool of HR-related factors were adopted. In total, 22 participants valued the joy at workplace as a reason of their satisfaction at their current jobs. Factors, such as *able to have fun on the job, can have fun, enjoy it, enjoy the job content, enjoyable* (n = 8), *environment of fun and vibrancy, exciting* (n = 3), *exciting and dynamic, fun, fun and popular role, I enjoy it (the process of the job), lively industry environment and more exciting*, were grouped together as *Excitement at Workplace*. Several participants appreciated international exposure as well in the form of *encourages global perspective, international/global perspective* and *international/global perspective*, which were gathered as *Global Exposure*. Much emphasis was given to opportunities to demonstrate one's skills and creativity by the participants and 28 factors were found to strengthen this argument, namely *ability to blue sky think, allows creativity* (n = 6), *allows creativity / imagination, allows creativity and innovation, allows for creativity, allows innovative thinking, allows problem solving (trusted), being creative, being paid for creative freedom, creative* (n = 3), *creative commitment to self, creative energy, creative freedom, creativity* (n = 2), *deals with concepts, get creative satisfaction, green pasture opportunities (allows creativity), opportunity for creativity* (n = 2) and *space for creativity*, which were termed as *Creativity*. Along with the opportunities for creativity, the employees valued opportunities of handling challenging situations at workplace with 32 factors, including *ability to focus in depth, challenge* (n = 3), *challenging* (n = 9), *challenging role, challenging/mentally stimulating, complex human issues, get to use my brain* (n = 20), *intellectually challenging, intellectually challenging job, intellectually stimulating, intellectually stimulating and challenging, less physically taxing, mental exertion, more challenging* (n = 5), *new challenge, personal challenge and stimulates my brain*. This pool of factors was labelled as *Challenging Job*. Next, the panellists found another similar segment of factors that emphasised on a variety of job roles, such as *broad breadth of role, broad variety, constantly changing, full of variety and change, job variety, lot of variety and change, lots of variety, more varied role, more variety, task variety* (n = 2), *varied tasks* (n = 3), *variety* (n = 6), *variety in the job (dynamic), variety of tasks and wide variety of skills to be used*, which were classified as *Task Variety*. Being part of the management team always boosts the moral of employees, in which they put in their extra efforts in return. The experts wrapped *more strategic, more strategic*

planning and input, opportunity to be strategic, strategic (n = 2), strategic (setting direction), strategic role (n = 2) and strategic work in the sachet of Strategic Role.

The strongest employment-related attribute in making a job ideal for employees was linked with personal interest with job role. In total, 41 factors, including *aligned with career aspiration, an area of interest, find it interesting, genuine field of interest, high interest in area, high interest in job, in area of personal interest, in my area of interest (n = 2), interest, interest in the area (n = 2), interesting (n = 7), interesting job, it's a part of me, more interesting (n = 2), opportunity to work in area that is also my hobby, passion for the job, passion for the profession, passion/interest, passion/keenness for the job, passionate about it (n = 5), passionate about the job (n = 2), personal interest (n = 2), related to area of interest and education, something I am passionate about, something I enjoy and the job is also my hobby*, were grouped together as *Interest in Job Role*. The other important factor refers to resource utilisation capability of supervisory staff, comprising of 25 similar factors. This bunch that covered *ability to use skills and expertise, familiar with the job and have the skills, have the skills, I know I can do it, knowledge and comfort with the role, making the best of my skill set, more aligned to my expertise, opportunity to use skills, recent/relevant experience, requires drawing on broad range of skills, use my expertise /experience, use my training and experience, used my skills and expertise, uses my experience, uses my knowledge, uses my skills, uses my skills and education, uses my skills and experience, uses my skills and expertise, uses my skills/education, uses my specialised skills, uses my strengths, utilises my skills (n = 2) and utilising all my skills and experience* was tagged with *Ability to Utilise Teammate's Skills*. In a similar fashion, *ability to pass on knowledge, broad specialist knowledge required, have more knowledge of what is going on in the organisation, job requires professional qualification/status and specialised skills* were grouped as *Specialised Knowledge*.

On the other hand, career development opportunities were rated higher by the participants. In total, 16 factors, including *career and personal development opportunity, career development opportunities, career progression opportunity, clear career progression pathway, developmental role on my career path, favourable opportunities for career progression, good chance for promotion, is a career enhancing position, more career opportunity, new opportunity, no limits to career possibilities, opens up future job prospects, opportunity for career development,*

opportunity for career progression, provide career opportunities and provides opportunity for career development, were grouped as *Career Development Opportunities*. Similarly, 11 factors namely *ability to be subject matter expert, allows continual learning, better scope for learning, creating good learning /teaching resources, opportunities to learn, opportunity to learn (n = 2), opportunity to learn new skills (n = 2) and provides learning and development opportunity* were classified as *Learning Opportunities*. The panellists found 7 similar factors comprising of *development opportunities (n = 2), on-going professional development, opportunity for broad professional development, opportunity for professional development, provides opportunity for personal development and provides opportunity for professional development* and labelled them as *Development Opportunities*. Some participants preferred *Transferable Skills (provides transferable skills (n = 2) and transferable skills (n = 2))* in support of their ideal jobs.

Skills to drive team environment emerged as another important employment-related attribute by the participants. They articulated *good team camaraderie, good team dynamics (teamwork), good teamwork (n = 2), high level of teamwork, opportunity for team work, opportunity to work in a team and teamwork (n = 4)*. This chunk of factors was labelled as *Teamwork*. A few participants appreciated opportunities available to them for entrepreneurial grooming. Factors *entrepreneurial, opportunity to be self-employed, self-employed (n = 4), self-managing and self managing/stand alone* were grouped as *Self Employability*. Following the proverb ‘all’s well that ends well’, a few participants highlighted the importance of end results in their job roles. This included factors, such as *ability to see outcome (from concept to fruition), able to see results, direct influence on outcomes, get to influence outcomes, get to see end results, get to see the end result, has more value in terms of outcomes, opportunity to see results of my work, quantifiable results and visible results* were grouped as *Ability to See Outcomes*. Factors like *enjoyable physical environment, enjoyable physical working environment, peaceful/quiet and pleasant physical environment (n = 2)*, which were classified as *Pleasant Working Environment*.

Catering to traveling intentions, *opportunity to travel (n = 8), outdoors (n = 2), working outdoors, get out and about (n = 2), inside job, office based, office/desk job, mobile, ability to travel and ability to get out of the office* were grouped and labelled as *Field Job*. A few participants recognised their existing jobs as transition medium for their *Career Change*, as six factors were related to this aspect, including *a change in direction/career, a total change, ability*

for public influence for change, ability to advocate for change, change in career direction and opportunity for change in career direction. Three participants mentioned Job Security as the reason for them to idealise their existing jobs by expressing *good job security, less risk and provides security.* A few other worth mentioning consolidated constructs are Casual Dressing (*casual dress, dress down environment, & relaxed dress code*), Manual Job (*manual labour, physical nature of the work, physically active, & white-collar*), Written Communication (*emphasis on written communication, get to initiate correspondence, & utilise language as content*), Departmental Objectives (*clear objectives & clear objectives are set*), Client Interaction (*opportunity for client contact & positive interaction with customers*), Customer Satisfaction (*able to meet customers needs, customers put trust in me, & positive client feedback*), Reputation of Organisation (*large & small organisations*), Project Based Job (*intuitive planning, project-based work, & project nature of the work*), Working with Numbers (*dealing with cold hard facts & opportunity to work with figures*), and 20 random factors that appeared to be inappropriate for any grouping. The first stage resulted in 68 grouped factors out of the available 649 factors from Kristin Murray's (2013) study.

In the second stage of focus group discussion, the panellists reviewed these 68 grouped factors and developed a consensus after a detailed discussion to exclude 26 factors from this pool for the undergoing study. One factor merely stated '*in-depth*' in the initial pool, and was considered unexplainable by all panellists so it was excluded from further consideration. Similarly, a few grouped factors were irrelevant to the IT industry (e.g., *Working with Numbers, Manual Job, Manufacturing Culture, & Working with Kids*) and were excluded from this study.

As Job Satisfaction is the proxy of efficacy of HR policies in this study and Gen Z students were asked about their expectations upon visualising their ideal jobs, the grouped factors *Job Satisfaction* and *Feeling Valued/Accomplishment* were dropped by the panel to avoid redundancy. As recommended by Panellist 1 (Table 3.1), along with consent from the other experts, the factor *Believe in Organisation* was excluded considering its similar impact as of the selected factor *Reputation of Organisation*. As the technical employees do not have any direct financial obligations in the IT industry, the Sales and/or Business Development resources are expected to look after such targets, whereby the factor *Limited Financial Responsibility* was also decided unanimously to be ignored from further consideration.

Panellist 4 coined the opinion that effective HR policies are expected to increase retention of talented resources; therefore *Project Based Job* factor should be overlooked as this factor is linked with shortening of employment span depending on the project's life and contradicts the selected factor *Job Security*. After discussing multiple aspects of this factor, it was concluded to inquire retention intentions from the participants instead of asking the concerns over enforced job threats due to project timelines. As the target audience of this study had been limited to Gen Y and Gen Z participants, and later, would have either just joined or yet to join the professional arena, panellist 6 recommended to exclude some factors, such as *Future Focused*, *Strategic Role*, *Being Own Boss*, *Job Autonomy*, *Ability to Make a Difference*, *Ability to Influence*, and *Ability to See Outcomes*, as fresh graduates would not be able to understand these employment aspects; turning these factors as neither trustworthy nor reliable. Panellists 2 and 4 seconded this opinion and after some discussion, it was concluded to accept the suggestion given by panellist 6.

As a general practice in the Pakistani IT industry, client management is the core responsibility of either Business Development department or Customer Services/Support department. In some cases, the Project Manager is also liable to such responsibilities. As client management is a role/department-specific obligation and does not apply directly to all the workforce in an organisation, the moderator of this focus group suggested to exclude factors *Customer Satisfaction* and *Client Interaction* from this study. Panellists 1, 5, and 6 supported this argument and these factors were dropped from further consideration. The whole panel was convinced on the fact that the IT industry has a very limited range of corporate designations, where fresh coders usually start careers as Programmer, Software Engineer or a Developer, while testers usually start their careers as Software Quality Assurance (SQA) Engineer or a Tester. This argument was validated by reviewing the titles of vacancies posted on Pakistan's largest jobsite (www.rozee.pk) for fresh graduates in the domain of IT. Hence, it was also decided to ignore the factor *Attractive Job Title* from the pool.

Panellist 5, who is an expert in quantitative research, suggested to further elaborate the factor *Written Communication* to cater to different dimensions of the communication process (e.g. impact of technology, flow of communication, communication medium, etc.) in light of the established attributes of the target audience and industry under investigation. The idea was appreciated by all panellists, except Panellist 4, but it was accepted by valuing the majority. In

fact, ICT technologies have converted the whole world into a global village and the IT sector has demonstrated this feature the most. As opposed to large-scale manufacturing industries and mechanical complexes, IT professionals are not bound to be presented onsite to monitor the processes and perform their tasks, unless someone relocates for full-time basis as a job requirement. This attribute has reduced the travelling requirements of IT professionals, thus making the ground to dismiss the *Global Exposure* factor.

As this study explored the employability dynamics of Gen Z graduating students, it felt too early to discuss/consider job roles supporting potential career changing options. The focus group solidly declined the factor *Career Change* from their list of considerable factors. Panellist 5 opined to take *Excitement at Workplace* in a broader term and suggested to consider other workplace-related attributes that the employees are discussing these days with their HR representatives. After a detailed discussion, the panel decided to drop *Challenging Job* and *Scope of Job* factors considering them as job-specific attributes instead of being part of HR policies implemented across the board.

In the third stage of the focus group discussion, the moderator reinstated the generational differences to the panellists and recommended to add a few factors in the scope upon considering country-specific employment aspects that generally vary between developing and developed countries. For example, developing countries, i.e., Pakistan, largely follow a monthly cycle as pay period to compensate the employees, whereas employees are paid on weekly or fortnightly basis in developed countries. To recognise the brilliance and the efforts of individuals, it was also decided to inquire the preferences of the participants about salary calculation mechanism (i.e., fixed or commission/incentive based). As the empire of Gen Z is erected on the inclusion of ICT technologies in individuals' lifestyle, therefore it was also concluded to inquire the impact of technology-related incentives on participants to attract and retain them. Appreciating the suggestion given by Panellist 3, it was also decided to inquire the perception of the participants about life expectancy, preferred retirement age, and end-employment benefits so that organisations can plan effective programs to meet the participants' expectations. The rest of the panel appreciated the idea as all the HR experts found young professionals more conscious about work/life balance to maintain their status/lifestyle.

It is rare for any IT company to use print media for advertising vacant positions; almost every single origination is using online platforms (e.g., company job board/website, commercial jobsites, social media, professional networking sites, etc.) for recruitment purposes. Likewise, almost every IT professional has created his online profile, joined at least one such platform to keep in touch with employers, and other fellow professionals of the industry. This makes it easier to these professionals to not only hunt a desired job with convenience, but also refer a suitable candidate for any vacant position in their professional network. To encourage them to refer the best suitable candidate, companies usually offer individuals a referral incentive and the panel had decided to gauge its impact in order to review and suggest improvement in this incentive manipulation. In addition to flexibility in terms of working hours and location, it was suggested to inquire the role of paid time off in making the jobs ideal for IT professionals. This review process through focus group discussion also entailed the categorisation of finalised factors into appropriate Paul Spector's Job Satisfaction facets simultaneously.

3.7.2 Independent Variables

The main argument of this research revolves around the assumption that the present organisations are not well equipped for the integration of resources belonging to the young generation, i.e., Gen Z. Although some efforts have been made, the detailed psycho-social characteristics of this generation are still unknown and it is still ambiguous how these characteristics will affect perceptions and approach related to employability. Thus, it is safe to say that organisations will face challenges in at least two critical facets: acquisition and retention or withholding of new talent (Maioli, 2017). Organisations also have to perform plenty of tasks to undertake and recruit new employees and more importantly, to hold them in their positions. Organisations should not retain outdated compensation standards for their employees, which are not inherently desirable to Gen Z. From the other side, recruitment and learning processes are not quite sufficiently relevant to the needs and aspirations of the younger generations. Organisations need to equip themselves with more knowledge on the characteristics of Gen Z if their identification, recruiting, and development strategies are to be effective.

In the pursuit to draw, select, and keep hold of the best talent out of this generation, organisations have to devise dynamic HR strategies to cope with the abovementioned difficulties. Therefore, the employment-related factors identified in the previous section with the potential to affect the

HR practices of any organisation, were selected as the independent variables for this study. These factors were grouped in the following basic HR functions.

3.7.2.1 Recruitment & Selection

Recruitment function is the course of drawing potential employment candidates and motivating the resources when seeking a job in the institution, whereas selection function of HR is the procedure of selecting talented people who possess the appropriate experience, education or credentials to be inducted on the open positions in an organisation (Rachel, 2020). Human resource (HR) experts provide numerous grounds to be vigilant about the applicant's perception of potential employers. For instance, positive organisational perceptions may cushion organisations from the damaging impact of workforce shortages on competitive labour markets, while companies that efficiently express good organisational perceptions in the market may forge a greater range of suitable candidates to select from when applicants are abundant in numbers (Maduwanthi & Rathnayake, 2019). Several variables projecting the good image of the organisation, such as provision of gadgets, family support benefits, quality of life, and risk protection, etc., were adopted to measure their impact. In addition, companies that successfully exploit their organisational reputation in recruiting and hiring can improve their return on HR investment, as new workers whose good image contributes to a better match for the company are happier with their work and have a prolonged career (Madhani, 2017). Selected variables, including referral programs, job security, organization's brand standing, formally announced career development programs, and commute to work are classified under this HR function.

Running a recruitment cycle has an associated cost and frequency of running these cycles is inversely proportional to the retention tenures of the existing employees. Retention expectancy was asked from the participants so that appropriate amendments in retention policies can be made and budgetary provisions for recruitment initiatives can be obtained accordingly. Employment brand equity comprises of the level of familiarity an applicant holds about a firm and the applicant's perceived attributes of that firm's corporate image (Kashive & Khanna, 2017). In order to capture the brand equity of the preferred employer, attributes, i.e., technological advancement, market positioning, corporate social responsibility (CSR), community servicing, perception about corporate environment, growth opportunities, and employment incentives, were asked in this present study.

3.7.2.2 Compensation & Benefits

Compensation applies to all types of financial returns and substantive rewards earned by workers as part of the workplace contract (Bernardin & Russell, 2013), while benefits include indirect financial and non-financial rewards received by employees for the duration of their working in a company (Saputra, Sudiro, & Irawanto, 2018). According to Martocchio (2016), payout is composed of both in-depth incentives and extrinsic rewards. Mamdani and Minhaj (2016) proposed that a company must consider financial incentives, such as wages, since they have a significant impact on employee motivation and loyalty. Langton, Robbins, Judge, and Breward (2016) identified that Herzberg's motivation-hygiene hypothesis suggests that wages are one of several hygiene aspects that eliminate work dissatisfaction. Wage is a critical contributor for employees to move from dissatisfaction to satisfaction. The Expectancy Theory explains how people do their best because they want certain incentives in terms of income, promotion, etc. People assume that maybe if they work really hard in the office, their output will improve and their salary will naturally rise or they will advance in their careers (Darma & Supriyanto, 2017). Financial benefits, paid time off, risk protection, pay cycle, and unit of compensation (hourly, daily or monthly), long-term employment benefits, market competitiveness of salary, job recognition, and performance/equity-based compensation are the major compensation and benefit related variables incorporated in this study.

A key component of any company strategy is the estimation of the optimal number of resources required in the context of size and age structure of available manpower and any unexpected change in business requirements, which demands the adoption of appropriate compensation and employment policies such as mandatory retirement, early retirement incentive programs, or even modifications in recruitment and retention policies (von Bonsdorff et al., 2018). In order to assess the desired amendments in such employment policies, questions pertaining to life expectancy and preferred end employment benefit plans were asked in this present study.

3.7.2.3 Training & Development

Training corresponds to a structured approach to learning and progressing aimed at maximising employee, group, and institutional efficacy (Goldstein & Ford, 2011). Likewise, development involves the methods contributing to the learning of new knowledge or skills for personal growth (Janev, Hadzi-Vasileva, & Sofijanov, 2018). The awareness of factors contributing to

organisational learning and the transition of knowledge to the working environment is crucial for HR growth (Swanson, 2021). The environment of a company can affect the form and the amount of learning-related experiences, employee job satisfaction, and the willingness of employees to convey newly gained skills to the workplace (Lin & Huang, 2020). Training programs for employees not only improve the overall business outcomes, but also help in shaping the attitudes of employees. These programs create an inspiration increased flexible conduct and fulfilment with career growth, which inevitably results in higher work satisfaction (Paposa & Kumar, 2019). Training and learning is a vital part of the development of a commitment to excellence that contributes to organisational commitment (Armstrong & Taylor, 2017). Faculty members from Pakistani higher education institutes (see Nauman, Bhatti, Jalil, & Bint E Riaz, 2020) reported that training and development programs had a positive effect on productivity, which resulted in a higher degree of customer loyalty and satisfaction among employees that led to improved brand value. Gallie et al., (2016) found that employees were more satisfied when they received job trainings than those who had no training opportunity. Upon comparing firms committed to training with non-committed firms, Acton and Golden (2003) reported a positive influence of training on work performance and the fact that trainings improved stress management abilities of employees at work. Arefin and Islam (2019) revealed that environment factors (i.e., possibility of usage, social support, sanctions from supervisors, & support from supervisors) had a substantial effect on the actions of training subjects. Upon surveying 1,400 IT professionals, Violino (2011) found that training and development emerged as a key factor in career-related decisions among prospective employees. The North America Employment Review survey conducted in 2001 reported that 80% of the participants claimed skills developed from trainings were an integral constituent of their motivation for accepting a job (Moro, Ramos, & Rita, 2020). In a study that involved 271 network workers, Blum and Kaplan (2000) described the opportunity to learn new skills as the most significant element in job satisfaction. Turning to this present study, training and development related variables, i.e., team management skills, self-motivation to learn, conflict management, interpersonal skills, stress management, and personal & professional development, were examined.

3.7.2.4 Performance Management

Performance management is defined as a continuous loop feedback mechanism that implements policy and strategy, apart from collecting input from multiple levels to monitor the efficiency of

a model (Sorooshian, Aziz, Ahmad, Jubidin, & Mustapha, 2016). Performance management may be described as the process of determining objectives, choosing methods to achieve such objectives, granting decision-making rights, as well as assessing and rewarding results (Ahmed, Abdulrahman, & Abd Ghani, 2019). Performance management practices include the description of the tasks to be accomplished, the distribution of decision-making rights, as well as the calculation and appraisal of performance (Gerrish, 2016). In order to create an efficient performance management framework, it is crucial that job performance is accurately articulated, that individual workers earn incentives and advancement opportunities by fair and accurate performance assessment, and that reasonable input is often given (Gigli, Tieghi, & Mariani, 2016). The performance of an employee can be observed through the quantity of work, the quality of output, the time taken to complete a job, one's attendance at work, and one's cooperative attitude with colleagues (Allouzi, Suifan, & Alnuaimi, 2018). Tinofirei (2011) concluded that employee performance as how successful an employee is in completing the assigned task in light of acceptable standards by effective and efficient use of available resources. Templer (2018) defined employee performance as a combination of efforts made targeting the elements of formal reward system, his behaviour in the context of organisational social and psychological environment, as well as his adaptability in changing the dynamics of the organisation. In organisational context, openness to subordinates' feedback, unbiased performance evaluation, and ability to utilise resources skillsets are vital to run a successful performance management program. Job enrichment, sense of achievement, being part of the management team, and job recognition are the outcomes of successfully deployed performance management programs. These factors were assessed in this present study to gauge their impact.

3.7.2.5 Organisational Behaviour

Organisational behaviour is the examination of human behaviour in organisational environments, the connection among human behaviour and organisation, and the institution itself (Griffin, Phillips, & Gully, 2017). Organisations in which people are working influence their emotions, perceptions, and behaviour at and away from work. Similarly, people's opinions, emotions, and behaviour shape the organisations in which they function, thus organisational activity is a field of investigation dealing with all kinds of influence: people's work on organisations and organisations on people's work (Brief & Weiss, 2002). Szilagyi and Wallace's model states three levels to explore organisational behaviour; individual level (effect of personality, feeling, &

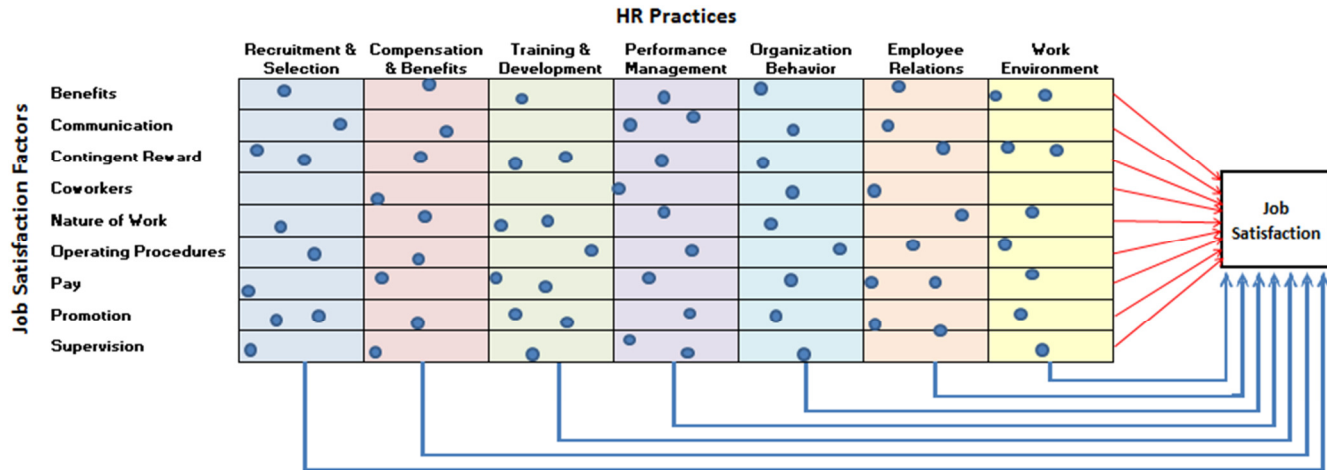
motivation of employees on the jobs they perform), group level (communication & decision making within a group/team), and whole organisation level (culture & design of organisational structure) (Karunathilake, 2016). Variables that fall under this HR function are adaptability, reliability, knowledge sharing, tolerance, willingness to assist others, decision making, transparency, communication portals, face-to-face interaction, working hours, dress code, working environment, work/life balance, etc.

3.7.3 Dependent Variable

Satisfied employees will assumingly go an extra mile to maximise the productivity and the performance of the organisations they are associated with. Pushing employees to the level where they willingly put forth extra efforts towards organisational success is the ultimate objective of every HR department. Thus, Job Satisfaction is a proxy of effective HR practices implemented in an organisation, and also selected as the dependent construct for this present study.

One of the most popular instruments for measuring Job Satisfaction is Paul Spector's Job Satisfaction Survey (JSS), which was designed in 1994 for the social service sector (Kongnun, Kaewsom, Harun, & Yusof, 2019). Spector (2019) introduced nine aspects of Job Satisfaction, namely benefits, communication, contingent rewards, co-workers, nature of work, operational procedures, pay, promotion, and supervision. The independent variables, which were initially categorised based on HR functions, were also categorised in these nine constructs to measure Job Satisfaction. This dual categorisation further elaborates the proposed research model as:

Figure 3.1: Dually Categorised Proposed Conceptual Model



This dual-category expanded the data analysis to several facets and explored their impact on Job Satisfaction. Table 3.2 lists the complete categorisation of HR-related factors into nine facets:

Table 3.2: Employment Factors Categorised in Job Satisfaction Facets

Benefits	Operating Procedures	
Clear Career Progression	Authority of Decision Making	
Company provided gadgets (laptops, smartphones, etc.)	Use of Advanced Technology in routine office working	
Family Support Benefits	Fairness in Recruitment & Selection	
Financial Benefits	Flexible Work Location/Working from Home	
Job Recognition	Measurable Key Performance Indicators (KPIs)	
Long Term Employment Benefits	Office Bound Job	
Opportunity to Network	Opportunity for Creativity	
Paid time off (Holidays)	Organisational Politics	
Personal Development	Pleasant Physical Environment	
Professional Development	Training & Development Opportunities	
Quality of Life	Clarity in Departmental Objectives	
Risk Protection of uncertainty	Nature of Work	
Communication		
		Back Office Job
Face-to-face interaction	Bureaucratic Structure of Organisation	
Feedback provision in communication channels	Casual Dressing	
Formal communication portals	Commute to Work (Distance, travelling)	

Technologically advanced communication channels	Flexible Working Hours
Use of Technical Words/Jargons in official communication	Formal Dressing
Contingent Rewards	Job Related Stress
	Level of Responsibility
Being part of Management Team	Multifaceted Job Roles
Employees Referrals incentives	Part Time Options
Job Enrichment (Additional job responsibilities of high-ranked job)	Recognition of Professional Qualifications
Job Role relates to my personal interest	Requirement of Specialised Knowledge
Job Security	Routine Work Environment
Reputation/Brand Standing of Organisation	Work/Life Balance
Sense of Achievement	Promotion
Co-workers	
	Fair and unbiased promotion opportunities
Adaptability	Formally announced career development programs
Commitment	Implementation of succession planning
Knowledge Sharing	Not only revision in benefits programs, but revised roles as well
Reliability	Supervisor
Responsiveness	
Tolerance	Ability to motivate and inspire employees
Willingness to assist others to achieve	Ability to use teammates' skillset
Pay	Collaboration (e.g., build relationships, handle conflicts, share control, etc.)
	Decision Making
I will prefer equity based compensation options (e.g., company shares, profit sharing, etc.) in my job hunt	Digital proficiency (e.g., wide range of technology skills and ability to develop new ones quickly)
I will prefer performance based incentives over seniority based.	Engagement within the team
There should be a formal mechanism to keep salaries market competitive.	Openness to new ideas from others
Timely disbursement of salary is ----- for me	Openness to subordinates' feedback
What type of salary will you prefer?	Self-motivation to learn and grow
Which model of pay period will you prefer?	Skills to Control/Drive Team's Environment
	Transparency (e.g., honesty, openness)
	Unbiased Performance Evaluation

* The variables were categorised into nine workplace factors identified by Paul Spector's study to assess the overall job satisfaction.

3.8 Approaches to the Analysis

Data gathered through various research instruments were analysed using different statistical techniques and presented in tables and figures followed by their interpretations. The researcher has performed the statistical analysis with the engagement of research supervisor of this study in both planning and execution phases. In order to validate the survey instrument, uni-dimensionality of the HR constructs was confirmed via Factor Analysis by using the Principal Component Analysis (PCA) technique. The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy test and Bartlett's test of Sphericity were conducted (Table 3.6) to check the usefulness of Factor Analysis approach in this study. As 6 out of 8 items of Retirement Benefits construct have check/uncheck options, the nature of these items had refrained the researcher from measuring the construct validity. Construct validity was ensured with the help of eigenvalues of the first component of each construct. The internal consistency of the constructs was ensured using Cronbach's Alpha values that were measured on each scale (Table 3.8). No item was removed from any construct as removal of any item from any construct yielded a negligible impact on the revised Cronbach's Alpha values.

The suitability of parametric or non-parametric statistical technique depends on normality test of distribution (Gerald, 2018). Hence, data normality was determined before conducting any statistical analysis. The Kolmogorov-Smirnov test is typically executed to test the condition of data normality for sample size greater than 50 observations, while Shapiro-Wilks test for sample size less than 50 observations (Pallant, 2016). Considering the large sample size of the study participants, Kolmogorov-Smirnov test was performed. This test failed the normality assumptions (Table 4.3) for each observed item; for both combined and segregated generation data. Alternatively, Z-scores were calculated (Table 4.4) on the basis of skewness and kurtosis. Only limited observed items qualified the condition of normality based on Z-scores whereby these values for large number of observed items fell in acceptable range. Referring to the results obtained from Kolmogorov-Smirnov test and Z-scores, the Mann-Whitney U test from non-parametric family was performed to compare both the generations, instead of t-test.

Pearson Correlation (ρ) was applied to observe the statistical measure of the strength of the relationships of individual observed items and various HR constructs with the dependent variable, i.e. Job Satisfaction. The Statistical Package for the Social Sciences (SPSS 20.0.0) and

Microsoft Excel 2010 package were used to perform the required analysis calculations. Frequency-based data analysis for demographic information is presented in percentages. Considering the length of the questionnaire and keeping in view the participants' liberty to quit at any stage after submitting partial response, all the questions asked were marked non-mandatory except the year they were born in and their employment status (i.e., employee, student or graduate seeking job). The birth year served as the generation identifier in this study, while the employment status of the participants served as the branching element for changing the tense of narrations in the online questionnaire. This resulted in comparatively higher rate of missing values in the final data pool. In order to remain impartial, these missing values were excluded from statistical analysis pair-wise, instead of replacing them with averages or other statistical technique.

3.9 Pilot Study of the Online Survey

As this study applied Job Satisfaction as the proxy to measure the impact of HR practices, these adopted items were grouped into nine categories while developing the questionnaire, by adhering to one of the most renowned model for measuring Job Satisfaction by Prof Dr Paul Spector. For the sake of statistical analysis, the observed items were re-categorised in accordance to the HR constructs, along with the number of items that fell in each category:

Table 3.3: Observed Items in each HR Construct

Sr. #	HR Constructs	No. of Observed Items
1	Compensation & Benefits	13
2	Employees Relation	7
3	Organisational Behaviour	12
4	Performance Management	12
5	Retirement Benefits	8
6	Recruitment & Selection	11
7	Training & Development	5
8	Work Environment	26

The questionnaire was converted into an online form and the link of that form (<https://forms.gle/V7yho593y1NToNoD8>) was circulated for data collection via emails and Facebook. A total of 96 valid responses (total 101 responses, including 5 from Gen X that were excluded from the analysis) were obtained for pilot study. The demographic profile of the participants is presented in Table 3.4:

Table 3.4: Demographic Details of Participants in Pilot Study

Respondent Demographics	Frequency	%age
Gender (N = 96)		
Male	55	57%
Female	33	35%
Prefer Not to Say	1	1%
Not Answered/Missing	7	7%
Generation (N = 101)		
Generation X <i>(excluded from analysis)</i>	5	5%
Generation Y	48	47.5%
Generation Z	48	47.5%
Qualification (N = 96)		
Intermediate	1	1%
Bachelors	56	58%
Masters	36	38%
M.Phil	3	3%
PhD	0	0%
Others	0	0%
Status (N = 96)		
Student	35	36%
Working Professional	52	54%
Job Seeker after Completing Studies	9	9%

The KMO values of all HR constructs (excluding Retirement Benefits due to the nature of the questions) ranged between 0.772 and 0.914 for this pilot study, and all Bartlett's significance values of 0.000 encouraged the execution of Factor Analysis on the collected data. Factor analysis revealed that every construct had generated at least one component with eigenvalue greater than 1 (6 for Work Environment & 4 for Compensation & Benefits), hence ensured the validity of the developed instrument. For this pilot study, the values of Cronbach's Alpha varied from 0.79 to 0.94; indicating that each multi-item construct had high or excellent level of reliability.

Upon conducting multiple regression analysis on all the HR constructs with Job Satisfaction, the combined data for both generations revealed a symmetric shape as a whole, mainly because the significant values were less than 0.05 in Shapiro-Wilk's test of Normality for all constructs,

except for Working Environment ($p = 0.129$). Multi-collinearity was tested with Variance Inflation Factor (VIF) values and all the VIF values were less than 10 (except Organisational Behaviour with $VIF = 11.227$). Thus, the independent variables used in this regression analysis were ignorably dependent on each other. These results encouraged the researcher to proceed with the existing instrument.

3.10 Research Design and Sampling

3.10.1 Population

Based on the data published in 2019 by the National Institute of Population Studies (NIPS) (Pakistan) and Inner City Fund (ICF) International (USA) as *Pakistan Demographic and Health Survey 2017-18*, a project funded by The United States Agency for International Development (USAID), 58.70% of the population in Pakistan comprised of Gen Z (i.e., less than or equal to 24 years of age) and out of this chunk; almost 22.56 million people were 15-19 years old and 19.46 million were 20-24 years old. These 42 million people would probably join the professional world from now until upcoming 7 years. As this study focused on the IT industry, potential employees of this sector would ideally be pursuing professional degrees in Computer Science or other IT domains. There are 171 recognised universities and degree awarding institutes (DAIs) operating in Pakistan based on the information retrieved from the website of Higher Education of Pakistan (www.hec.gov.pk). Out of these 171 institutes, 99 universities and DAIs are public sector institutes and 72 are privately held institutes. Therefore, one segment of the population of this study refers to students of Bachelor and higher degrees in Computer Science, IT, and other similar disciplines enrolled in these recognised institutes.

As far as other generations are concerned in this study, full-time employees of software houses situated in Pakistan denote the second segment of the study population. Both P@SHA and PSEB are the most recognised forums of IT firms in Pakistan. In total, 1,005 and 1,181 IT firms hold membership of P@SHA and PSEB, respectively, at the time of this study. The list of member organisations and their contact details are available on the websites of these two platforms.

3.10.2 Sample Size

The convenience sampling technique was adopted to draw the representative data of the study population. The questionnaire was transformed into a web-based form and the link of that form

was circulated via emails and across social media platforms. University lecturers were also approached to circulate this link among Computer Science and IT students. The contact details of registered organisations with P@SHA and PSEB were used to approach IT graduates employed in the member organisations.

With respect to the sample size for the analysis, Kyriazos (2018) claimed that the sample size of 200 is sufficient for most research work of ordinary factor analysis comprising of 40 or fewer items. This suggested an estimate yield of 5:1 ratio for items under observation. Turning to this present study, data should be collected from 300 students to represent Gen Z and from 150 employees of the registered software houses to represent the older generations.

3.10.3 Sample Characteristics

The demographic variables listed in Table 3.5 were gathered from the participants to filter and to compare the statistical results among various social groups:

Table 3.5: Demographic Variables asked from Participants

For Every Participant	For Working Professionals Only
Gender Hometown Birth Year Birth Month Professional Status Level of Academic Degree Field of Study Enrolled University	Name of Employer Employer's Business Domain Experience with Current Employer (in Years) Total Experience (in Years)

The variable “Professional Status” (Student, Working Professional or Job Seeker after Completing Studies) is a branching element to divert the participant to appropriate stream of questionnaire narrations (futuristic narrations for Students and Job Seekers & the focus on current employment for Working Professionals), as explained earlier in the Research Design section of this chapter.

3.10.4 Instrument Validity

In order to investigate the uni-dimensionality of the constructs and to validate the survey instrument, Factor Analysis utilising the PCA technique was conducted. The KMO Measure of Sampling Adequacy test and Bartlett’s test of Sphericity can provide confirmation if it is worth proceeding with Factor Analysis or otherwise. The value of KMO has a variation between 0 and

1. A value of 0 states that there is a large dispersion in the pattern of correlation, resultantly suggests inappropriateness for applying Factor Analysis. On the other hand, a value of 1 indicates that the patterns of correlation are relatively compact, so apt application of Factor Analysis. It is a general rule of thumb that a KMO value of 0.5 is poor, 0.6 is relatively acceptable, and a value closer to 1 is deemed better and more desirable. Bartlett's test of Sphericity tells the significance of the relationship between items of a construct; p-value less than 0.05 confirms the significance of the relationship among variables. The results of these tests are tabulated in Table 3.6:

Table 3.6: KMO and Bartlett's test of Sphericity

Sr. #	HR Constructs	KMO Measure of Sample Adequacy	Bartlett's Test of Sphericity Apx. Chi-Square	Bartlett's Test of Sphericity
1	Compensation & Benefits	0.959	5252.147	0.000
2	Employees Relation	0.942	2689.541	0.000
3	Organisational Behaviour	0.829	2723.416	0.000
4	Performance Management	0.902	4595.806	0.000
5	Recruitment & Selection	0.855	2205.852	0.000
6	Training & Development	0.615	1309.800	0.000
7	Work Environment	0.942	8753.426	0.000

Out of the 8 items for Retirement Benefits construct, 6 are check/uncheck options with coding of 1 being checked and blank being unchecked. The nature of these items refrained the researcher from measuring the validity of this construct. When excluding the Retirement Benefits construct, the KMO values of the remaining seven constructs ranged between 0.615 (Training & Development) and 0.959 (Compensation & Benefits), while all Bartlett's significance values of 0.000 predicted that it was indeed worth conducting Factor Analysis on the collected data.

Construct validity (discriminant & convergent) exists if the eigenvalue of a component is equal to or greater than 1, with loading of at least 0.40 and no cross-loading of items above 0.40. The results of total variance explained for the first component with maximum eigenvalue are given in Table 3.7:

Table 3.7: Total Variance Explained for HR Constructs

Sr. #	HR Constructs	Initial Eigenvalues of 1 st Components		Factor Loadings of 1 st Components			# of Components with 1+ Eigenvalues
		Total	% of Variance Explained	Min Factor Loading	Max Factor Loading	# of Factor Loadings < 0.40	
1	Compensation & Benefits	7.300	60.831	-0.199	0.968	3	3
2	Employees Relation	5.469	78.132	0.859	0.907	0	1
3	Organisational Behaviour	4.688	39.066	0.004	0.781	1	3
4	Performance Management	6.176	51.465	-0.322	0.939	2	2
5	Recruitment & Selection	5.286	48.051	0.295	0.866	2	2
6	Training & Development	2.650	52.998	0.653	0.781	0	2
7	Work Environment	10.422	40.085	0.391	0.794	1	4

Evidently, every HR construct considered in this study yielded at least one component with eigenvalue greater than 1. Considering this fact, along with the KMO and Bartlett's significance values, the instrument met the standard conditions of Construct Validity.

The issue of Common Method Variance (CMV) gained much popularity in last couple of decades, particularly in the field of empirical research focusing on social sciences, as the researchers tried to explore how same respondents may bias their statistical results (Jakobsen & Jensen, 2015). CMV occurs when the adopted measurement techniques in an empirical research let the systematic variance arises in the collected data (Doty & Glick, 1998). This systematic error variance can not only cause the common method bias in the measures, but can also prejudice the estimated relationships between variables under consideration (Jakobsen & Jensen, 2015). CMV can also be defined as the biasness occurred due to general method or same source when self-report measures are collected in a research survey (Podsakoff & Todor, 1985). It can depict false-positive correlation between the variables when data is collected by utilizing the same method. CMV is a potential threat for the validity of conclusions of a research study conducted in the field of organizational behaviour due to its tendency of inflating or deflating the correlations by crating the systematic bias (Reio, 2010).

Harman's Single-Factor Test is one of the most common tests used to examine the CMV in research studies (Tehseen, Ramayah, & Sajilan, 2017). It is a post-hoc statistical procedure as it

can only be conducted after collecting the research data to verify if an individual factor is dominating enough to produce variance in the results (Chang et al., 2010). For conducting this test on collected data, all the measured items have to be loaded in factor analysis to see if only a single factor popup as a result of this analysis or if any one random factor accounts for the majority of the covariance explained; CSV will not be considered as a pervasive issue if both of these conditions embrace failure (Podsakoff et al., 2003).

When loaded all the measured items for factor analysis, the PCA output (Table 3.X) revealed 87 discrete factors, 15 of which have eigenvalues greater than 1, accounting 70% of the total variance cumulatively. The first un-rotated factor held only 38% of the variance in data collected for this study. Therefore, it can be claimed here that neither of above mentioned both assumptions has meet (i.e. no single factor arisen, and the first factor did not capture most of the variance). Hence it can be concluded that CMV is not an issue as per the results depicted in Table 3.7A.

Table 3.7A: Harman's Single-Factor Test

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	33.220	38.183	38.183	33.220	38.183	38.183
2	4.955	5.695	43.878	4.955	5.695	43.878
3	3.604	4.142	48.021	3.604	4.142	48.021
4	2.891	3.323	51.343	2.891	3.323	51.343
5	2.497	2.871	54.214	2.497	2.871	54.214
6	2.065	2.373	56.587	2.065	2.373	56.587
7	1.719	1.976	58.564	1.719	1.976	58.564
8	1.642	1.888	60.451	1.642	1.888	60.451
9	1.478	1.699	62.150	1.478	1.699	62.150
10	1.378	1.584	63.734	1.378	1.584	63.734
11	1.305	1.500	65.234	1.305	1.500	65.234
12	1.193	1.371	66.605	1.193	1.371	66.605
13	1.145	1.316	67.921	1.145	1.316	67.921
14	1.086	1.248	69.169	1.086	1.248	69.169
15	1.026	1.179	70.348	1.026	1.179	70.348
16	.983	1.130	71.479			
17	.926	1.064	72.543			
18	.902	1.036	73.580			
19	.888	1.020	74.600			

20	.846	.973	75.572			
21	.808	.929	76.501			
22	.804	.925	77.426			
23	.751	.863	78.289			
24	.736	.846	79.135			
25	.690	.793	79.928			
26	.672	.772	80.700			
27	.647	.744	81.444			
28	.638	.733	82.177			
29	.600	.689	82.867			
30	.583	.670	83.537			
31	.579	.665	84.202			
32	.539	.620	84.822			
33	.518	.596	85.418			
34	.509	.585	86.003			
35	.484	.556	86.559			
36	.478	.550	87.109			
37	.455	.523	87.632			
38	.449	.516	88.148			
39	.416	.478	88.625			
40	.408	.469	89.094			
41	.393	.452	89.546			
42	.388	.446	89.992			
43	.380	.437	90.429			
44	.349	.401	90.830			
45	.347	.399	91.229			
46	.339	.390	91.618			
47	.331	.380	91.998			
48	.322	.370	92.369			
49	.316	.363	92.731			
50	.311	.357	93.088			
51	.301	.346	93.434			
52	.284	.326	93.760			
53	.276	.317	94.078			
54	.274	.315	94.392			
55	.269	.309	94.701			
56	.250	.287	94.988			
57	.241	.277	95.266			
58	.240	.276	95.542			
59	.240	.275	95.817			
60	.228	.262	96.079			
61	.219	.252	96.331			
62	.215	.247	96.578			

63	.207	.238	96.816			
64	.193	.222	97.038			
65	.190	.219	97.257			
66	.183	.211	97.468			
67	.169	.194	97.662			
68	.163	.188	97.850			
69	.156	.180	98.029			
70	.154	.177	98.207			
71	.141	.162	98.368			
72	.139	.159	98.528			
73	.131	.151	98.678			
74	.128	.147	98.826			
75	.121	.139	98.965			
76	.117	.135	99.100			
77	.109	.125	99.225			
78	.102	.117	99.342			
79	.098	.113	99.454			
80	.093	.107	99.561			
81	.085	.097	99.658			
82	.073	.084	99.743			
83	.067	.077	99.819			
84	.057	.065	99.885			
85	.052	.059	99.944			
86	.029	.033	99.977			
87	.020	.023	100.000			

Extraction Method: Principal Component Analysis.

3.10.5 Instrument Reliability

Cronbach's alpha method was performed to test the internal reliability of the instrument. The construct-wise results are presented in Table 3.8:

Table 3.8: Cronbach's Alpha Values for HR Constructs

Sr. #	HR Constructs	Valid N	No. of Observed Items	Cronbach's Alpha
1	Compensation & Benefits	382	13	0.922
2	Employees Relation	398	7	0.950
3	Organisational Behaviour	351	12	0.798
4	Performance Management	346	12	0.907
5	Recruitment & Selection	303	11	0.841
6	Training & Development	363	5	0.773
7	Work Environment	329	26	0.931

The Retirement Benefits construct was excluded here as well due to the nature of its items. Cronbach's Alpha value greater than or equal to 0.90 implies excellent reliability, between 0.70 and 0.90 indicates high reliability, between 0.50 and 0.70 infers moderate reliability, and below 0.50 suggests low reliability. Turning to this study, the values of Cronbach's Alpha ranged between 0.798 (Organisational Behaviour) and 0.95 (Employee Relations); signifying that each multi-item construct possessed high or even excellent level of reliability ($\alpha > 0.70$).

Upon analysing the individual Cronbach's Alpha value if each measured item should be discarded from the analysis, no significant impact was observed on alpha values of these constructs. For instance, Cronbach's Alpha value for Compensation & Benefits construct ($\alpha = 0.922$) slightly rose if Salary Type (revised $\alpha = 0.925$), Model of Pay Calculation (revised $\alpha = 0.935$), Market Competitive Salaries (revised $\alpha = 0.930$), Timely Disbursement of Salaries (revised $\alpha = 0.930$) or Equity Based Compensation Options (revised $\alpha = 0.932$) was removed from this construct. No item was excluded from further analysis considering the marginal impact it could create on the alpha value of the construct (maximum impact was 0.13 in α value). Deletion of any item from Employee Relations would decrease the alpha value of this construct, a similar case noted for Training & Development and Working Environment constructs. The alpha value for Organisational Behaviour ($\alpha = 0.798$) rose if Organisational Politics (revised $\alpha = 0.801$) or Tenure at One Organisation (revised $\alpha = 0.840$) was removed. Cronbach's Alpha value of Performance Management ($\alpha = 0.907$) increased after removing Measurable KPIs (revised $\alpha = 0.909$), Performance Based Incentives (revised $\alpha = 0.919$), Unbiased Performance Evaluation Skills of line managers (revised $\alpha = 0.914$) or Openness to Subordinates' Feedback (revised $\alpha = 0.909$). Recruitment & Selection construct ($\alpha = 0.841$) displayed a negligible impact by deleting Brand Reputation (revised $\alpha = 0.844$) or Clear Career Progression (revised $\alpha = 0.845$).

The values of Cronbach's Alpha of all constructs and negligible impacts were observed by removing any item from the constructs; signifying the acceptable reliability limits and internal consistency of the measures based on the analyses being considered as good and reliable.

3.11 Summary of Descriptive Statistics

The frequency of occurrence for certain variables, from which the percentage and the average percentage were measured, is explained in the following:

3.11.1 Gender

The participants were asked to select an appropriate option (Male or Female) to disclose their gender. The gender distribution is given in Table 3.9. Most of the participants were male (n = 317) representing 61.08 % of the sample, while females were (n = 184) represented by 35.45%, and 18 participants (3.47%) left the option unattended.

Table 3.9: Gender of Participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	317	61.08	63.27	63.27
Valid Female	184	35.45	36.73	100
Total	501	96.53	100	
Missing	18	3.47		
Total	519	100		

3.11.2 Hometown

The students and working professionals who participated in this study belonged to 71 cities of Pakistan, spread across all five provinces and federally administrative areas. The largest number of participants were from Lahore, the provincial capital of Punjab, representing 24.32% (n = 126), 13.90% from Rawalpindi and Islamabad collectively (n = 72), 6.37% from Karachi (n = 33), 5.21% from Okara (n = 27), 4.63% from Peshawar (n = 24), 3.67% from Faisalabad (3.67%), and 7.34% participants did not provide any response (n = 38). Province-wise frequency distribution of the participants is tabulated in Table 3.10:

Table 3.10: Province-Wise Participation

	Frequency	Percent	Valid Percent	Cumulative Percent
Punjab	321	61.97	66.86	66.86
Khyber Pakhtunkhwa	55	10.62	11.46	78.32
Sindh	55	10.62	11.46	89.78
Valid Islamabad	27	5.21	5.63	95.41
Balochistan	8	1.54	1.67	97.08
Gilgit – Baltistan	8	1.54	1.67	98.75
Azad Kashmir & Khyber Agency	6	1.16	1.25	100
Total	480	92.66	100	
Missing	38	7.34		
Total	518	100		

3.11.3 Birth Year and Generation

It was mandatory for the participants to mention their birth year so that they could be categorised in appropriate generation cohorts accordingly. The youngest participant was born in 2002 and the oldest participant was born in 1962. Frequency distribution of calendar years, in which the participants were born, is presented in Table 3.11:

Table 3.11: Birth Year-Wise Participants

Birth Year	Frequency	Percent	Valid Percent	Cumulative Percent
1962	1	0.19	0.19	0.19
1973	1	0.19	0.19	0.39
1975	1	0.19	0.19	0.58
1978	1	0.19	0.19	0.77
1979	5	0.97	0.97	1.74
1980	3	0.58	0.58	2.32
1981	4	0.77	0.77	3.09
1982	2	0.39	0.39	3.47
1983	3	0.58	0.58	4.05
1984	2	0.39	0.39	4.44
1985	6	1.16	1.16	5.60
1986	1	0.19	0.19	5.79
1987	4	0.77	0.77	6.56
1988	6	1.16	1.16	7.72
1989	12	2.32	2.32	10.04
1990	13	2.51	2.51	12.55
1991	26	5.02	5.02	17.57
1992	35	6.76	6.76	24.32
1993	49	9.46	9.46	33.78
1994	47	9.07	9.07	42.86
1995	26	5.02	5.02	47.88
1996	29	5.60	5.60	53.47
1997	44	8.49	8.49	61.97
1998	56	10.81	10.81	72.78
1999	48	9.27	9.27	82.05
2000	48	9.27	9.27	91.31
2001	35	6.76	6.76	98.07
2002	10	1.93	1.93	100
Total	518	100	100	

Considering the standard cut-off values of various generations, there was only a single participant from the Baby Boomers generation, 8 from Gen X (1.54%), 213 from Gen Y (41.12%), and 296 from Gen Z (57.14%). The details are presented in Table 3.12:

Table 3.12: Generation-Wise Participants

Generations	Frequency	Percent	Valid Percent	Cumulative Percent
Baby Boomers (1946 - 1964)	1	0.20	0.20	0.20
Generation X (1965 - 1979)	8	1.54	1.54	1.74
Generation Y (1980 - 1994)	213	41.12	41.12	42.86
Generation Z (1995 and onwards)	296	57.14	57.14	100
Total	518	100	100	

3.11.4 Professional Status

Almost 41% of the participants were working professionals (n = 212), 49.81% claimed that they were studying at the time of participation (n = 258), and 9.26% of the participants had completed their studies but were still searching for a job to kick-start their professional career (n = 48).

Table 3.13: Status of Participants

	Frequency	Percent	Valid Percent	Cumulative Percent
Working Professionals	212	40.93	40.93	40.93
Students	258	49.81	49.81	90.74
Job Seekers after Completing Studies	48	9.26	9.26	100
Total	518	100		

3.11.5 Level of Academic Degree

The study participants were a good mix of academic profiles, ranging from Intermediate students to PhD level qualifications, as presented in Table 3.14. Almost 6% of the participants were either studying at Intermediate level or had obtained this academic level (n = 31), 59.46% either held or were pursuing Bachelor's degree (n = 308), 24.71% held or enrolled in Master's degree program (n = 128), 8.69% at M.Phil level (n = 45), almost 1% at PhD level (n = 5), and one participant opted "Others" for his academic qualification.

Table 3.14: Academic Level of Participants

Degree Level	Frequency	Percent	Valid Percent	Cumulative Percent
Intermediate	31	5.98	5.98	5.98
Bachelor's	308	59.46	59.46	65.44
Master's	128	24.71	24.71	90.15
M.Phil	45	8.69	8.69	98.84
PhD	5	0.97	0.97	99.81
Others	1	0.19	0.19	100
Total	518	100	100	

3.11.6 Field of Study

From the total 518 participants, 91.31% held or were pursuing degrees in the field of IT/Computer Science (n = 473), while 8.69% held or were pursuing degrees in other disciplines (n = 45). The frequency distribution for academic domains of the participants is given below.

Table 3.15: Academic Discipline of Participants

Academic Disciplines	Frequency	Percent	Valid Percent	Cumulative Percent
IT Related Degree	473	91.31	91.31	91.31
Non-IT Related Degree	45	8.69	8.69	100
Total	518	100	100	

3.11.7 Enrolled University

All the study participants were affiliated with 77 local and 7 international universities. Maximum participation was observed from the current students and alumni of University of Engineering & Technology (Lahore) and International Islamic University (Islamabad), each representing 7.14% participation (n = 37). Among the other institutes, 6.95% participation were from University of the Punjab (Lahore) (n = 36), 5% from University of Okara (n = 26), 4.25% from Air University (Islamabad) (n = 22), 4% each from The University of Agriculture (Peshawar) and COMSATS Institute of Information Technologies (Islamabad) (n = 21), and 3.86% from National University of Science and Technology (NUST) (Islamabad) (n = 20). Single representation from 27 local institutes were grouped under “Other Universities” (Table 3.16), which represented 5.21% of the participants (n = 27), whereas 7 participants had earned their degrees from international

universities of Australia, the UK, and China (n = 7). Almost 6% of the participants did not disclosed their academic affiliation (n = 31).

Table 3.16: Academic Universities of Valid Participants

Institute Name	Frequency	Percent	Valid Percent	Cumulative Percent
International Islamic University, Islamabad	37	7.14	7.6	7.6
UET, Lahore	37	7.14	7.6	15.2
University of the Punjab, Lahore	36	6.95	7.39	22.59
University Of Okara, Okara	26	5.02	5.34	27.93
Air University, Islamabad	22	4.25	4.52	32.45
The University of Agriculture, Peshawar	21	4.05	4.31	36.76
COMSATS (various campuses)	21	4.05	4.31	41.07
NUST, Islamabad	20	3.86	4.11	45.18
National Textile University, Faisalabad	18	3.47	3.7	48.88
UMT, Lahore	16	3.09	3.29	52.17
University of Agriculture, Faisalabad	13	2.51	2.67	54.84
FAST – NUCES	13	2.51	2.67	57.51
Forman Christian College University, Lahore	11	2.12	2.26	59.77
NED UET, Karachi	11	2.12	2.26	62.03
University of Gujrat, Gujrat	10	1.93	2.05	64.08
Riphah International University, Islamabad	9	1.74	1.85	65.93
Mehran UET, Jamshoro	8	1.54	1.64	67.57
Bahria University, Islamabad	7	1.34	1.44	69.01
Shaheed Benazir Bhutto University, Peshawar	7	1.34	1.44	70.45
University of Karachi	7	1.34	1.44	71.89
BUIITEMS, Quetta	5	0.97	1.02	72.91
Beaconhouse National University, Lahore	5	0.97	1.02	73.93
Government College University, Faisalabad	5	0.97	1.02	74.95
Government College University, Lahore	5	0.97	1.02	75.97
Islamia University, Bahawalpur	5	0.97	1.02	76.99
Sir Syed UET, Karachi	5	0.97	1.02	78.01
Virtual University of Pakistan	5	0.97	1.02	79.03
Allama Iqbal Open University, Islamabad	4	0.77	0.82	79.85
Federal Urdu University, Islamabad	4	0.77	0.82	80.67
Iqra University	4	0.77	0.82	81.49
PMAS - Arid Agriculture University, Rawalpindi	4	0.77	0.82	82.31
University of Sindh	4	0.77	0.82	83.13
Al-Khair University	3	0.58	0.62	83.75
Foundation University Islamabad	3	0.58	0.62	84.37
Islamia College University Peshawar	3	0.58	0.62	84.99

LUMS, Lahore	3	0.58	0.62	85.61
National University of Modern Languages	3	0.58	0.62	86.23
NCBA&E, Lahore	3	0.58	0.62	86.85
Quaid-e-Awam University, Nawabshah	3	0.58	0.62	87.47
Shah Abdul Latif University	3	0.58	0.62	88.09
Superior University	3	0.58	0.62	88.71
University of Central Punjab	3	0.58	0.62	89.33
CUSIT, Islamabad	2	0.39	0.41	89.74
Institute of Management Sciences Peshawar	2	0.39	0.41	90.15
Kinnaird College for Women University	2	0.39	0.41	90.56
Preston University Lahore	2	0.39	0.41	90.97
CASE, Islamabad	2	0.39	0.41	91.38
University of Education, Lahore	2	0.39	0.41	91.79
UET, Texila	2	0.39	0.41	92.2
University of Lahore	2	0.39	0.41	92.61
University of Peshawar	2	0.39	0.41	93.02
Other Universities	27	5.21	5.54	98.56
International Universities	7	1.35	1.44	100
Total	487	94.02	100	
Missing	31	5.98		
Grand Total	518	100		

3.11.8 Experience with Current Employer (in Years)

This refers to an exclusive question for working professionals only. The participants were required to express their tenure in terms of numbers of years with current employers, in which some used whole numbers while some used fractions to elaborate their tenure. To simplify the data presentation, tenure with current employers was converted in 5-year slabs. Most of the participants (79.25%) had spent less than 5 years with their existing employers (n = 168), almost 8% were associated with current employers from 5 to 10 years (n = 17), 8 participants had spent more than 10 years with their current employer (3.77%), only one participant had the privilege to cross a 15-year milestone with current employer, and none had crossed the 20-year mark with their current employer. However, 8.49% of the professionals either left this question unattended or provided invalid data (n = 18).

Table 3.17: Tenure with Current Employer

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5 Years	168	79.25	86.60	86.60
5 to 10 Years	17	8.02	8.76	95.36
10 to 15 years	8	3.77	4.12	99.48
15 to 20 Years	1	0.47	0.52	100
20 to 25 Years	0	0	0	100
Total	194	91.51	100	
Missing	18	8.49		
Total	212	100		

3.11.9 Total Experience (in Years)

The same pattern of data presentation was applied for total experience of working professionals. Most of the participants (72.64%) had less than 5 years of accumulative professional experience (n = 154), 14.62% recorded 5 to 10 years of total experience (n = 31), 7.55% responded more than 10 years but less than 15 years of professional experience (n = 16), 5 participant had the privilege to cross the 15-year milestone (2.36%), and only two of them had crossed the 20-year mark of their professional life (0.94%). Only 1.89% of the professionals did not answer (n = 4).

Table 3.18: Total Professional Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5 Years	154	72.64	74.05	74.05
5 to 10 Years	31	14.62	14.9	88.95
10 to 15 years	16	7.55	7.69	96.64
15 to 20 Years	5	2.36	2.4	99.04
20 to 25 Years	2	0.94	0.96	100
Total	208	98.11	100	
Missing	4	1.89		
Total	212	100		

3.12 Data Cleansing and Effective Demographic Details

Out of the 518 responses received, those belonging to Gen X were excluded from the statistical analysis after considering the scope of this study (i.e., comparison of Gen Y & Gen Z) and ignorable responses (n = 9) from Gen X. As this study only focused on HR practices in the Pakistani IT industry, working professionals from non-IT firms and participants having/pursuing

non-IT degrees (n = 42) were excluded from further analysis. This resulted in 467 valid responses for this study and the revised demographic details are presented in Table 3.19:

Table 3.19: Demographic Details of Valid Respondents

Respondent Demographics	Frequency	%age
Gender (N = 467)		
Male	288	61.7%
Female	163	34.9%
Prefer Not to Say	1	0.01%
Not Answered/Missing	16	3.4%
Generation (N = 467)		
Generation Y	180	38.5%
Generation Z	287	61.5%
Qualification (N = 467)		
Intermediate	29	6.2%
Bachelors	295	63.2%
Masters	99	21.2%
M.Phil	39	8.4%
PhD	4	0.9%
Others	1	0.01%
Status (N = 467)		
Students or Job Seekers	293	62.7%
Working Professionals	174	37.3%

CHAPTER 4: RESULTS OF STATISTICAL ANALYSIS

4.1 Introduction

This chapter presents detailed statistical analysis that was run on the data gathered from online questionnaire. This included the demographic details of the participants, the relationship of various HR constructs with Job Satisfaction, multiple attempts made to ensure normality of distribution, and selection of appropriate statistical methodology to compare the responses of both generations. The second section of this chapter covers statistical analysis of the responses provided by the participants to test the hypotheses pertaining to item-by-item comparison of Millennials and Gen Z. Microsoft Excel 2010 and SPSS 20.0 were used to perform descriptive statistics and various analyses. Essentially, this study addressed the following questions:

- What is the relationship between Human Resource Practices and employee Job Satisfaction? And to what extent these HR Practices affect employees' level of Job Satisfaction?
- Do Generation Z employees expect different set of Compensation & Benefits policies than the Generation Y employees?
- Do Generation Z employees expect different set of Employee Relations policies than the Generation Y employees?
- Do Generation Z employees expect different set of Organisational Behaviour policies than the Generation Y employees?
- Do Generation Z employees expect different set of Performance Management policies than the Generation Y employees?
- Do Generation Z employees expect different set of Recruitment & Selection policies than the Generation Y employees?
- Do Generation Z employees expect different set of Training & Development policies than the Generation Y employees?
- Do Generation Z employees expect different set of Work Environment policies than the Generation Y employees?
- Do Generation Z employees expect different set of Retirement Benefits policies than the Generation Y employees?

4.2 HR Practices and Job Satisfaction

This study was conducted with the assumption that Job Satisfaction can be taken as proxy of efficacy of various HR practices implemented in organisations. In this context, the research question formulated is as follows:

What is the relationship between various HR Practices and employee Job Satisfaction in IT Industry of Pakistan? How do these practices affect the Job Satisfaction in this sector?

The first component of every HR construct had the maximum eigenvalue among all the components, as noted in the Factor Analysis outcomes, and covered the maximum number of observed items comprising each construct. The details are presented in Table 4.1:

Table 4.1: No. of Observed Items in the 1st Components

Sr. #	HR Constructs	Total Observed Items	# of Items in 1 st Component	%age of Items in 1 st Component
1	Compensation & Benefits	13	8	62
2	Employees Relation	7	7	100
3	Organisational Behaviour	12	8	67
4	Performance Management	11	7	64
5	Recruitment & Selection	11	8	73
6	Training & Development	5	5	100
7	Work Environment	24	9	38

The first components of all the constructs displayed excellent representation (62% for Compensation & Benefits to 100% for Employee Relations and Training & Development), except for Work Environment, which just loaded 38% of the observed items under this construct. The next two components of Work Environment construct had similar impacts (i.e., 6 and 7 observed items, respectively) and collectively loaded 92% of the observed items along with the first component. Next, the first component of all other HR constructs and the first three components of Work Environment were considered to address this research question. The Retirement Benefits construct was omitted from this correlation analysis due to multiple option/multiple selection nature of the observed items.

Besides calculating the mean and standard deviation values of various HR Practices and Job Satisfaction, their correlation coefficients (Table 4.2) were calculated to address the above research question. The relationship of these constructs was determined using Pearson correlation.

Table 4.2: Pearson Correlation Coefficients between Job Satisfaction and HR Practices

	JS	CB	ER	OB	PM	RS	TD	T-WE	I-WE	P-WE
Satisfaction	1									
Compensation & Benefits	.379**	1								
Employees Relation	.134**	.605**	1							
Organisational Behaviour	.210**	.678**	.657**	1						
Performance Management	.221**	.654**	.617**	.858**	1					
Recruitment & Selection	.180**	.573**	.658**	.566**	.609**	1				
Training & Development	.290**	.769**	.845**	.804**	.752**	.625**	1			
Team Related Work Environment	.250**	.572**	.578**	.834**	.781**	.515**	.714**	1		
Infrastructure Related Work Environment	.204**	.699**	.631**	.706**	.697**	.586**	.752**	.590**	1	
Policies Related Work Environment	.117*	.436**	.326**	.616**	.526**	.338**	.429**	.520**	.483**	1

** . Correlation is significant at 0.01 level (2-tailed)

* . Correlation is significant at 0.05 level (2-tailed)

The Pearson correlation matrix calculated for seven constructs of HR Practices and Job Satisfaction (perceived by students and actual by working professionals) is shown in Table 4.2. All the seven constructs of HR Practices were not only significantly and positively correlated with Job Satisfaction at 0.01 level ($p = 0.000$), but they were also significantly and positively correlated with each other at the same level of significance. The only exception found was Policies Related Work Environment construct, which was significant at 0.05 level ($p < 0.05$). As far as the correlation of these constructs is concerned with Job Satisfaction, Compensation & Benefits had the highest correlation ($\rho = 0.379$, $p = 0.000$) while Policies Related Work Environment recorded the lowest ($\rho = 0.117$, $p < 0.05$). Correlation coefficient above 0.750 may create doubt on the validity and the distinctness of highly correlated variables (Jeanquart-Barone & Sekaran, 1994). As no correlation of any construct of HR Practice with Job Satisfaction exceeded $\rho = 0.379$, both validity and distinctness can be assumed in this analysis. For inter-constructs analysis, Organisational Behaviour had the highest correlation with Performance Management ($\rho = 0.858$, $p = 0.000$), whereas the lowest correlation was between Employees Relation and Policies Related Work Environment ($\rho = 0.326$, $p = 0.000$).

Table 4.2 presents a positive correlation amongst all constructs of HR Policies with Job Satisfaction. Compensation & Benefits displayed the highest correlation with Job Satisfaction ($\rho = 0.379$, $p = 0.000$), when compared to the other constructs. Within the constructs, the strongest correlation was noted for Training & Development ($\rho = 0.769$, $p = 0.000$), followed by Work Environment 2 ($\rho = 0.699$, $p = 0.000$) and Organisational Behaviour ($\rho = 0.678$, $p = 0.000$). The correlations of Compensation & Benefits were observed at ($\rho = 0.654$, $p = 0.000$) for Performance Management, ($\rho = 0.572$ and $R = 0.436$, $p = 0.000$) for Working Environment 1 & 3, respectively, ($\rho = 0.605$, $p = 0.000$) for Employees Relation, and ($\rho = 0.573$, $p = 0.000$) for Recruitment & Selection. The employees felt satisfied when their compensation packages especially when linking with their performance and skills enhancement through rigorous training initiatives. In a nutshell, the results show that performance-based compensation packages and employment benefits matched the skillset the employees possessed, while office atmosphere they desired to work in led to higher satisfied workforce and enhanced organisational performance.

Employees Relations displayed a positive correlation with Job Satisfaction ($\rho = 0.134$, $p = 0.000$) and within the constructs, the highest correlation with Training & Development ($\rho = 0.845$, $p = 0.000$). The correlations of Employees Relation were observed at ($\rho = 0.658$, $p = 0.000$) for Recruitment & Selection, ($\rho = 0.657$, $p = 0.000$) for Organisational Behaviour, ($\rho = 0.578$, 0.631 & 0.326 , $p = 0.000$) for all components of Working Environment respectively, ($\rho = 0.617$, $p = 0.000$) for Performance Management, and ($\rho = 0.605$, $p = 0.000$) for Compensation & Benefits. Evidently, the employees felt contented and dealt better with their colleagues when given sufficient opportunities for professional growth through trainings and recognition of their efforts in performance appraisals in supporting and caring for organisational culture.

Organisational Behaviour exhibited a positive correlation with Job Satisfaction ($\rho = 0.210$, $p = 0.000$) and recorded the strongest correlation with Performance Management ($\rho = 0.858$, $p = 0.000$) and with Working Environment 1 ($\rho = 0.834$, $p = 0.000$) within the policies constructs. The correlations of Organisational Behaviour were observed at ($\rho = 0.566$, $p = 0.000$) for Recruitment & Selection, ($\rho = 0.657$, $p = 0.000$) for Employees Relations, ($\rho = 0.804$, $p = 0.000$) for Training & Development, ($\rho = 0.678$, $p = 0.000$) for Compensation & Benefits, and ($\rho = 0.706$ & 0.616 , $p = 0.000$) for Working Environment 2 & 3 respectively. As Organisational Behaviour deals with the ways employees interact with each other, professional environment

plays a vital role in strengthening these relationships. These results revealed that appropriate performance management policies, coupled with effective training plans in the presence of supporting work environment and enforcement of Organisational Behaviour principles, can effectively increase employees' level of satisfaction and organisational performance.

The correlation for Training & Development displayed the strongest results with all constructs as a whole; ($\rho = 0.290$, $p = 0.000$) for Job Satisfaction, ($\rho = 0.752$, $p = 0.000$) for Performance Management, ($\rho = 0.804$, $p = 0.000$) for Organisational Behaviour, ($\rho = 0.845$, $p = 0.000$) for Employees Relations, ($\rho = 0.714$, 0.752 & 0.429 , $p = 0.000$) for all components of Working Environment, ($\rho = 0.769$, $p = 0.000$) for Compensation & Benefits, and ($\rho = 0.625$, $p = 0.000$) for Recruitment & Selection. These results strengthen the logical assumption that skills enhancement is the decisive and competitive element in the success of any service-oriented company. These training plans should be developed in accordance with appropriate skills assessment via appraisal systems, trainings delivery in professional environment, management's emphasis on the importance of skills upgrade and benefits linked with skills improvement.

4.3 Statistical Techniques for Comparing Means

In seeking a solution to any problem at the academic level, the quantitative research approach is one of the available options provided statistical errors are avoided by selecting appropriate methods of data analysis. For comparison of mean values, the related statistical tests can be categorised into Parametric and Non-Parametric tests. Normally-distributed scale data are analysed by using parametric tests, while not normally-distributed scale data and variables with ordinal data types are handled by using non-parametric tests (Gerald, 2018). T-tests (or Student's t-tests) are used to compare means of two groups or two datasets (Pallant, 2016). For instance, t-test can be opted to check the variation of academic performance of students in public and private schools. According to McMillan and Schumacher (2014), t-test is an inferential statistical technique used to explore the probability of rejecting the null hypothesis if there is similarity between two means. Being a parametric test, the main assumptions for applying t-test are normality of the study population and mutually independence of sample observations. If these assumptions are violated, the Mann-Whitney U test (an equivalent non-parametric test) is more appropriate to compare mean values (Islam & Shapla, 2021). The beauty of non-parametric test lies in the provision that it can be deployed for the underlying distribution without any

prerequisite or assumption, outlier, and even for ordinal data (Hesse, Ofosu, & Nortey, 2017). As normality of distribution is not mandatory for these tests, some statisticians tossed the term “Distribution-Free” tests instead of non-parametric tests to acknowledge this capability (Clarke & Cooke, 2005).

The three types of t-tests are Once Sample t-test, Independent Samples t-test, and Paired (or Dependent) Samples t-test (Bull, 2016). One sample t-test is used to compare the mean of sample data with any known, pre-agreed value. Meanwhile, the independent samples t-test is specific to compare means of data collected from two independent samples, and paired samples t-test is suitable for comparing the means of data collected from the same sample in before-after situation (Lesik, 2018). As this present study focused on comparing expectations of Gen Z professionals with perceptions of Gen Y, a participant can either be a member of Gen Z or Gen Y but that participant cannot be a member of both generations. Hence, the Independent Sample t-test is the most appropriate statistical tool to analyse the collected data.

4.3.1 Normality Test of Distribution

The selection of either parametric or non-parametric totally depends on the normality test of distribution in statistics. Hence, it is critical to test the normality of data prior to statistical analysis (Gerald, 2018). The condition of data normality can be tested either through Kolmogorov-Smirnov test if the sample size is greater than 50 observations or through Shapiro-Wilks test if the number of observations is less than 50 (Pallant, 2016). As the sample size in this study is greater than 50 for each generation, Kolmogorov-Smirnov test was conducted to determine data normality.

Table 4.3 Kolmogorov-Smirnov Test of Normality

Sr. #	Observed Items	Combined Data			Generation Y			Generation Z		
		Statistic	Df	Sig.	Statistic	df	Sig.	Statistic	df	Sig.
1	Company Provided Gadgets	.163	413	.000	.168	160	.000	.189	253	.000
2	Family Support Benefits	.203	416	.000	.183	162	.000	.239	254	.000
3	Financial Benefits	.226	409	.000	.186	159	.000	.274	250	.000
4	Long Term Employment Benefits	.225	408	.000	.178	162	.000	.255	246	.000
5	Opportunities of Professional Networking	.216	405	.000	.172	160	.000	.261	245	.000
6	Paid Time Off (Holidays)	.197	405	.000	.190	160	.000	.232	245	.000

7	Risk Protection Opportunities	.208	402	.000	.207	157	.000	.222	245	.000
8	Employees Referral Incentives	.199	408	.000	.179	160	.000	.209	248	.000
9	Salary Type	.334	449	.000	.440	168	.000	.405	281	.000
10	Model of Pay Calculation	.436	450	.000	.502	169	.000	.393	281	.000
11	Market Competitive Salaries	.413	445	.000	.419	168	.000	.421	277	.000
12	Timely Disbursement of Salaries	.330	446	.000	.340	168	.000	.322	278	.000
13	Equity Based Compensation Options	.352	442	.000	.346	168	.000	.413	274	.000
14	Manager's Collaboration Skills	.246	415	.000	.241	160	.000	.249	255	.000
15	Manager's Team Engagement Skills	.245	418	.000	.237	162	.000	.263	256	.000
16	Manager's Decision Making Skills	.272	420	.000	.246	162	.000	.307	258	.000
17	Manager's Skills to Drive Team Environment	.254	421	.000	.251	163	.000	.257	258	.000
18	Manager's Transparency Skills	.314	411	.000	.290	158	.000	.328	253	.000
19	Manager's Self-Motivation Level	.265	417	.000	.237	162	.000	.301	255	.000
20	Manager's Openness to New Ideas	.264	417	.000	.226	161	.000	.288	256	.000
21	Tenure at One Organisation	.225	449	.000	.246	167	.000	.217	282	.000
22	Job Recognition	.227	401	.000	.192	157	.000	.247	244	.000
23	Being part of Management Team	.194	408	.000	.182	157	.000	.201	251	.000
24	Job Security	.226	415	.000	.215	163	.000	.250	252	.000
25	Bureaucratic Structure of Organisation	.190	391	.000	.182	158	.000	.196	233	.000
26	Flexible Working Hours	.233	392	.000	.214	156	.000	.246	236	.000
27	Recognition of Professional Qualifications	.244	391	.000	.249	155	.000	.243	236	.000
28	Authority of Decision Making	.233	399	.000	.233	157	.000	.234	242	.000
29	Clarity in Departmental Objectives	.243	391	.000	.251	157	.000	.237	234	.000
30	Flexible Working Location/Work from Home	.226	397	.000	.203	157	.000	.248	240	.000
31	Organisational Politics	.163	392	.000	.164	154	.000	.166	238	.000
32	Use of Advanced Technology	.235	392	.000	.221	155	.000	.249	237	.000
33	Openness to Subordinates' Feedback	.237	413	.000	.209	159	.000	.257	254	.000
34	Unbiased Performance Evaluation Skills	.220	407	.000	.220	158	.000	.225	249	.000
35	Job Enrichment	.216	406	.000	.172	161	.000	.239	245	.000
36	Sense of Achievement	.279	408	.000	.205	160	.000	.339	248	.000
37	Performance Based incentives	.482	444	.000	.422	167	.000	.513	277	.000
38	Revised Role with Revision in Benefits	.223	395	.000	.224	159	.000	.222	236	.000
39	Formal Career Development Programs	.226	393	.000	.217	156	.000	.232	237	.000
40	Unbiased Promotion Opportunities	.253	390	.000	.250	155	.000	.254	235	.000
41	Succession Planning	.233	393	.000	.209	159	.000	.271	234	.000
42	Measurable KPIs	.229	389	.000	.225	155	.000	.231	234	.000

43	Opportunity for Creativity	.268	387	.000	.246	155	.000	.304	232	.000
44	Market Competitive Compensation	.260	370	.000	.244	148	.000	.271	222	.000
45	Training & Development Programs	.265	372	.000	.253	146	.000	.272	226	.000
46	Career Advancement Opportunities	.296	367	.000	.255	148	.000	.323	219	.000
47	Technologically Advanced Company	.254	378	.000	.231	153	.000	.273	225	.000
48	Industry-Leading Company	.219	356	.000	.203	142	.000	.230	214	.000
49	Company's CSR Reputation	.230	350	.000	.228	142	.000	.226	208	.000
50	Community Servicing	.233	353	.000	.215	140	.000	.243	213	.000
51	Continuing Education	.213	368	.000	.190	145	.000	.237	223	.000
52	Clear Career Progression	.223	403	.000	.204	159	.000	.234	244	.000
53	Brand Reputation	.206	404	.000	.208	159	.000	.215	245	.000
54	Fairness in R&S Process	.265	397	.000	.245	158	.000	.278	239	.000
55	Utilisation of Team's Skillset	.246	414	.000	.232	160	.000	.275	254	.000
56	Ability to Motivate Employees	.279	413	.000	.235	162	.000	.307	251	.000
57	Personal Development Opportunities	.237	403	.000	.189	155	.000	.269	248	.000
58	Professional Development Opportunities	.283	402	.000	.212	156	.000	.329	246	.000
59	Training & Development Opportunities	.305	389	.000	.271	151	.000	.327	238	.000
60	Quality of Life	.247	412	.000	.174	160	.000	.295	252	.000
61	Advance Communication Channels	.202	410	.000	.189	162	.000	.230	248	.000
62	Communication Portal	.219	406	.000	.200	160	.000	.233	246	.000
63	Face-to-Face Interaction	.213	412	.000	.247	160	.000	.239	252	.000
64	Feedback Provision in Communication Channels	.237	406	.000	.240	159	.000	.237	247	.000
65	Jargons in Official Communication	.218	410	.000	.216	162	.000	.219	248	.000
66	Adaptability	.239	393	.000	.241	160	.000	.239	233	.000
67	Commitment	.261	396	.000	.238	158	.000	.276	238	.000
68	Knowledge Sharing	.249	397	.000	.249	161	.000	.293	236	.000
69	Reliability	.257	395	.000	.249	160	.000	.300	235	.000
70	Responsiveness	.290	394	.000	.223	160	.000	.341	234	.000
71	Tolerance	.262	396	.000	.223	161	.000	.305	235	.000
72	Assist Others to Succeed	.260	396	.000	.236	160	.000	.276	236	.000
73	Back Office Job	.179	393	.000	.174	156	.000	.182	237	.000
74	Commute to Work	.210	389	.000	.205	155	.000	.212	234	.000
75	Formal Dressing	.161	392	.000	.195	157	.000	.178	235	.000
76	Casual Dressing	.178	390	.000	.158	156	.000	.192	234	.000
77	Job Related Stress	.163	393	.000	.168	158	.000	.162	235	.000
78	Level of Responsibility	.242	391	.000	.241	155	.000	.242	236	.000
79	Multifaceted Job Role	.205	387	.000	.198	152	.000	.209	235	.000
80	Part Time Options	.197	393	.000	.162	156	.000	.225	237	.000
81	Specialised Knowledge	.226	392	.000	.231	156	.000	.233	236	.000
82	Work/Life Balance	.269	396	.000	.228	156	.000	.295	240	.000

83	Office Bound Job	.169	391	.000	.202	155	.000	.188	236	.000
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Referring to Table 4.3, the p-values of all the observed items were statistically significant ($p = 0.000$) not only for the combined data, but also for each generation. Hence, null hypothesis assuming the data are sampled from a normal distribution is rejected.

The Z-test can also be used to test the normality of distribution through skewness and kurtosis. Skewness is a statistical measure of the asymmetry of the distribution around its mean, whereas kurtosis is a statistical measure of extreme values in the tails of a distribution (Mishra et al., 2019). A Z-score can be calculated by dividing the skewness and kurtosis values by their respective standard errors. The Z-scores for both skewness and kurtosis that fall between -1.96 and 1.96 are sufficient to conclude the data normality for sample size less than 50 observations; either score crossing this limit will reject the null hypothesis (Shafiei, Doostparast, & Jamalizadeh, 2016). Field (2016) suggested reconsidering this range from -2.58 to 2.58 for larger samples to verify the normality assumption.

Table 4.4: Z-Scores for Testing Normality

Sr. #	Observed Items	Combined Data		Generation Y		Generation Z	
		Skewness	Kurtosis	Skewness	Kurtosis	Skewness	Kurtosis
1	Company Provided Gadgets	-2.04	-4.13	0.31	-2.50	-2.99	-2.61
2	Family Support Benefits	-5.04	-3.04	-1.15	-3.13	-5.24	-0.82
3	Financial Benefits	-6.56	-0.96	-2.53	-1.65	-6.46	0.69
4	Long Term Employment Benefits	-5.55	-2.89	-1.47	-3.00	-6.30	-0.06
5	Opportunities of Professional Networking	-6.34	-1.36	-1.93	-2.04	-7.01	1.46
6	Paid Time Off (Holidays)	-5.09	-3.02	-2.28	-2.73	-4.43	-1.88
7	Risk Protection Opportunities	-5.61	-1.51	-2.67	-1.39	-5.38	-0.38
8	Employees Referral Incentives	-2.92	-3.58	-0.80	-3.00	-2.88	-2.00
9	Salary Type	-1.24	-8.32	5.28	-2.62	-5.61	-4.17
10	Model of Pay Calculation	-9.34	-3.15	-11.41	7.59	-4.66	-4.97
11	Market Competitive Salaries	9.13	-2.65	6.25	1.02	5.44	-4.52
12	Timely Disbursement of Salaries	4.93	2.24	2.99	2.59	3.71	0.99
13	Equity Based Compensation Options	7.37	-2.55	0.47	-2.20	7.24	-2.00
14	Manager's Collaboration Skills	-7.26	-1.74	-4.37	-0.79	-5.90	-1.50
15	Manager's Team Engagement Skills	-6.98	-2.42	-3.67	-1.91	-5.83	-1.85
16	Manager's Decision Making Skills	-9.02	0.15	-5.08	0.33	-7.70	0.27
17	Manager's Skills to Drive Team Environment	-7.58	-0.98	-3.85	-0.92	-6.85	-0.14

18	Manager's Transparency Skills	-8.58	-1.07	-4.11	-1.83	-7.89	0.54
19	Manager's Self-Motivation Level	-7.81	-1.51	-3.88	-1.59	-7.12	-0.31
20	Manager's Openness to New Ideas	-7.79	-1.35	-3.73	-1.57	-7.16	-0.12
21	Tenure at One Organisation	2.17	-6.75	2.32	-3.36	1.01	-5.79
22	Job Recognition	-5.45	-1.20	-1.56	-1.76	-6.08	1.07
23	Being part of Management Team	-3.87	-3.87	-1.88	-2.18	-3.49	-2.46
24	Job Security	-7.26	-7.26	-3.23	-1.10	-6.94	0.77
25	Bureaucratic Structure of Organisation	-1.75	-3.35	-1.12	-1.91	-1.54	-2.78
26	Flexible Working Hours	-7.17	-0.79	-4.43	-0.24	-5.73	-0.72
27	Recognition of Professional Qualifications	-7.16	0.13	-4.29	0.69	-6.03	-0.16
28	Authority of Decision Making	-6.82	-0.62	-3.59	-0.85	-5.95	0.03
29	Clarity in Departmental Objectives	-6.90	-0.43	-4.32	-0.46	-5.40	-0.16
30	Flexible Working Location/Work from Home	-6.25	-1.37	-3.35	-1.25	-5.38	-0.68
31	Organisational Politics	-0.11	-5.36	0.50	-3.43	-0.54	-4.10
32	Use of Advanced Technology	-8.37	1.60	-4.65	0.72	-7.09	1.66
33	Openness to Subordinates' Feedback	-6.09	-2.56	-2.78	-2.44	-5.66	-1.14
34	Unbiased Performance Evaluation Skills	-6.21	-2.55	-3.79	-1.55	-4.96	-2.02
35	Job Enrichment	-4.65	-4.65	-1.23	-2.20	-5.12	0.14
36	Sense of Achievement	-8.51	-8.51	-2.63	-1.30	-9.35	4.09
37	Performance Based incentives	11.66	-0.76	3.60	-4.18	13.62	6.81
38	Revised Role with Revision in Benefits	-4.04	-4.04	-2.29	-1.84	-3.38	-1.74
39	Formal Career Development Programs	-4.85	-4.85	-1.95	-1.55	-4.95	-0.70
40	Unbiased Promotion Opportunities	-6.65	-6.65	-3.73	-1.01	-5.60	-0.57
41	Succession Planning	-7.56	-7.56	-2.96	-0.94	-7.77	2.83
42	Measurable KPIs	-6.37	-1.02	-3.67	-0.98	-5.29	-0.44
43	Opportunity for Creativity	-8.40	0.83	-4.64	0.04	-7.27	1.39
44	Market Competitive Compensation	-6.52	-6.52	-4.19	-0.79	-5.10	-0.50
45	Training & Development Programs	-8.60	-8.60	-4.13	-1.29	-7.85	1.36
46	Career Advancement Opportunities	-10.03	-10.03	-4.70	-1.00	-9.58	4.55
47	Technologically Advanced Company	-9.22	-9.22	-4.54	-0.79	-8.52	2.54
48	Industry-Leading Company	-5.65	-5.65	-3.00	-0.34	-4.95	-0.22
49	Company's CSR Reputation	-5.38	-5.38	-2.42	-2.33	-4.83	1.09
50	Community Servicing	-4.88	-4.88	-2.24	-2.23	-4.47	-0.65
51	Continuing Education	-5.80	-5.80	-2.18	-2.54	-5.91	-0.66
52	Clear Career Progression	-5.16	-5.16	-2.56	-1.31	-4.66	-0.81
53	Brand Reputation	-3.72	-3.72	-0.47	-2.24	-4.28	-1.26
54	Fairness in R&S Process	-8.54	0.21	-5.01	-0.45	-6.98	0.70
55	Utilisation of Team's Skillset	-7.75	-1.11	-4.09	-0.84	-6.84	-0.45
56	Ability to Motivate Employees	-7.72	-7.72	-3.30	-2.29	-7.55	0.27
57	Personal Development Opportunities	-6.50	-6.50	-2.73	-1.68	-6.20	1.01
58	Professional Development Opportunities	-9.36	-9.36	-3.87	-0.70	-9.50	5.19
59	Training & Development Opportunities	-9.44	1.26	-5.36	0.10	-7.77	1.37
60	Quality of Life	-7.08	-7.08	-2.25	-2.00	-7.79	2.52

61	Advance Communication Channels	-5.43	-5.43	-2.22	-0.94	-5.19	-1.03
62	Communication Portal	-4.80	-4.80	-1.93	-0.55	-4.38	-0.63
63	Face-to-Face Interaction	-6.60	-6.60	-3.07	-0.52	-5.38	-0.75
64	Feedback Provision in Communication Channels	-5.45	-5.45	-2.88	-0.45	-4.75	-0.35
65	Jargons in Official Communication	-5.22	-5.22	-2.71	-0.91	-4.64	-0.67
66	Adaptability	-5.85	-0.75	-3.37	-0.31	-4.85	-0.63
67	Commitment	-7.65	-0.45	-3.97	-0.92	-6.62	0.16
68	Knowledge Sharing	-8.97	1.97	-4.90	0.95	-7.92	2.38
69	Reliability	-9.08	1.69	-4.51	0.04	-8.35	2.84
70	Responsiveness	-9.58	2.27	-3.81	-0.73	-9.92	5.45
71	Tolerance	-8.21	0.21	-3.78	-0.68	-7.71	1.34
72	Assist Others to Succeed	-8.40	0.35	-5.01	0.06	-6.85	0.53
73	Back Office Job	-2.15	-2.15	-1.77	-1.34	-1.22	-3.44
74	Commute to Work	-3.92	-3.92	-2.77	-1.07	-2.75	-2.91
75	Formal Dressing	-1.90	-1.90	-0.80	-2.11	-2.00	-3.20
76	Casual Dressing	-2.15	-2.15	-0.66	-2.14	-2.30	-2.82
77	Job Related Stress	-1.28	-1.28	-1.21	-1.80	-0.62	-2.70
78	Level of Responsibility	-7.31	-7.31	-4.25	0.55	-6.08	0.67
79	Multifaceted Job Role	-3.41	-3.41	-2.11	-0.49	-2.71	-1.48
80	Part Time Options	-2.87	-2.87	-0.39	-2.70	-3.47	-2.52
81	Specialised Knowledge	-6.04	-6.04	-3.03	-0.37	-5.56	-0.27
82	Work/Life Balance	-8.05	-8.05	-4.73	0.00	-6.61	-0.45
83	Office Bound Job	-2.33	-2.33	-1.24	-1.23	-2.26	-3.07

The Z-scores derived by using both Skewness and Kurtosis fell into the acceptable range of ± 2.58 for only 5 observed items when the data were used as a whole, without any generational segregation. On splitting the data into respective generations, 24 items had their Z-scores falling within ± 2.58 range for Gen Y, but not a single item Z-score fell in this range for Gen Z. The Z-scores that fell within the acceptable range are highlighted in Table 4.4.

4.3.2 Appropriate Statistical Techniques for Likert Scale Data

The widespread use of Likert scales in the behavioural sciences research domain, including but not limited to social sciences, education, health, marketing, HRM, and allied disciplines of business management, has initiated a never-ending debate on statistical test selection for its data analysis (Derrick & White, 2017). There are countless instances in literature when Likert scales have been treated as continuous interval scales in statistical analyses. Wu and Leung (2017) conducted a detailed analysis of three research journals and found regular deployment of such

statistical procedures on Likert scale data, which are specifically meant for interval scales only. Likert scales are commonly treated as interval scales in statistical data analysis but they are ordinal by definition, thus unsuitable for arithmetic operations and for tests that depend on central tendencies (Wu & Leung, 2017). Arvidsson (2019) claimed it as one of the seven deadly sins of statistical analysis to apply parametric statistical method on ordinal scales, considering them as continuous data type.

Considering the results of normality of distributions and the debate on parametric procedures on ordinal data, the Mann-Whitney U test (non-parametric test) was performed on the data to test the hypothesis of this study, instead of employing t-test (parametric test). The Mann-Whitney U test can demonstrate more power and better efficiency than t-test when the distributions have heavy tails or are much skewed (Derrick & White, 2017).

4.4 Generational Differences and HR Policies

Next, this study examined if professionals from different generations had different expectations of HR policies to attain higher levels of Job Satisfaction or the existing HR setups worked fine for all of them. It was expected that neither the upcoming generation will demand an altogether new system of HR nor will it be feasible for organisations to replace the implemented systems completely. For this reason, this study had focused on item-level analysis to explore the areas where professionals from Gen Z would be expecting changes to have better satisfaction level.

4.4.1 Compensation & Benefits Policies

This study dealt with each construct of HR policies one by one. For Compensation & Benefits, the formulated research question is given as follows:

Do Generation Z professionals expect different set of Compensation & Benefits policies than the Generation Y employees, or they will embrace current policies enthusiastically?

The proposed research model and the selected items facilitated in framing the following 13 hypotheses related to Compensation & Benefits policies.

H₁: Company provided gadgets (laptops, smartphones, etc.) play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.

- H₂:** Family support benefits play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.
- H₃:** Financial benefits play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.
- H₄:** Long term employment benefits play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.
- H₅:** Opportunities of professional networking play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.
- H₆:** Paid time off (holidays) benefits play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.
- H₇:** Risk protection opportunities of uncertainty play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.
- H₈:** Employees referrals incentives play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.
- H₉:** Generation Z candidates prefer different type of salary (fixed, commission/incentives based or mixture of both) as compared to Generation Y employees.
- H₁₀:** Generation Z candidates prefer different model of salary calculation (hourly, daily, monthly) as compared to Generation Y employees.
- H₁₁:** The mechanism of keeping employees' salaries market competitive has significantly different role in accepting a job offer between Generation Y and Generation Z candidates.
- H₁₂:** Timely disbursement of salary has significantly different role in accepting a job offer between Generation Y and Generation Z candidates.
- H₁₃:** Equity based compensation options have significantly different role in accepting a job offer between Generation Y and Generation Z candidates.

Items in first 8 hypotheses were observed on 5-point Likert scale, 1 being the least important to 5 being the most important, whereas questions coined for last 5 hypotheses are nominal in nature. Question framed for hypothesis 9 asked the type of salary (preferred by studying graduates and actual by working professionals) with options 1-Fixed, 2-Commission or Incentives Based, and 3-Mixture of Both. Model of pay calculation (hypothesis 10) was observed with nominal options of 1-Hourly, 2-Daily, and 3-Monthly. Presence/desire of formal mechanism for market competitive salaries (hypothesis 11) and company offered equity based compensation (hypothesis 13) were backed by 1-Yes, 2-No, and 3-Don't Know options. Similarly, timely disbursement of salary (hypothesis 12) was asked if it was 1-Critical, 2-Important or 3-Normal for the participants or it did not matter for them.

Table 4.5: Item-Wise Correlations of Compensation & Benefits with Job Satisfaction

Item #	Observed Items of Construct	Both Generation	Generation Y	Generation Z
1	Company Provided Gadgets	.300**	.207**	.268**
2	Family Support Benefits	.320**	.253**	.184**
3	Financial Benefits	.336**	.320**	.185**
4	Long Term Employment Benefits	.318**	.371**	.141*
5	Opportunities of Professional Networking	.309**	.251**	.186**
6	Paid Time Off (Holidays)	.192**	.146	.086
7	Risk Protection Opportunities	.256**	.252**	.077
8	Employees Referral Incentives	.263**	.274**	.167**
9	Salary Type	.436**	.307**	.281**
10	Model of Pay Calculation	-.200**	-.130	-.066
11	Market Competitive Salaries	.055	-.225**	.082
12	Timely Disbursement of Salaries	.130**	.117	.130*
13	Equity Based Compensation Options	-.084	-.117	-.004

** . Correlation is significant at 0.01 level (2-tailed)

* . Correlation is significant at 0.05 level (2-tailed)

All the observed items considered for Compensation & Benefits construct were statistically significant at 0.01 level of significance, when investigated on both generations collectively, except Market Competitive Salaries ($p = 0.055$, $p = 0.248$) and Equity Based Compensation Options ($p = -0.084$, $p = 0.081$). Two items (Model of Pay Calculation ($p = -0.20$) & Equity Based Compensation Options ($p = -0.084$)) were negatively correlated with Job Satisfaction, whereas all the other observed items displayed positive correlation. The correlation results of Compensation & Benefits construct are presented in Table 4.5.

After splitting the participants into their respective generations; Paid Time Off ($\rho = 0.146$, $p = 0.067$ & $R = 0.086$, $p = 0.184$ for Gen Y & Gen Z, respectively), Model of Pay Calculation ($\rho = -0.130$, $p = 0.095$ & $R = -0.066$, $p = 0.271$ for Gen Y & Gen Z, respectively), and Equity Based Compensation Options ($\rho = -0.117$, $p = 0.133$ for Gen Y & $R = -0.004$, $p = 0.944$ for Gen Z) were not significantly correlated with Job Satisfaction for either generation. Timely Disbursement of Salaries ($\rho = 0.117$, $p = 0.134$) was also not significantly correlated for Gen Y, whereas Risk Protection Opportunities ($\rho = 0.077$, $p = 0.233$) and Market Competitive Salaries ($\rho = 0.082$, $p = 0.173$) were insignificantly correlated for Gen Z. The other items were significantly correlated with Job Satisfaction at 0.01 level of significance for both generations, except Long Term Employment Benefits ($\rho = 0.141$, $p = 0.027$) and Timely Disbursement of Salaries ($\rho = 0.130$, $p = 0.031$) for Gen Z, which were significant at 0.05 level. Two items (Model of Pay Calculation ($\rho = -0.130$, $p = 0.095$ for Gen Y & $R = -0.066$, $p = 0.271$ for Gen Z) & Equity Based Compensation Options ($\rho = -0.117$, $p = 0.133$ for Gen Y & $R = -0.004$, $p = 0.944$ for Gen Z)) were negatively correlated with Job Satisfaction for both generations, while Market Competitive Salaries was negatively correlated for Gen Y only ($\rho = -0.225$, $p = 0.004$).

Table 4.6: Mann-Whitney U Test – Comparison of Generations Y and Z on C&B Policies

H #	Item Description	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)	RANKS - Generation Y			RANKS - Generation Z		
						N	Mean Rank	Sum of Ranks	N	Mean Rank	Sum of Ranks
H ₁	Company Provided Gadgets	14,554	27,434	-4.933	.000	160	171.46	27,434	253	229.48	58,058
H ₂	Family Support Benefits	14,524	27,727	-5.237	.000	162	171.15	27,727	254	232.32	59,009
H ₃	Financial Benefits	14,635	27,355	-4.713	.000	159	172.04	27,355	250	225.96	56,490
H ₄	Long Term Employment Benefits	15,613	28,816	-3.860	.000	162	177.88	28,816	246	222.03	54,620
H ₅	Opportunities of Professional Networking	13,916	26,796	-5.159	.000	160	167.47	26,796	245	226.20	55,420
H ₆	Paid Time Off (Holidays)	16,040	28,920	-3.201	.001	160	180.75	28,920	245	217.53	53,296
H ₇	Risk Protection Opportunities	14,231	26,634	-4.560	.000	157	169.64	26,634	245	221.91	54,369
H ₈	Employees Referral Incentives	16,695	29,575	-2.779	.005	160	184.84	29,575	248	217.18	53,861
H ₉	Salary Type	13,332	27,528	-8.662	.000	168	163.86	27,528	281	261.56	73,497
H ₁₀	Model of Pay Calculation	18,379	58,000	-5.015	.000	169	257.25	43,475	281	206.41	58,000
H ₁₁	Market Competitive Salaries	21,051	35,247	-2.026	.043	168	209.80	35,247	277	231.00	63,988
H ₁₂	Timely Disbursement of Salaries	21,641	35,837	-1.479	.139	168	213.31	35,837	278	229.66	63,845
H ₁₃	Equity Based Compensation Options	19,227	56,902	-3.272	.001	168	244.06	41,002	274	207.67	56,902

The Mann-Whitney U test was employed to investigate the likelihood of the similar responses of the participants from Gen Y and Gen Z. The results of this test (Table 4.6) suggested to accept the 11 hypotheses framed for Compensation & Benefits construct across both generations at 0.01 significance level, whereas hypothesis 11, pertaining to Market Competitive Salaries, was accepted at 0.05 level ($p = 0.043$). Only one item of this construct, Timely Disbursement of Salaries ($p = 0.139$), was similar for both generations. This caused hypothesis 12 to be rejected.

4.4.2 Employee Relations Policies

The observed items pertaining to management style of team/department's supervisors are grouped in Employee Relations construct. The research question for this construct is:

Do Generation Z professionals expect different set of managerial attributes of line managers than the Generation Y employees?

Following seven (07) hypotheses are framed and grouped under Employee Relations policies.

- H₁₄:** Generation Z candidates expect significantly different level of Collaboration Skills (e.g., build relationships, handle conflicts, share control, etc.) in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.
- H₁₅:** Generation Z candidates expect significantly different level of Team Engagement Skills in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.
- H₁₆:** Generation Z candidates expect significantly different level of Decision Making Skills in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.
- H₁₇:** Generation Z candidates expect significantly different level of Skills to Control/Drive Team's Environment in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.
- H₁₈:** Generation Z candidates expect significantly different level of Transparency Skills (e.g., honesty, openness) in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.
- H₁₉:** Generation Z candidates expect significantly different level of Self-Motivation Level to Learn and Grow in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.

H₂₀: Generation Z candidates expect significantly different level of Openness to New Ideas in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.

All items for the 7 hypotheses were observed on 5-point Likert scale, 1 being the least important to 5 being the most important. Participants who were studying were asked to respond to these questions imagining the ideal manager they would like to work with, while working professionals were asked to respond as per the managerial skills of their current line managers.

Table 4.7: Item-Wise Correlations of Employee Relations with Job Satisfaction

Item #	Observed Items of Construct	Both Generation	Generation Y	Generation Z
1	Manager's Collaboration Skills	.106*	.250**	-.080
2	Manager's Team Engagement Skills	.014	.125	-.118
3	Manager's Decision Making Skills	.063	.070	-.031
4	Manager's Skills to Drive Team Environment	.117*	.182*	-.056
5	Manager's Transparency Skills	.126*	.230**	-.092
6	Manager's Self-Motivation Level	.119*	.122	-.007
7	Manager's Openness to New Ideas	.117*	.149	.027

** . Correlation is significant at 0.01 level (2-tailed)

* . Correlation is significant at 0.05 level (2-tailed)

All the seven observed items grouped under Employee Relations were positively correlated with Job Satisfaction when investigated on data collected for both generations collectively. Team Engagement Skills ($\rho = 0.014$, $p = 0.773$) and Decision Making Skills ($\rho = 0.063$, $p = 0.197$) of line managers were not significantly correlated; but the other five items (Collaboration Skills ($\rho = 0.106$, $p = 0.032$), Skills to Drive Team Environment ($\rho = 0.117$, $p = 0.017$), Transparency Skills ($\rho = 0.126$, $p = 0.011$), Self-Motivation Level ($\rho = 0.119$, $p = 0.015$), and Openness to New Ideas ($\rho = 0.117$, $p = 0.017$)) were statistically significant at the confidence level of 0.05. Among all the seven items, managers' Transparency Skills recorded the highest correlation ($\rho = 0.126$, $p = 0.011$) with Job Satisfaction, whereas Collaboration Skills had the least significant correlation ($\rho = 0.106$, $p = 0.032$) and Team Engagement Skills ($\rho = 0.014$, $p = 0.773$) displayed the overall least correlation, including for the insignificant items. The correlation results of Employee Relations construct are presented in Table 4.7.

When correlation analysis was run on segregated generation data, all seven items were positively correlated with Job Satisfaction for Gen Y. Collaboration Skills ($\rho = 0.250$, $p = 0.002$) and

Transparency Skills ($\rho = 0.230$, $p = 0.004$) were highly significant at 0.01 level ($p < 0.01$), Skills to Drive Team's Environment ($\rho = 0.182$, $p = 0.021$) was significant at 95% level ($p < 0.05$), while the other four items (Team Engagement Skills ($\rho = 0.125$, $p = 0.116$), Decision Making Skills ($\rho = 0.070$, $p = 0.380$), Self-Motivation Skills ($\rho = 0.122$, $p = 0.125$), & Openness to New Ideas ($\rho = 0.149$, $p = 0.060$)) did not qualify the statically significant level ($p > 0.05$). For Gen Z, all the items were negatively correlated with Job Satisfaction, except Openness to New Ideas ($\rho = 0.027$, $p = 0.666$), as they failed the significance test for generation-specific correlation.

Table 4.8: Mann-Whitney U Test – Comparison of Generations Y and Z on ER Policies

H #	Item Description	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)	RANKS - Generation Y			RANKS - Generation Z		
						N	Mean Rank	Sum of Ranks	N	Mean Rank	Sum of Ranks
H ₁₄	Manager's Collaboration Skills	19,029	31,909	-1.213	.225	160	199.43	31,909	255	213.38	54,411
H ₁₅	Manager's Team Engagement Skills	19,926	33,129	-.711	.477	162	204.50	33,129	256	212.67	54,443
H ₁₆	Manager's Decision Making Skills	18,216	31,419	-2.380	.017	162	193.94	31,419	258	220.90	56,991
H ₁₇	Manager's Skills to Drive Team Environment	18,041	31,407	-2.589	.010	163	192.68	31,407	258	222.58	57,425
H ₁₈	Manager's Transparency Skills	18,058	30,619	-1.800	.072	158	193.79	30,619	253	213.63	54,048
H ₁₉	Manager's Self-Motivation Level	17,426	30,629	-2.871	.004	162	189.06	30,629	255	221.66	56,525
H ₂₀	Manager's Openness to New Ideas	18,177	31,218	-2.158	.031	161	193.90	31,218	256	218.50	55,935

The results of Mann-Whitney U test on the items of Employee Relations construct for Gen Y and Gen Z (Table 4.8) revealed that only one item of Employee Relations construct, Manager's Self-Motivation Level ($p = 0.004$), showed significant difference across both generations at 0.01 significance level, while Manager's Decision Making Skills ($p = 0.017$), Skills to Drive Team's Environment ($p = 0.010$), and Openness to New Ideas ($p = 0.041$) significantly differed at 0.05 level between participants of both generations. Only three items of this construct, Collaboration Skills ($p = 0.225$), Team Engagement Skills ($p = 0.477$), and Transparency Skills ($p = 0.072$), were similar for both generations with p-values exceeding 0.05. This implied that the statistical results could only reject three hypotheses (H₁₄, H₁₅, & H₁₈), but failed to reject the other four hypotheses under this construct.

4.4.3 Organisational Behaviour

From all the observed items related to organisational structure, individuals' career development and technology adoption in the organisation were grouped into the Organisational Behaviour construct. For this construct, the formulated research question is given as follows:

Do Generation Z professionals expect different set of Organisational Structure and Career Development attributes than the Generation Y employees?

The 12 hypotheses grouped under Organisational Behaviour policies are listed in the following:

- H₂₁:** Generation Z candidates have significantly different retention intentions as compared to Generation Y employees.
- H₂₂:** Job recognition has significantly different role in accepting a job offer for Generation Y and Generation Z candidates.
- H₂₃:** Being part of management team has significantly different role in making a job attractive for Generation Y and Generation Z candidates.
- H₂₄:** Job security has significantly different role in making a job attractive for Generation Y and Generation Z candidates.
- H₂₅:** Bureaucratic structure of organisation has significantly different role in making a job attractive for Generation Y and Generation Z candidates.
- H₂₆:** Flexible working hours have significantly different role in making a job attractive for Generation Y and Generation Z candidates.
- H₂₇:** Recognition of professional qualifications has significantly different role in making a job attractive for Generation Y and Generation Z candidates.
- H₂₈:** Authority of decision making has significantly different role in building the professional career for Generation Y and Generation Z candidates.
- H₂₉:** Clarity in departmental objectives has significantly different role in building the professional career for Generation Y and Generation Z candidates.
- H₃₀:** Flexible work location/working from home has significantly different role in building the professional career for Generation Y and Generation Z candidates.
- H₃₁:** Organisational politics has significantly different role in building the professional career for Generation Y and Generation Z candidates.

H₃₂: Use of advanced technology in routine office working has significantly different role in building the professional career for Generation Y and Generation Z candidates.

All the 12 items were observed on ordinal scale; one item (Tenure at One Organisation) with seven options about expected period to be served at current/first organisation ranging from less than an year to planning to spend whole career in the existing organisation, whereas 5-point Likert scale was used for the other 11 items, 1 being the least important to 5 being the most important. The student participants were asked to respond to these questions imagining the best organisation they would like to serve, whereas the working professionals were asked to respond as per the organisational structure, nature of existing job, and contingent rewards they were entitled to at their existing organisations.

Table 4.9: Item-Wise Correlations of Organisational Behaviour with Job Satisfaction

Item #	Observed Items of Construct	Both Generation	Generation Y	Generation Z
1	Tenure at One Organisation	.047	-.013	.066
2	Job Recognition	.258**	.287**	.104
3	Being part of Management Team	.243**	.286**	.204**
4	Job Security	.179**	.225**	.063
5	Bureaucratic Structure of Organisation	.165**	.175*	.083
6	Flexible Working Hours	.105*	.138	.082
7	Recognition of Professional Qualifications	.183**	.152	.129*
8	Authority of Decision Making	.068	.076	.016
9	Clarity in Departmental Objectives	.099	.123	.062
10	Flexible Working Location/Work from Home	.106*	.103	-.005
11	Organisational Politics	.047	-.024	.061
12	Use of Advanced Technology	.113*	.127	.110

** . Correlation is significant at 0.01 level (2-tailed)

* . Correlation is significant at 0.05 level (2-tailed)

All the 12 observed items grouped under Organisational Behaviour were positively correlated with Job Satisfaction when investigated on collective data regardless of generation. Job Recognition ($\rho = 0.258$, $p = 0.000$), Being Part of Management Team ($\rho = 0.243$, $p = 0.000$), Job Security ($\rho = 0.179$, $p = 0.000$), Bureaucratic Structure of Organisation ($\rho = 0.165$, $p = 0.001$), and Recognition of Professional Qualifications ($\rho = 0.183$, $p = 0.000$) were strongly correlated with Job Satisfaction at 0.01 significance level ($p < 0.01$), whereas Flexible Working Hours ($\rho =$

0.105, $p = 0.037$), Flexible Working Location ($p = 0.106$, $p = 0.035$), and Use of Advanced Technology ($p = 0.113$, $p = 0.026$) were significant at 0.05 confidence level ($p < 0.05$). The remaining four items, Tenure at One Organisation ($p = 0.047$, $p = 0.323$), Authority of Decision Making ($p = 0.068$, $p = 0.174$), Clarity in Departmental Objectives ($p = 0.099$, $p = 0.051$), and Organisational Politics ($p = 0.047$, $p = 0.352$), were statistically insignificant with Job Satisfaction ($p > 0.05$). Job Recognition ($p = 0.258$, $p = 0.000$) recorded the highest correlation with Job Satisfaction among the pool, whereas Organisational Politics ($p = 0.047$, $p = 0.352$) and Tenure at an Organisation ($p = 0.047$, $p = 0.323$) had the least correlations among the items under this construct. Table 4.9 lists the correlation results of Organisational Behaviour construct.

After splitting the data into generations, all the observed items were positively correlated with Job Satisfaction, except Tenure at one Organisation and Organisational Politics for Gen Y whereas Flexible Work Location for Gen Z. Job Recognition ($p = 0.287$, $p = 0.000$), Being part of Management Team ($p = 0.286$, $p = 0.000$), and Job Security ($p = 0.225$, $p = 0.004$) were highly significant with Job satisfaction for Gen Y ($p < 0.01$), while Bureaucratic Structure of Organisation ($p = 0.175$, $p = 0.028$) was significant at 95% confidence level ($p < 0.05$). Being Part of Management Team ($p = 0.204$, $p = 0.001$) and Recognition of Professional Qualifications ($p = 0.129$, $p = 0.048$) were significant for Gen Z. The other items showed insignificant results.

Table 4.10: Mann-Whitney U Test – Comparison of Generations Y and Z on OB Policies

H #	Item Description	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)	RANKS - Generation Y			RANKS - Generation Z		
						N	Mean Rank	Sum of Ranks	N	Mean Rank	Sum of Ranks
H ₂₁	Tenure at One Organisation	22,546	36,574	-.771	.441	167	219.01	36,574	282	228.55	64,451
H ₂₂	Job Recognition	15,038	27,441	-3.802	.000	157	174.78	27,441	244	217.87	53,161
H ₂₃	Being part of Management Team	17,475	29,878	-1.983	.047	157	190.30	29,878	251	213.38	53,559
H ₂₄	Job Security	17,473	30,839	-2.697	.007	163	189.20	30,839	252	220.16	55,481
H ₂₅	Bureaucratic Structure of Organisation	16,131	28,692	-2.139	.032	158	181.59	28,692	233	205.77	47,945
H ₂₆	Flexible Working Hours	17,521	29,767	-.850	.396	156	190.81	29,767	236	200.26	47,262
H ₂₇	Recognition of Professional Qualifications	15,030	27,120	-3.132	.002	155	174.96	27,120	236	209.82	49,517
H ₂₈	Authority of Decision Making	17,543	29,946	-1.354	.176	157	190.74	29,946	242	206.01	49,855
H ₂₉	Clarity in Departmental Objectives	17,684	30,087	-.656	.512	157	191.64	30,087	234	198.93	46,549
H ₃₀	Flexible Working Location/Work from Home	16,726	29,129	-1.982	.048	157	185.54	29,129	240	207.81	49,874

H ₃₁	Organisational Politics	16,787	28,722	-1.435	.151	154	186.51	28,722	238	202.97	48,306
H ₃₂	Use of Advanced Technology	17,118	29,208	-1.206	.228	155	188.44	29,208	237	201.77	47,821

In order to find the difference between both generations for these 12 items under the Organisational Behaviour construct, the results of Mann-Whitney U test (Table 4.10) revealed that three items of this construct; Job Recognition ($p = 0.000$), Job Security ($p = 0.007$), and Recognition of Professional Qualifications ($p = 0.002$), displayed significant variance between both generations at 0.01 significance level, whereas Being Part of Management Team ($p = 0.047$), Bureaucratic Structure of Organisation ($p = 0.032$), and Flexible Working Location/Work from Home ($p = 0.048$) were significantly different at 0.05 level for both the generations. Thus, no significant evidence could reject six hypotheses (H₂₂, H₂₃, H₂₄, H₂₅, H₂₇, & H₃₀). The other six items of this construct displayed similarity for both generations with p-values higher than the acceptable level ($p > 0.05$), thus rejecting six hypotheses (H₂₁, H₂₆, H₂₈, H₂₉, H₃₁, & H₃₂).

4.4.4 Performance Management

The components of the research questionnaire used for this study relevant to performance monitoring, evaluation, and resulting revision of job responsibilities were grouped together under Performance Management construct. The research question for this construct is given below:

Do Generation Z professionals expect different set of Performance Management attributes than the Generation Y employees?

The following 12 hypotheses were developed relevant to Performance Management policies:

- H₃₃:** Generation Z candidates expect significantly different level of openness to subordinates' feedback in their ideal managers as compared to existing level of this attribute in line managers of Generation Y employees.
- H₃₄:** Generation Z candidates expect significantly different level of unbiased performance evaluation skills in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.
- H₃₅:** Job enrichment has significantly different role in making a job attractive for Generation Y and Generation Z candidates.
- H₃₆:** Job role relates to your personal interest has significantly different role in making a job attractive for Generation Y and Generation Z candidates.

- H₃₇:** Sense of achievement has significantly different role in making a job attractive for Generation Y and Generation Z candidates.
- H₃₈:** Generation Z candidates give significantly different level of preference to performance based incentives over seniority based incentives as compared to Generation Y employees.
- H₃₉:** Revised role with revision in benefits as promotion incentive has significantly different role in career development for Generation Y and Generation Z candidates.
- H₄₀:** Formally announced career development programs have significantly different role in career development for Generation Y and Generation Z candidates.
- H₄₁:** Fair and unbiased promotion opportunities have significantly different role in career development for Generation Y and Generation Z candidates.
- H₄₂:** Succession planning has significantly different role in career development for Generation Y and Generation Z candidates.
- H₄₃:** Measurable KPIs (key performance indicators) have significantly different role in building the professional career for Generation Y and Generation Z candidates.
- H₄₄:** Opportunity for creativity has significantly different role in building the professional career for Generation Y and Generation Z candidates.

Performance Based Incentives was designed as a dichotomous item with ‘Yes’ and ‘No’ options, while 5-point Likert scale was used for the other 11 items; 1 being the least important to 5 being the most important, for this construct. The student participants were asked to respond to these questions by imagining the best firm they would like to serve, whereas working professionals were asked to respond as per the existing performance management policies and their impact on individuals’ job roles & responsibilities in the firms they were working at during that time.

The question probed for hypothesis 36 (Please describe the extent to which Job Role Relates to your Personal Interest has created attraction for you in your job?) was excluded from the analysis as it was identified as problematic due to cross-loadings during validity of research instrument. This resulted in the exclusion of H₃₆ from further testing. The item analysis for the remaining 11 hypotheses is presented in Table 4.11:

Table 4.11: Item-Wise Correlations of Performance Management with Job Satisfaction

Item #	Observed Items of Construct	Both Generations	Generation Y	Generation Z
1	Openness to Subordinates' Feedback	.098*	.199*	-.057
2	Unbiased Performance Evaluation Skills	.031	.219**	-.186**
3	Job Enrichment	.277**	.251**	.142*
4	Sense of Achievement	.245**	.262**	.093
5	Performance Based Incentives	-.321**	-.318**	-.129*
6	Revised Role with Revision in Benefits	.089	.127	.079
7	Formal Career Development Programs	.143**	.074	.076
8	Unbiased Promotion Opportunities	.085	.148	.011
9	Succession Planning	.169**	.098	.131*
10	Measurable KPIs	.054	.049	-.013
11	Opportunity for Creativity	.140**	.134	.063

*. Correlation is significant at 0.05 level (2-tailed)

**. Correlation is significant at 0.01 level (2-tailed)

Based on the correlation analysis, 10 out of the total 11 items under this construct were positively correlated with Job Satisfaction, while only dichotomous item Performance Based Incentives ($\rho = -0.321$, $p = 0.000$) displayed negative correlation. Six items, namely Job Enrichment ($\rho = 0.277$, $p = 0.000$), Sense of Achievement ($\rho = 0.245$, $p = 0.000$), Performance Based Incentives ($\rho = -0.321$, $p = 0.000$), Formal Career Development Plans ($\rho = 0.143$, $p = 0.005$), Succession Planning ($\rho = 0.169$, $p = 0.001$), and Opportunity for Creativity ($\rho = 0.140$, $p = 0.006$), were strongly correlated with Job Satisfaction at 99% significance level ($p < 0.01$). Managers' Openness to Subordinates Feedback ($\rho = 0.098$, $p = 0.047$) was significant at 95% ($p < 0.05$), whereas managers' Unbiased Performance Evaluation Skills ($\rho = 0.031$, $p = 0.533$), Revised Role with Revised Benefits ($\rho = 0.089$, $p = 0.077$), Unbiased Promotion Opportunities ($\rho = 0.085$, $p = 0.096$), and Measureable KPIs ($\rho = 0.054$, $p = 0.291$) failed to qualify the significance test of correlation ($p > 0.05$). Despite appearing negative, Performance Based Incentives ($\rho = -0.321$, $p = 0.000$) recorded the highest correlation with Job Satisfaction among the pool, while managers' Unbiased Performance Evaluation Skills ($\rho = 0.031$, $p = 0.533$) had the least correlation among all the items under this construct. Table 4.11 lists the correlation results of the Performance Management construct.

The correlation analysis on generation-wise segregated data revealed that Performance Based Incentives ($\rho = -0.318$, $p = 0.000$ for Gen Y & $R = -0.129$, $p = 0.032$ for Gen Z) was negatively

correlated with Job Satisfaction for both generations, while Openness to Subordinates' Feedback ($\rho = -0.057$, $p = 0.368$), managers' Unbiased Performance Evaluation Skills ($\rho = -0.186$, $p = 0.003$), and Measureable KPIs ($\rho = -0.013$, $p = 0.839$) were negatively correlated for Gen Z only. Four items were highly significant (Unbiased Performance Evaluation Skills ($\rho = 0.219$, $p = 0.006$), Job Enrichment ($\rho = 0.251$, $p = 0.001$), Sense of Achievement ($\rho = 0.262$, $p = 0.001$), & Performance Based Incentives ($\rho = -0.318$, $p = 0.000$)) for Gen Y ($p < 0.01$) and Openness to Subordinates' Feedback ($\rho = 0.199$, $p = 0.013$) was significant for this generation at 95% level of confidence. As for Gen Z, Unbiased Performance Evaluation Skills ($\rho = -0.186$, $p = 0.003$) was highly significant ($p < 0.01$), whereas Performance Based Incentives ($\rho = -0.129$, $p = 0.032$) and Succession Planning ($\rho = 0.131$, $p = 0.046$) were significant at 0.05 level.

Table 4.12: Mann-Whitney U Test – Comparison of Generations Y and Z on PM Policies

H #	Item Description	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)	RANKS - Generation Y			RANKS - Generation Z		
						N	Mean Rank	Sum of Ranks	N	Mean Rank	Sum of Ranks
H ₃₃	Openness to Subordinates' Feedback	18,980	31,700	-1.074	.283	159	199.37	31,700	254	211.78	53,792
H ₃₄	Unbiased Performance Evaluation Skills	19,661	32,222	-.009	.992	158	203.93	32,222	249	204.04	50,807
H ₃₅	Job Enrichment	15,008	28,049	-4.221	.000	161	174.22	28,049	245	222.74	54,572
H ₃₇	Sense of Achievement	14,551	27,431	-4.881	.000	160	171.44	27,431	248	225.83	56,005
H ₃₈	Performance Based incentives	18,659	57,162	-4.752	.000	167	249.27	41,629	277	206.36	57,162
H ₃₉	Revised Role with Revision in Benefits	18,474	31,194	-.268	.789	159	196.19	31,194	236	199.22	47,016
H ₄₀	Formal Career Development Programs	14,931	27,177	-3.354	.001	156	174.21	27,177	237	212.00	50,244
H ₄₁	Unbiased Promotion Opportunities	17,641	29,731	-.554	.579	155	191.81	29,731	235	197.93	46,515
H ₄₂	Succession Planning	14,789	27,509	-3.644	.000	159	173.01	27,509	234	213.30	49,912
H ₄₃	Measurable KPIs	16,974	29,064	-1.121	.262	155	187.51	29,064	234	199.96	46,791
H ₄₄	Opportunity for Creativity	15,569	27,659	-2.396	.017	155	178.44	27,659	232	204.39	47,420

The Mann-Whitney U test revealed that the participants from both generations responded significantly and differently for six items, i.e., Job Enrichment ($p = 0.000$), Sense of Achievement ($p = 0.000$), Performance Based Incentives ($p = 0.000$), Succession Planning ($p = 0.000$), Formal Career Development Programs ($p = 0.001$), and Opportunity for Creativity ($p = 0.017$). Hence, the statistical results could not find significant evidence to reject six hypotheses

(H₃₅, H₃₇, H₃₈, H₄₀, H₄₂, & H₄₄). The other five items showed similarity for the two generations, hence provided enough support to reject H₃₃, H₃₄, H₃₉, H₄₁, and H₄₃.

4.4.5 Recruitment & Selection

Multiple factors, including but not limited to reputation and perception about environment, as well as facilities and opportunities for firm advancement; can influence one's decision making process to accept or refuse a job offer extended from that firm. All such factors, who had or who will, play their part in accepting a job offer had been grouped together under the umbrella of Recruitment & Selection construct. The research question formulated for this construct is:

Do Generation Z professionals prefer different set of Recruitment & Selection parameters as compared to the parameters Generation Y employees considered while accepting their current jobs?

Considering the above discussed factors, the following 11 hypotheses were developed and grouped together under the Recruitment & Selection construct:

- H₄₅:** Market competitive compensation and bonuses play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.
- H₄₆:** Training and development programs play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.
- H₄₇:** Career advancement opportunities play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.
- H₄₈:** Being known as technologically advanced company plays a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.
- H₄₉:** Being industry-leading company/highly respected brand plays a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.
- H₅₀:** Company CSR (corporate social responsibility) reputation plays a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.
- H₅₁:** Opportunities for volunteering/community involvement play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.
- H₅₂:** Opportunities for continuing education play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.

H₅₃: Clear career progression plays a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.

H₅₄: Reputation/brand standing of organisation plays a significantly different role in making a job attractive for Generation Y and Generation Z candidates.

H₅₅: Fairness in recruitment and selection practices has significantly different role in building the professional career for Generation Y and Generation Z candidates.

All the 11 items were observed on ordinal scale, 1 being the least important to 5 being the most important. The student participants were required to respond to these questions by imagining the factors that they would prefer when accepting a job offer from their desired firm, while working professionals were required to respond by recalling the time they had accepted their job offer.

Table 4.13: Item-Wise Correlations of Recruitment & Selection with Job Satisfaction

Item #	Observed Items of Construct	Both Generation	Generation Y	Generation Z
1	Market Competitive Compensation	-.039	-.036	-.026
2	Training & Development Programs	.079	.102	-.016
3	Career Advancement Opportunities	.122*	.121	-.049
4	Technologically Advanced Company	.046	-.036	.001
5	Industry-Leading Company	.063	.085	-.027
6	Company's CSR Reputation	.091	.096	-.090
7	Community Servicing	.092	.075	-.028
8	Continuing Education	.103*	.058	.034
9	Clear Career Progression	.153**	.204*	.051
10	Brand Reputation	.209**	.325**	.057
11	Fairness in R&S Process	.073	.058	.036

*. Correlation is significant at 0.05 level (2-tailed)

**. Correlation is significant at 0.01 level (2-tailed)

Correlation analysis of the items observed under Recruitment & Selection construct collectively for both generations with Job Satisfaction revealed that 10 out of the 11 items were positively correlated and Market Competitive Compensation ($\rho = -0.039$, $p = 0.454$) was the only item that displayed negative correlation with Job Satisfaction. Brand Reputation ($\rho = 0.209$, $p = 0.000$) and Clear Career Progression ($\rho = 0.153$, $p = 0.002$) were strongly correlated with Job Satisfaction at 99% confidence level ($p < 0.01$), whereas perception of Career Advancement Opportunities ($\rho = 0.122$, $p = 0.020$) and provision for Continuing Education ($\rho = 0.103$, $p = 0.050$) for accepting a job offer was statistically significant at 0.05 level. The other items failed

to qualify the significance test for correlation with Job Satisfaction. Role of Brand Reputation in accepting a job recorded the highest correlation ($\rho = 0.209$), but Job Satisfaction and Market Competitive Compensation displayed the least correlation coefficient ($\rho = -0.039$). The correlation results for combined and separate data of both generations are given in Table 4.13.

After splitting the data into generations, the correlation analysis results revealed that Brand Reputation ($\rho = 0.325$, $p = 0.000$) and Clear Career Progression ($\rho = 0.204$, $p = 0.010$) were still correlated with Job Satisfaction significantly at 0.01 and 0.05 levels, respectively for Gen Y, while Market Competitive Compensation ($\rho = -0.036$, $p = 0.665$) and Technologically Advanced Company ($\rho = -0.036$, $p = 0.658$) were correlated negatively for this generation. No item for this construct was statistically significant for Gen Z. Five items, namely Brand Reputation ($\rho = 0.057$, $p = 0.378$), Fairness in Recruitment & Selection Process ($\rho = 0.036$, $p = 0.581$), Clear Career Progression ($\rho = 0.051$, $p = 0.432$), Continuing Education ($\rho = 0.034$, $p = 0.614$), and Technologically Advanced Company ($\rho = 0.001$, $p = 0.987$), were positively correlated with Job Satisfaction and the other items were negatively correlated for Gen Z.

Table 4.14: Mann-Whitney U Test – Comparison of Generations Y and Z on R&S Attributes

H #	Item Description	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)	RANKS - Generation Y			RANKS - Generation Z		
						N	Mean Rank	Sum of Ranks	N	Mean Rank	Sum of Ranks
H ₄₅	Market Competitive Compensation	15,736	40,489	-.716	.474	148	190.18	28,146	222	182.38	40,489
H ₄₆	Training & Development Programs	15,157	25,888	-1.415	.157	146	177.31	25,888	226	192.44	43,491
H ₄₇	Career Advancement Opportunities	13,849	24,875	-2.581	.010	148	168.07	24,875	219	194.76	42,654
H ₄₈	Technologically Advanced Company	14,737	26,518	-2.530	.011	153	173.32	26,518	225	200.50	45,114
H ₄₉	Industry-Leading Company	13,840	23,993	-1.480	.139	142	168.96	23,993	214	184.83	39,553
H ₅₀	Company's CSR Reputation	13,232	23,385	-1.717	.086	142	164.68	23,385	208	182.88	38,040
H ₅₁	Community Servicing	13,280	23,150	-1.799	.072	140	165.35	23,150	213	184.65	39,332
H ₅₂	Continuing Education	13,897	24,482	-2.369	.018	145	168.84	24,482	223	194.68	43,414
H ₅₃	Clear Career Progression	17,311	30,031	-1.898	.058	159	188.87	30,031	244	210.55	51,375
H ₅₄	Brand Reputation	16,802	29,522	-2.437	.015	159	185.67	29,522	245	213.42	52,289
H ₅₅	Fairness in R&S Process	17,707	30,268	-1.122	.262	158	191.57	30,268	239	203.91	48,735

Item-wise results of Mann-Whitney U test depicted that Career Advancement Opportunities ($p = 0.010$) had significantly different responses from the participants of both generations at 0.01

level. Contribution of Technologically Advanced Company ($p = 0.011$), opportunities for Continuing Education ($p = 0.018$), and Brand Reputation ($p = 0.015$) in accepting a job offer were also significant at 95% level of confidence. These results led to the acceptance of four hypotheses (H_{47} , H_{48} , H_{52} , & H_{54}) under this construct. No significant variance was found between Gen Y and Gen Z participants for Market Competitive Compensation ($p = 0.474$), Training & Development Programs ($p = 0.157$), Industry-Leading Company ($p = 0.139$), Company's CSR Reputation ($p = 0.086$), Community Servicing ($p = 0.072$), Clear Career Progression ($p = 0.058$), and Fairness in Recruitment & Selection Process ($p = 0.262$) as they recorded p-value greater than 0.05. Hence, seven hypotheses (H_{45} , H_{46} , H_{47} , H_{50} , H_{51} , H_{53} , & H_{55}) are rejected under Recruitment & Selection construct based on Mann-Whitney U statistics.

4.4.6 Training & Development

Personal and professional growth is one of the integral components in one's practical life. The best way to acquire and nurture these skills is through Training & Development initiatives. Factors relevant to career development opportunities were gathered under Training & Development construct. The research question formulated for this construct is as follows:

Do Generation Z professionals expect different set of Training & Development opportunities as compared to the opportunities available to Generation Y employees on their current jobs?

The next five hypotheses were framed and grouped as Training & Development opportunities:

- H₅₆:** Generation Z candidates expect significantly different level of teammates' skillset utilisation abilities in their ideal managers as compared to current level of these abilities in line managers of Generation Y employees.
- H₅₇:** Generation Z candidates expect significantly different level of abilities to motivate and inspire teammates in their ideal managers as compared to current level of these abilities in line managers of Generation Y employees.
- H₅₈:** Personal development opportunities play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.
- H₅₉:** Professional development opportunities play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.

H₆₀: Training & Development opportunities play a significantly different role in building a professional career for Generation Y and Generation Z candidates.

All the five items linked with the hypotheses were observed on ordinal scale; 1 being the least important to 5 being the most important. The student participants were required to respond to these questions based on the factors that they would consider when accepting a job offer from their desired organisation, while the working professionals were required to respond based on their observation of these items in companies they were serving at the time of this study.

Table 4.15: Item-Wise Correlations of Training & Development with Job Satisfaction

Item #	Observed Items of Construct	Both Generation	Generation Y	Generation Z
1	Utilisation of Team's Skillset	.131**	.206**	-.018
2	Ability to Motivate Employees	.178**	.232**	.007
3	Personal Development Opportunities	.260**	.290**	.102
4	Professional Development Opportunities	.286**	.345**	.058
5	Training & Development Opportunities	.180**	.224**	.063

** . Correlation is significant at 0.01 level (2-tailed)

All the five observed items under Training & Development construct showed strongly positive correlation with Job Satisfaction at 0.01 significance level, when the correlation analysis was run on all data regardless of generation. Professional Development Opportunities ($\rho = 0.286$, $p = 0.000$) had the highest correlation with Job Satisfaction and managers' abilities to Utilise Team's Skillset ($\rho = 0.131$, $p = 0.008$) recorded the weakest correlation with Job Satisfaction.

The generation-specific results of correlation analysis were rather contradictory; all items had significantly positive correlation with Job Satisfaction for Gen Y at 0.01 significance level, but no item was statistically significant with Job Satisfaction for Gen Z even at 0.05 level of significance. Ability to Utilise Team's Skillset ($\rho = -0.018$, $p = 0.777$) was negative as well for Gen Z. Professional Development Opportunities ($\rho = 0.345$, $p = 0.000$) displayed the highest correlation coefficient for Gen Y, while Personal Development Opportunities ($\rho = 0.102$, $p = 0.112$) for Gen Z. Utilisation of Team's Skillset ($\rho = 0.206$, $p = 0.009$) recorded the lowest correlation coefficient for Gen Y, whereas Ability to Motivate Employee ($\rho = 0.007$, $p = 0.917$) had the lowest coefficient value for Gen Z.

Table 4.16: Mann-Whitney U Test – Comparison of Generations Y and Z on T&D Opportunities

H #	Item Description	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)	RANKS - Generation Y			RANKS - Generation Z		
						N	Mean Rank	Sum of Ranks	N	Mean Rank	Sum of Ranks
H ₅₆	Utilisation of Team's Skillset	17,713	30,593	-2.331	.020	160	191.20	30,593	254	217.77	55,313
H ₅₇	Ability to Motivate Employees	17,206	30,409	-2.825	.005	162	187.71	30,409	251	219.45	55,083
H ₅₈	Personal Development Opportunities	15,631	27,721	-3.319	.001	155	178.84	27,721	248	216.47	53,686
H ₅₉	Professional Development Opportunities	14,711	26,957	-4.253	.000	156	172.80	26,957	246	219.70	54,046
H ₆₀	Training & Development Opportunities	16,259	27,735	-1.729	.084	151	183.68	27,735	238	202.18	48,120

A strong and significant statistical difference was noted between both generations for all the observed items under this construct, except Training & Development Opportunities for building professional career ($p = 0.084$). P -values of statistically different items were significant at 0.01 level as each of these p -values was below 0.01 in Mann-Whitney U test for this construct, except Utilisation of Team's Skillset that was significant at 0.05 level ($p = 0.020$). This implies that only H₆₀ is rejected and the other hypotheses are accepted in this study.

4.4.7 Working Environment

Healthy workplaces lean towards a common set of attributes that nurture efficiency, efficacy, productivity, and companionship. These attributes encompasses positive values, relaxed yet productive atmosphere, open and honest communication, cooperation and empowerment, compassion, flexibility, as well as the emphasis on work/life balance and environment.

All the observed items relevant to these attributes were grouped under Working Environment construct in this study. The following research question was formulated for this construct:

Do Generation Z professionals expect different set of Working Environment attributes as compared to the existing environment Generation Y employees are currently working in?

The following 26 hypotheses were developed for the Working Environment construct:

H₆₁: Improved quality of life plays a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.

- H₆₂:** Technologically advanced communication channels play a significantly different role in successfully performing the job for Generation Y and Generation Z candidates.
- H₆₃:** Formal communication portals play a significantly different role in successfully performing the job for Generation Y and Generation Z candidates.
- H₆₄:** Face-to-face interaction plays a significantly different role in successfully performing the job for Generation Y and Generation Z candidates.
- H₆₅:** Feedback provision in communication channels plays a significantly different role in successfully performing the job for Generation Y and Generation Z candidates.
- H₆₆:** Use of technical words/jargons in official communication plays a significantly different role in successfully performing the job for Generation Y and Generation Z candidates.
- H₆₇:** Generation Z candidates rate adaptability characteristics of their colleagues significantly differently as compared to the employees of Generation Y.
- H₆₈:** Generation Z candidates rate commitment characteristics of their colleagues significantly differently as compared to the employees of Generation Y.
- H₆₉:** Generation Z candidates rate knowledge sharing characteristics of their colleagues significantly differently as compared to the employees of Generation Y.
- H₇₀:** Generation Z candidates rate reliability characteristics of their colleagues significantly differently as compared to the employees of Generation Y.
- H₇₁:** Generation Z candidates rate responsiveness characteristics of their colleagues significantly differently as compared to the employees of Generation Y.
- H₇₂:** Generation Z candidates rate tolerance characteristics of their colleagues significantly differently as compared to the employees of Generation Y.
- H₇₃:** Generation Z candidates rate willingness characteristics of their colleagues to assist others to succeed significantly differently as compared to the employees of Generation Y.
- H₇₄:** Generation Z candidates give significantly different level of importance to back office job as compared to Generation Y employees.
- H₇₅:** Generation Z candidates give significantly different level of importance to routine work environment as compared to Generation Y employees.
- H₇₆:** Generation Z candidates give significantly different level of importance to commute to work (distance, travelling) as compared to Generation Y employees.

- H₇₇:** Generation Z candidates give significantly different level of importance to formal dressing as compared to Generation Y employees.
- H₇₈:** Generation Z candidates give significantly different level of importance to casual dressing as compared to Generation Y employees.
- H₇₉:** Generation Z candidates give significantly different level of importance to job related stress as compared to Generation Y employees.
- H₈₀:** Generation Z candidates give significantly different level of importance to level of responsibility as compared to Generation Y employees.
- H₈₁:** Generation Z candidates give significantly different level of importance to multifaceted job roles as compared to Generation Y employees.
- H₈₂:** Generation Z candidates give significantly different level of importance to part time options as compared to Generation Y employees.
- H₈₃:** Generation Z candidates give significantly different level of importance to requirement of specialised knowledge as compared to Generation Y employees.
- H₈₄:** Generation Z candidates give significantly different level of importance to work/life balance as compared to Generation Y employees.
- H₈₅:** Generation Z candidates give significantly different importance to office bound jobs for building professional careers as compared to the employees of Generation Y.
- H₈₆:** Generation Z candidates give significantly different importance to pleasant physical environment for building professional careers as compared to the employees of Generation Y.

All the 26 items were observed on ordinal scale, 1 being the least important to 5 being the most important. The student participants were asked to respond to these questions envisaging the ideal state of attributes that they would like to have in routine working atmosphere at their dream job, whereas working professionals were asked to respond as per their actual feelings about these traits in organisations they were working at during the execution of this study.

The 15th question under this ambit, corresponding to hypothesis 75 (Recalling your current job experience, how much importance are you giving to Routine Work Environment?) and 26th question corresponding to hypothesis 86 (In your opinion, how important is Pleasant Physical Environment for building your professional career?) were excluded from the analysis as they

were identified as problematic due to cross-loadings during validity of the research instrument. The analysis for the remaining 24 observed items under this construct are tabulated in table 4.17:

Table 4.17: Item-Wise Correlations of Working Environment with Job Satisfaction

Item #	Observed Items of Construct	Both Generation	Generation Y	Generation Z
1	Quality of Life	.325**	.343**	.109
2	Advance Communication Channels	.122*	.179*	.016
3	Communication Portal	.111*	.218**	.036
4	Face-to-Face Interaction	.030	.043	.068
5	Feedback Provision in Communication Channels	.139**	.212**	.067
6	Jargons in Official Communication	.107*	.101	.082
7	Adaptability	.086	.142	.027
8	Commitment	.114*	.182*	.049
9	Knowledge Sharing	.127*	.078	.101
10	Reliability	.216**	.278**	.087
11	Responsiveness	.209**	.156*	.145*
12	Tolerance	.165**	.216**	.033
13	Assist Others to Succeed	.100*	.109	.065
14	Back Office Job	-.004	.048	.051
15	Commute to Work	.043	.124	.058
16	Formal Dressing	.162**	.132	.143*
17	Casual Dressing	.099	.077	.081
18	Job Related Stress	-.074	-.040	-.031
19	Level of Responsibility	.117*	.117	.084
20	Multifaceted Job Role	.066	.109	.041
21	Part Time Options	.158**	-.030	.137*
22	Specialised Knowledge	.174**	.183*	.120
23	Work/Life Balance	.160**	.150	.133*
24	Office Bound Job	.099	.038	.094

** . Correlation is significant at 0.01 level (2-tailed)

Except Back Office Job ($\rho = -0.004$, $p = 0.932$) and Job Related Stress ($\rho = -0.074$, $p = 0.143$), the remaining 22 items of Working Environment construct were positively correlated with Job Satisfaction when tested on the combined data for both generations. Referring to the significance values of these items, nine items (Quality of Life ($\rho = 0.325$, $p = 0.000$), Feedback Provision in Communication Channels ($\rho = 0.139$, $p = 0.005$), Reliability ($\rho = 0.216$, $p = 0.000$), Responsiveness ($\rho = 0.209$, $p = 0.000$), Tolerance of colleagues ($\rho = 0.165$, $p = 0.001$), Formal Dressing ($\rho = 0.162$, $p = 0.001$), Part Time Options ($\rho = 0.158$, $p = 0.002$), Specialised Knowledge ($\rho = 0.174$, $p = 0.001$), & required to perform the job and Work/Life Balance ($\rho =$

0.160, $p = 0.001$)) were strongly correlated with Job Satisfaction at 0.01 significance level ($p < 0.01$), whereas seven items (Advance Communication Channels ($\rho = 0.122$, $p = 0.013$), formal Communication Portals ($\rho = 0.111$, $p = 0.026$), use of Jargons in Official Communication ($\rho = 0.107$, $p = 0.031$), colleagues characteristics of Commitment ($\rho = 0.114$, $p = 0.023$), Knowledge Sharing ($\rho = 0.127$, $p = 0.011$), Assisting Others to Succeed ($\rho = 0.100$, $p = 0.046$), & Level of Responsibilities ($\rho = 0.117$, $p = 0.021$) bestowed upon the participants) were correlated with Job Satisfaction at 0.05 significance level ($p < 0.05$). The remaining eight attributes failed to qualify the significance condition of the correlation analysis. Quality of Life ($\rho = 0.325$) and Back Office Job ($\rho = 0.004$) recorded the highest and the lowest correlation coefficient values with Job Satisfaction, respectively. The outcomes are tabulated in Table 4.17.

The correlation analysis on generation-wise fragmented data revealed that Job Related Stress ($\rho = -0.040$, $p = 0.617$ for Gen Y & $R = -0.031$, $p = 0.633$ for Gen Z) was negatively correlated for both generations, while Part Time Options ($\rho = -0.030$, $p = 0.709$) was negatively correlated with Job Satisfaction for Gen Y only. Quality of Life ($\rho = 0.343$, $p = 0.000$), formal Communication Portals ($\rho = 0.218$, $p = 0.006$), Feedback Provision in Communication Channels ($\rho = 0.212$, $p = 0.008$), Reliability ($\rho = 0.278$, $p = 0.000$), and Tolerance ($\rho = 0.216$, $p = 0.006$) among colleagues were significantly correlated for Gen Y at 0.01 level, whereas Advanced Communication Channels ($\rho = 0.179$, $p = 0.023$), Commitment ($\rho = 0.182$, $p = 0.023$), Responsiveness ($\rho = 0.156$, $p = 0.050$) of colleagues, and Specialised Knowledge ($\rho = 0.183$, $p = 0.023$) required to perform the job were significantly correlated at 0.05 level ($p < 0.05$). For Gen Z, only Responsiveness ($\rho = 0.145$, $p = 0.027$) of colleagues, Formal Dressing ($\rho = 0.143$, $p = 0.028$), Part Time Options ($\rho = 0.137$, $p = 0.035$), and Work/Life Balance ($\rho = 0.133$, $p = 0.039$) were significant at 0.05 level. Quality of Life ($\rho = 0.343$, $p = 0.000$) recorded the highest correlation coefficient for Gen Y and Responsiveness of colleagues ($\rho = 0.145$, $p = 0.027$) had the highest coefficient for Gen Z. Part Time Options ($\rho = -0.030$, $p = 0.709$) had the lowest correlation coefficient for Gen Y and Advanced Communication Channels ($\rho = 0.016$, $p = 0.802$) for Gen Z.

Table 4.18: Mann-Whitney U Test – Comparison of Generations Y and Z on Working Environment Attributes

H #	Item Description	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)	RANKS - Generation Y			RANKS - Generation Z		
						N	Mean Rank	Sum of Ranks	N	Mean Rank	Sum of Ranks
H ₆₁	Quality of Life	14,617	27,497	-4.962	.000	160	171.85	27,497	252	228.50	57,582
H ₆₂	Advance Communication Channels	17,703	30,906	-2.119	.034	162	190.78	30,906	248	215.12	53,349
H ₆₃	Communication Portal	18,763	31,643	-.827	.408	160	197.77	31,643	246	207.23	50,979
H ₆₄	Face-to-Face Interaction	19,452	32,332	-.629	.529	160	202.08	32,332	252	209.31	52,746
H ₆₅	Feedback Provision in Communication Channels	18,221	30,941	-1.283	.200	159	194.59	30,941	247	209.23	51,681
H ₆₆	Jargons in Official Communication	18,243	31,446	-1.633	.102	162	194.11	31,446	248	212.94	52,809
H ₆₇	Adaptability	17,691	30,571	-.898	.369	160	191.07	30,571	233	201.08	46,851
H ₆₈	Commitment	17,613	30,174	-1.137	.255	158	190.97	30,174	238	203.50	48,432
H ₆₉	Knowledge Sharing	15,911	28,952	-2.927	.003	161	179.83	28,952	236	212.08	50,051
H ₇₀	Reliability	15,662	28,542	-3.010	.003	160	178.38	28,542	235	211.36	49,669
H ₇₁	Responsiveness	14,362	27,242	-4.263	.000	160	170.26	27,242	234	216.12	50,573
H ₇₂	Tolerance	15,781	28,822	-2.988	.003	161	179.02	28,822	235	211.85	49,785
H ₇₃	Assist Others to Succeed	17,606	30,486	-1.215	.224	160	190.53	30,486	236	203.90	48,121
H ₇₄	Back Office Job	17,146	45,349	-1.249	.212	156	205.59	32,073	237	191.34	45,349
H ₇₆	Commute to Work	17,393	44,888	-.704	.481	155	199.79	30,967	234	191.83	44,888
H ₇₇	Formal Dressing	15,996	28,399	-2.288	.022	157	180.88	28,399	235	206.93	48,630
H ₇₈	Casual Dressing	16,522	28,768	-1.629	.103	156	184.41	28,768	234	202.89	47,477
H ₇₉	Job Related Stress	16,830	44,560	-1.619	.105	158	207.98	32,861	235	189.62	44,560
H ₈₀	Level of Responsibility	16,724	28,814	-1.521	.128	155	185.90	28,814	236	202.64	47,822
H ₈₁	Multifaceted Job Role	17,566	29,194	-.285	.776	152	192.06	29,194	235	195.25	45,885
H ₈₂	Part Time Options	13,358	25,604	-4.774	.000	156	164.13	25,604	237	218.64	51,817
H ₈₃	Specialised Knowledge	15,756	28,002	-2.530	.011	156	179.50	28,002	236	207.74	49,027
H ₈₄	Work/Life Balance	16,650	28,896	-1.986	.047	156	185.23	28,896	240	207.13	49,710
H ₈₅	Office Bound Job	16,085	28,175	-2.076	.038	155	181.77	28,175	236	205.35	48,462

The Mann-Whitney U test revealed that the responses of Gen Y and Gen Z differed significantly for Quality of Life ($p = 0.000$), Knowledge Sharing ($p = 0.003$), Reliability ($p = 0.003$), Responsiveness ($p = 0.000$), Tolerance ($p = 0.003$), and Part-Time Options of employment ($p = 0.000$) at 99% confidence level ($p < 0.01$). Besides, Advanced Communication Channels ($p = 0.034$), Formal Dressing ($p = 0.22$), importance of Specialised Knowledge of colleagues ($p = 0.011$), Work/Life Balance ($p = 0.047$), and Office Bound Job ($p = 0.038$) significantly differed for the two generations with 95% confidence level ($p < 0.05$). These results mark the acceptance

of 11 hypotheses (H_{61} , H_{62} , H_{69} , H_{70} , H_{71} , H_{72} , H_{77} , H_{82} , H_{83} , H_{84} , & H_{85}) under this construct. The remaining 13 attributes of Working Environment constructs were similar for both the generations explored in this study; hence the corresponding hypotheses were rejected.

4.4.8 Retirement Benefits

The participants were asked about long-term employment/retirement benefits to capture varying desires, thus facilitating policymakers to better attract and retain talented resources. These factors were consolidated as Retirement Benefits in this study. The student participants were asked to respond to these questions as per their desires, while the working professionals were asked to share the details of these benefits offered by their existing employers. The following seven hypotheses were formulated for this construct:

- H₈₇:** Considering their lifestyle, level of standard living facilities and advancement in health care services, Generation Z candidates think significantly differently about average life expectancy from Generation Y employees.
- H₈₈:** Considering their perceived average life expectancy, Generation Z candidates think significantly differently about retirement age as compared to Generation Y employees.
- H₈₉:** Generation Z candidates give significantly different preference to monthly pension plans as end employment benefit from the employees of Generation Y.
- H₉₀:** Generation Z candidates give significantly different preference to gratuity fund as end employment benefit from the employees of Generation Y.
- H₉₁:** Generation Z candidates give significantly different preference to provident fund as end employment benefit from the employees of Generation Y.
- H₉₂:** Generation Z candidates give significantly different preference to health insurance as end employment benefit from the employees of Generation Y.
- H₉₃:** Generation Z candidates give significantly different preference to life insurance as end employment benefit from the employees of Generation Y.

The participants were asked about their perception towards life expectancy based on lifestyle, standard living facilities, and healthcare services. An ordinal scale with six options and age slabs with 5-year interval was presented to the participants to select the most relevant option based on their perception and understanding. The age slabs were 50-55, 56-60, up to 71-75, and the last

one being 75+ Years. The Mann-Whitney U test revealed no difference for both generations over life expectancy of people in their age group ($p = 0.487$), thus hypothesis 87 is rejected.

Table 4.19: Mann-Whitney U Test – Comparison of Generations Y and Z on Life Expectancy

Sr. #	Item Description	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)	RANKS - Generation Y			RANKS - Generation Z		
						N	Mean Rank	Sum of Ranks	N	Mean Rank	Sum of Ranks
1	Expected Span of Life	22,965	36,993	-0.694	.487	167	221.52	36,993	286	230.20	65,837

In light of perceived life expectancy, the participants were asked about the age they would like to work to make their retirement life comfortable. An ordinal scale with six options based on 5-year interval age slabs was presented to the participants to select the suitable age bracket they wished to retire. The age slabs were Less than 40 Years, 40-45 Years, 46-50 Years, up to fifth as 56-60 Years, and the last was 60+ Years. The Mann-Whitney U test revealed no difference for both generations over planned retirement age ($p = 0.639$), thus hypothesis 88 is rejected.

Table 4.20: Mann-Whitney U Test – Comparison of Generations Y and Z on Retirement Age

Sr. #	Item Description	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)	RANKS - Generation Y			RANKS - Generation Z		
						N	Mean Rank	Sum of Ranks	N	Mean Rank	Sum of Ranks
1	Expected Retirement Age	21,310	60,931	-1.653	.098	167	237.39	39,644	281	216.84	60,931

The participants were required to choose (multiple selection provision) the retirement benefits they were interested in from the pool of Monthly Pension Plan, Gratuity Fund, Contributory Provident Fund, Post Retirement Group Health Insurance and Post Retirement Group Life Insurance. The frequencies of these end service benefits revealed that most Gen Y participants ($n = 123$, 71.9%) were interested in Monthly Pension Plan so that they can get some finance support to manage their retirement life. Similarly, 69.5% of Gen Z participants showed interest in Monthly Pension Plan ($n = 203$). Non-contributory Gratuity Fund and contributory Provident Fund were the second most fascinating retirement benefits jointly for Gen Y employees (31.6%, $n = 54$), whereas Post-Retirement Health Insurance was the second most desired benefit by the Gen Z participants (17.5%, $n = 51$). Gen Y professionals were least interested in Post-Retirement

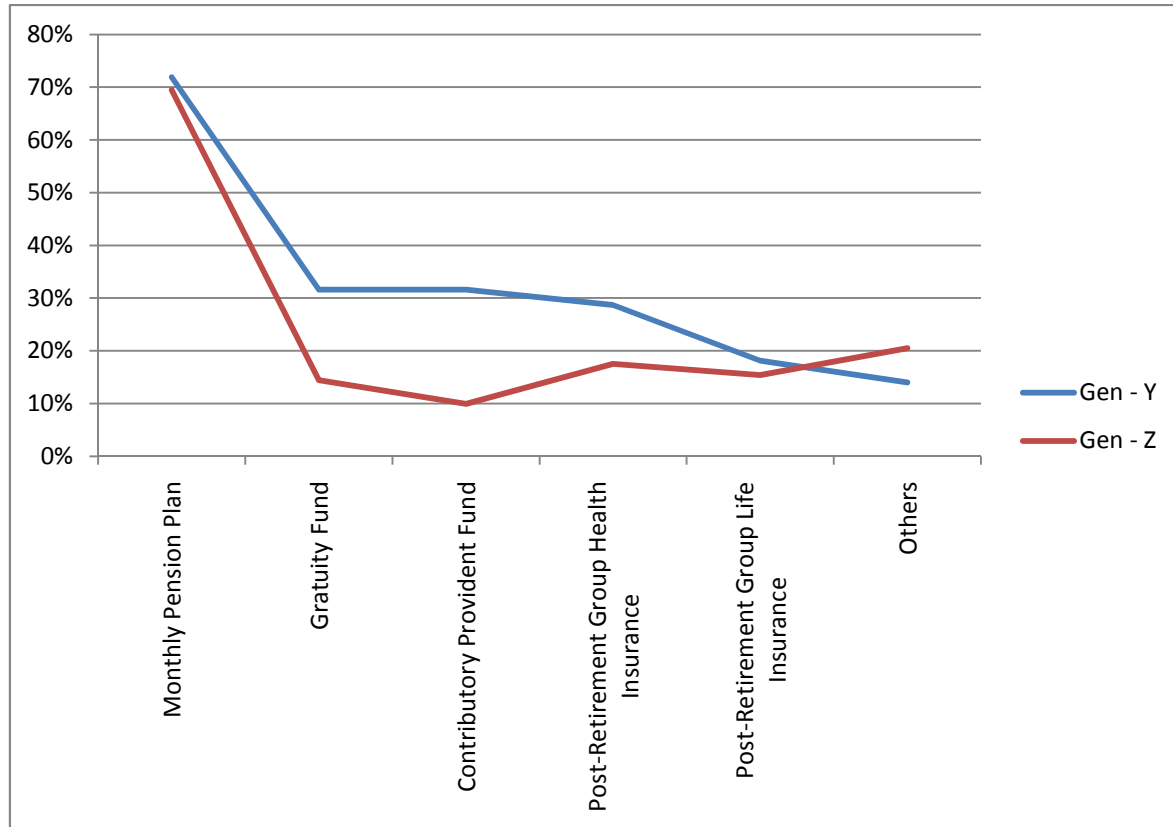
Group Life Insurance (n = 31, 18.1%), while contributory Provident Fund was the least priority of Gen Z participants (n = 29, 9.9%). Details of these preferred choices are listed in Table 4.21.

Table 4.21: Choices of End Employment Benefits

Sr. #	Retirement Benefits	Frequencies		Percentages	
		Gen - Y	Gen – Z	Gen - Y	Gen – Z
1	Monthly Pension Plan	123	203	71.9	69.5
2	Gratuity Fund	54	42	31.6	14.4
3	Contributory Provident Fund	54	29	31.6	9.9
4	Post-Retirement Group Health Insurance	49	51	28.7	17.5
5	Post-Retirement Group Life Insurance	31	45	18.1	15.4
6	Others	24	60	14	20.5

In total, 24 participants from Gen Y (14%) and 60 participants from Gen Z (20.5%) expressed their interest in end-term employment benefits not mentioned above. The generation-wise comparison of choices among these benefits is illustrated in Graph 4.1.

Graph 4.1: Comparison of Choices of End Employment Benefits between Gens Y and Z



4.5 Summary of Hypotheses Results

The hypotheses summary presented in Table 4.22 elucidates that the prospect candidates from Gen Z cohort expected significantly different organisational policies, when compared to the current HR practices adopted by the software houses to serve Gen Y professionals, for almost 50% of the observed items in this study. The next chapter discusses the findings of this study in detail and links them with the existing literature on the subject.

Table 4.22: Summary of Hypotheses Results

Hypothesis #	Hypothesis Description	Result
H ₁	Company provided gadgets (laptops, smartphones, etc.) play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.	Accepted U = 14553.5**
H ₂	Family support benefits play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.	Accepted U = 14524**

H ₃	Financial benefits play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.	Accepted U = 14635**
H ₄	Long term employment benefits play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.	Accepted U = 15613**
H ₅	Opportunities of professional networking play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.	Accepted U = 13915.5**
H ₆	Paid time off (holidays) benefits play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.	Accepted U = 16039.5**
H ₇	Risk protection opportunities of uncertainty play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.	Accepted U = 14231**
H ₈	Employees' referrals incentives play a significantly different role in accepting a job offer between Generation Y and Generation Z candidates.	Accepted U = 16695**
H ₉	Generation Z candidates prefer different type of salary (fixed, commission/incentives based or mixture of both) as compared to Generation Y employees.	Accepted U = 13332**
H ₁₀	Generation Z candidates prefer different model of salary calculation (hourly, daily, monthly) as compared to Generation Y employees.	Accepted U = 18379**
H ₁₁	The mechanism of keeping employees' salaries market competitive has significantly different role in accepting a job offer between Generation Y and Generation Z candidates.	Accepted U = 21051*
H ₁₂	Timely disbursement of salary has significantly different role in accepting a job offer between Generation Y and Generation Z candidates.	Rejected U = 21640.5
H ₁₃	Equity based compensation options has significantly different role in accepting a job offer between Generation Y and Generation Z candidates.	Accepted U = 19226.5**
H ₁₄	Generation Z candidates expect significantly different level of Collaboration Skills (e.g., build relationships, handle conflicts, share control, etc.) in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.	Rejected U = 19029
H ₁₅	Generation Z candidates expect significantly different level of Team Engagement Skills in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.	Rejected U = 19925.5
H ₁₆	Generation Z candidates expect significantly different level of Decision Making Skills in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.	Accepted U = 18216*
H ₁₇	Generation Z candidates expect significantly different level of Skills to Control/Drive Team's Environment in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.	Accepted U = 18040.5*
H ₁₈	Generation Z candidates expect significantly different level of Transparency Skills (e.g., honesty, openness) in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.	Rejected U = 18057.5
H ₁₉	Generation Z candidates expect significantly different level of Self-Motivation Level to Learn and Grow in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.	Accepted U = 17425.5**

H ₂₀	Generation Z candidates expect significantly different level of Openness to New Ideas in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.	Accepted U = 18177*
H ₂₁	Generation Z candidates have significantly different retention intentions as compared to Generation Y employees.	Rejected U = 22546
H ₂₂	Job recognition has significantly different role in accepting a job offer for Generation Y and Generation Z candidates.	Accepted U = 15037.5**
H ₂₃	Being part of management team has significantly different role in making a job attractive for Generation Y and Generation Z candidates.	Accepted U = 17474.5*
H ₂₄	Job security has significantly different role in making a job attractive for Generation Y and Generation Z candidates.	Accepted U = 17473**
H ₂₅	Bureaucratic structure of organisation has significantly different role in making a job attractive for Generation Y and Generation Z candidates.	Accepted U = 16130.5*
H ₂₆	Flexible working hours have significantly different role in making a job attractive for Generation Y and Generation Z candidates.	Rejected U = 17520.5
H ₂₇	Recognition of professional qualifications has significantly different role in making a job attractive for Generation Y and Generation Z candidates.	Accepted U = 15029.5**
H ₂₈	Authority of decision making has significantly different role in building the professional career for Generation Y and Generation Z candidates.	Rejected U = 17542.5
H ₂₉	Clarity in departmental objectives has significantly different role in building the professional career for Generation Y and Generation Z candidates.	Rejected U = 17684
H ₃₀	Flexible work location/working from home has significantly different role in building the professional career for Generation Y and Generation Z candidates.	Accepted U = 16726*
H ₃₁	Organisational politics has significantly different role in building the professional career for Generation Y and Generation Z candidates.	Rejected U = 16787
H ₃₂	Use of advanced technology in routine office working has significantly different role in building the professional career for Generation Y and Generation Z candidates.	Rejected U = 17117.5
H ₃₃	Generation Z candidates expect significantly different level of openness to subordinates' feedback in their ideal managers as compared to existing level of this attribute in line managers of Generation Y employees.	Rejected U = 18979.5
H ₃₄	Generation Z candidates expect significantly different level of unbiased performance evaluation skills in their ideal managers as compared to current level of these skills in line managers of Generation Y employees.	Rejected U = 19660.5
H ₃₅	Job enrichment has significantly different role in making a job attractive for Generation Y and Generation Z candidates.	Accepted U = 15008**
H ₃₆	Job role relates to your personal interest has significantly different role in making a job attractive for Generation Y and Generation Z candidates.	Excluded due to Validity issues
H ₃₇	Sense of achievement has significantly different role in making a job attractive for Generation Y and Generation Z candidates.	Accepted U = 14551**
H ₃₈	Generation Z candidates give significantly different level of preference to	Accepted U = 18658.5**

	performance based incentives over seniority based incentives as compared to Generation Y employees.	
H ₃₉	Revised role with revision in benefits as promotion incentive has significantly different role in career development for Generation Y and Generation Z candidates.	Rejected U = 18474
H ₄₀	Formally announced career development programs have significantly different role in career development for Generation Y and Generation Z candidates.	Accepted U = 14931**
H ₄₁	Fair and unbiased promotion opportunities have significantly different role in career development for Generation Y and Generation Z candidates.	Rejected U = 17640.5
H ₄₂	Succession planning has significantly different role in career development for Generation Y and Generation Z candidates.	Accepted U = 14789**
H ₄₃	Measurable KPIs (key performance indicators) have significantly different role in building the professional career for Generation Y and Generation Z candidates.	Rejected U = 16974
H ₄₄	Opportunity for creativity has significantly different role in building the professional career for Generation Y and Generation Z candidates.	Accepted U = 15568.5*
H ₄₅	Market competitive compensation and bonuses play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.	Rejected U = 15736
H ₄₆	Training and development programs play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.	Rejected U = 15156.5
H ₄₇	Career advancement opportunities play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.	Accepted U = 13848.5*
H ₄₈	Being known as technologically advanced company plays a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.	Accepted U = 14736.5*
H ₄₉	Being industry-leading company/highly respected brand plays a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.	Rejected U = 13840
H ₅₀	Company CSR (corporate social responsibility) reputation plays a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.	Rejected U = 13232
H ₅₁	Opportunities for volunteering/community involvement play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.	Rejected U = 13279.5
H ₅₂	Opportunities for continuing education play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.	Accepted U = 13897*
H ₅₃	Clear career progression plays a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.	Rejected U = 17311
H ₅₄	Reputation/Brand Standing of Organisation plays a significantly different role in making a job attractive for Generation Y and Generation Z candidates.	Accepted U = 16801.5*
H ₅₅	Fairness in recruitment and selection practices has significantly different role in building the professional career for Generation Y and Generation Z candidates.	Rejected U = 17707
H ₅₆	Generation Z candidates expect significantly different level of teammates' skillset utilisation abilities in their ideal managers as compared to current level of these abilities in line managers of Generation Y employees.	Accepted U = 17712.5*
H ₅₇	Generation Z candidates expect significantly different level of abilities to motivate and	Accepted U = 17205.5**

	inspire teammates in their ideal managers as compared to current level of these abilities in line managers of Generation Y employees.	
H ₅₈	Personal development opportunities play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.	Accepted U = 15630.5**
H ₅₉	Professional development opportunities play a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.	Accepted U = 14711**
H ₆₀	Training & Development opportunities play a significantly different role in building a professional career for Generation Y and Generation Z candidates.	Rejected U = 16259
H ₆₁	Improved quality of life plays a significantly different role in accepting a job offer for Generation Y and Generation Z candidates.	Accepted U = 14616.5**
H ₆₂	Technologically advanced communication channels play a significantly different role in successfully performing the job for Generation Y and Generation Z candidates.	Accepted U = 17703*
H ₆₃	Formal communication portals play a significantly different role in successfully performing the job for Generation Y and Generation Z candidates.	Rejected U = 18762.5
H ₆₄	Face-to-face interaction plays a significantly different role in successfully performing the job for Generation Y and Generation Z candidates.	Rejected U = 19452
H ₆₅	Feedback provision in communication channels plays a significantly different role in successfully performing the job for Generation Y and Generation Z candidates.	Rejected U = 18220.5
H ₆₆	Use of technical words/jargons in official communication plays a significantly different role in successfully performing the job for Generation Y and Generation Z candidates.	Rejected U = 18243
H ₆₇	Generation Z candidates rate adaptability characteristics of their colleagues significantly differently as compared to the employees of Generation Y.	Rejected U = 17690.5
H ₆₈	Generation Z candidates rate commitment characteristics of their colleagues significantly differently as compared to the employees of Generation Y.	Rejected U = 17613
H ₆₉	Generation Z candidates rate knowledge sharing characteristics of their colleagues significantly differently as compared to the employees of Generation Y.	Accepted U = 15911**
H ₇₀	Generation Z candidates rate reliability characteristics of their colleagues significantly differently as compared to the employees of Generation Y.	Accepted U = 15661.5**
H ₇₁	Generation Z candidates rate responsiveness characteristics of their colleagues significantly differently as compared to the employees of Generation Y.	Accepted U = 14362**
H ₇₂	Generation Z candidates rate tolerance characteristics of their colleagues significantly differently as compared to the employees of Generation Y.	Accepted U = 15780.5**
H ₇₃	Generation Z candidates rate willingness characteristics of their colleagues to assist others to succeed significantly differently as compared to the employees of Generation Y.	Rejected U = 17605.5
H ₇₄	Generation Z candidates give significantly different level of importance to back office job as compared to Generation Y employees.	Rejected U = 17145.5
H ₇₅	Generation Z candidates give significantly different level of importance to routine work environment as compared to Generation Y employees.	Excluded due to validity issues

H ₇₆	Generation Z candidates give significantly different level of importance to commute to work (distance, travelling) as compared to Generation Y employees.	Rejected U = 17393
H ₇₇	Generation Z candidates give significantly different level of importance to formal dressing as compared to Generation Y employees.	Accepted U = 15995.5*
H ₇₈	Generation Z candidates give significantly different level of importance to casual dressing as compared to Generation Y employees.	Rejected U = 16522
H ₇₉	Generation Z candidates give significantly different level of importance to job related stress as compared to Generation Y employees.	Rejected U = 16830
H ₈₀	Generation Z candidates give significantly different level of importance to level of responsibility as compared to Generation Y employees.	Rejected U = 16724
H ₈₁	Generation Z candidates give significantly different level of importance to multifaceted job roles as compared to Generation Y employees.	Rejected U = 17565.5
H ₈₂	Generation Z candidates give significantly different level of importance to part time options as compared to Generation Y employees.	Accepted U = 13358**
H ₈₃	Generation Z candidates give significantly different level of importance to requirement of specialised knowledge as compared to Generation Y employees.	Accepted U = 15755.5*
H ₈₄	Generation Z candidates give significantly different level of importance to work/life balance as compared to Generation Y employees.	Accepted U = 16650*
H ₈₅	Generation Z candidates give significantly different importance to office bound jobs for building professional careers as compared to the employees of Generation Y.	Accepted U = 16084.5*
H ₈₆	Generation Z candidates give significantly different importance to pleasant physical environment for building professional careers as compared to the employees of Generation Y.	Excluded due to validity issues
H ₈₇	Considering their lifestyle, level of standard living facilities and advancement in health care services, Generation Z candidates think significantly differently about average life expectancy from Generation Y employees.	Rejected U = 22965
H ₈₈	Considering their perceived average life expectancy, Generation Z candidates think significantly differently about retirement age as compared to Generation Y employees.	Rejected U = 21310
H ₈₉	Generation Z candidates give significantly different preference to monthly pension plans as end employment benefit from the employees of Generation Y.	Rejected, Gen Y preferred more by 3%
H ₉₀	Generation Z candidates give significantly different preference to gratuity fund as end employment benefit from the employees of Generation Y.	Accepted, Gen Y preferred more by 119%
H ₉₁	Generation Z candidates give significantly different preference to provident fund as end employment benefit from the employees of Generation Y.	Accepted, Gen Y preferred more by 219%
H ₉₂	Generation Z candidates give significantly different preference to health insurance as	Accepted, Gen Y

	end employment benefit from the employees of Generation Y.	preferred more by 64%
H ₉₃	Generation Z candidates give significantly different preference to life insurance as end employment benefit from the employees of Generation Y.	Rejected, Gen Y preferred more by 18%

Summing up the results presented in Table 4.22, almost 54% of hypotheses coined in this research study (50 out of 93) has been accepted based upon the statistical analysis results. Similarly, 43% of the hypotheses (40 out of 93) were rejected whereas 3 hypotheses were excluded based upon their validity issues.

CHAPTER 5: DISCUSSION

This thesis has addressed the questions raised in Chapter 3 – Research Methodology; to explore the relationship between HR Practices and Job Satisfaction in the Pakistani IT Industry. In particular, this study determined if there is any difference in preferred HR Practices between Gen Y and Gen Z employees belonging to this industry and what measures should the software houses take to attract, select, and retain the best talent available in the market. This chapter discusses the results of factors assessed in this study in the context of each research question formulated, while concurrently shedding some light on the repercussions for HR strategists of this industry to gain competitive advantage. The summarised conclusions are presented in the next chapter.

RQ 1 – Relationship between HR Practices and Job Satisfaction

What is the relationship between various HR Practices and employee Job Satisfaction in IT Industry of Pakistan? How do these practices affect the Job Satisfaction in this sector?

Pearson correlation revealed that all the HR constructs examined in this study demonstrated significantly positive relationship with Job Satisfaction (Table 4.2). The Compensation & Benefits construct demonstrated the strongest relationship with Job Satisfaction among all HR constructs ($\rho = 0.379$, $p = 0.000$), while Policies Related Work Environment recorded the weakest, yet significant correlation with Job Satisfaction ($\rho = 0.117$, $p < 0.05$). These results are in line with the study conducted by Barasa, Gunawan, and Sumali (2018), who found that policies of Compensation & Benefits as the most important aspect for Job Satisfaction, while exploring the different employment-related variables influenced this satisfaction level among employees. Gelard and Rezaei (2016) also found pay satisfaction had the strongest linkage with Job Satisfaction. The relatively lower values of correlation coefficients (0.117-0.379) between individual HR constructs and Job Satisfaction eliminated all reservations on the distinctness of these constructs, as cautioned on higher correlation values in the literature (Jeanquart-Barone & Sekaran, 1994).

The results of inter-construct correlations demonstrated that all the constructs were strongly and positively associated with each other, at high significance level ($p < 0.01$), hence concluding that each HR construct contributed its part in attaining the highest level of Job Satisfaction in IT industry operating in Pakistan. These constructs were tightly coupled with each other as 31 out of 36 inter-construct correlation coefficients exceeded 0.5, while 22 coefficients values were greater than 0.6, and 10 correlation coefficients exceeded 0.7 (Table 4.2). These high coefficients reflect the strong inter-dependencies of these constructs on each other, hence making it complex to measure the impact a single construct can exert on the whole proposition.

RQ 2 – Generational Differences in Compensation & Benefits Policies

Do Generation Z employees expect different set of Compensation & Benefits policies than the Generation Y employees?

Referring to the reported statistical results (see Table 4.6), participants of Gen Z expected an entirely changed set of Compensation & Benefits policies as compared to participants of Gen Y were compensated with. The expectations of Gen Z participants significantly differed from Gen Y participants on all Compensation & Benefits items, except Timely Disbursement of Salary.

The impact of Company Provided Gadgets (laptops, smartphone, etc.) on accepting a job offer displayed a significantly positive correlation with Job Satisfaction (Table 4.5), while the Mann-Whitney U Statistics (Table 4.6) revealed a significant difference between sum of ranks of both distributions associated with Gen Y and Gen Z. Based on Figure B.1 (Annexure B), 69.4% of Gen Y participants expressed that these gadgets did not contribute much in their decisions to accept a job offer, whereas 78.3% of participants from Gen Z expressed that they would consider such incentives seriously in accepting a job offer. These results support the opinion of Abdullah, Ismail, and Albani (2018) who described this youngest generation as the one who cannot even imagine going to work without computing gadgets.

Family Support Benefits as part of compensation incentives was significantly correlated with Job Satisfaction (Table 4.5) and the Mann-Whitney U Statistics confirmed a significant difference between sum of ranks of responses from Gen Y and Gen Z (Table 4.6). Similarly, Risk Protection Opportunities from Uncertainty recorded a significant correlation with Job Satisfaction (Table 4.5) and significantly different among both generations as per Mann-Whitney

U test (Table 4.6). When asked about the significance of family support benefits as part of compensation package, Gen Y participants expressed almost a uniform response according to Figure B.2, ranging from 14.8% to 24.1% across all available options. Meanwhile, 32.7% of the participants opted either not at all (14.8%) or to minimal extent options (17.9%), whereas corresponding response from Gen Z was just 12.2%. Most of the Gen Z participants (67.7%) ranked it to a meaningful (26.8%) and a great extent (40.9%). Almost similar responses were observed for Risk Protection Opportunities for Uncertainty in Figure B.3, where 38.8% of participants from Gen Z expressed that this attribute would play a critical part in their decision making, but most of the Gen Y participants marked its role from moderate to meaningful extent.

Financial rewards are always found among the top positions of job-seekers' characteristics from the significance stance. In this study, financial benefits demonstrated significant correlation with Job Satisfaction (Table 4.5) and Mann-Whitney U Statistics revealed a significant difference between sums of ranks of both pools of participants belonging to the two generations (Table 4.6). While exploring the responses, almost half of the Gen Z participants (46.8%) expressed that financial benefits would play a crucial part in accepting any job offer, whereas approximately a quarter of the participants from Gen Y (27%) expressed similar thoughts (Figure B.4). These results differ at the last node of Likert scale (to a great extent) from the results published by Deloitte, a leading global consultancy organisation, which found financial benefits/rewards as the top most significant employment seeking attribute (63%) for Gen Y graduates and the second most significant (51%) for Gen Z in their comparative survey (Tohmatsu, 2018).

The impact of long-term employment benefits on making the employment option attractive was statistically correlated with Job Satisfaction (Table 4.5) in this study. The overall responses from both generations were statistically different from each other based on the results of Mann-Whitney U test (Table 4.6). The graphical representation of responses from both generations (Figure B.5) portrayed that Gen Z were more inclined towards long-term employment benefits as compared to Gen Y. Although it was observed that Gen-Z had comparatively less eagerness towards life-long employment (Gujarathi & Kulkarni, 2018), they were significantly concerned about job security (Meret et al., 2018) and financial security (Kirchmayer & Fratričová, 2017).

Professional networking is an integral tool to not only learn about the field of one's interest and develop the skillset accordingly, but also to help in approaching the key professionals of the

industry for mentorship and in accessing other essential resources. A job opportunity having higher exposure to professional networking opportunities exhibited a significant correlation with Job Satisfaction (Table 4.5) and the Mann-Whitney U test exhibited a significant difference between the responses of both generations (Table 4.6). Almost half of the Gen Y participants (49.4%) revealed that professional networking opportunities had no to moderate impact on their job selection decision, whereas 75.5% of the participants of Gen Z thought such opportunities would have meaningful to great impact on their job acceptance decisions in future (Figure B.6). Mileski, Kruse, Lee, and Topinka (2016) found a superficial online context in Gen Z students, hence felt more tendencies for this generation to be engaged in online professional networking environments as compared to attending traditional, interpersonal professional networking events.

A significant correlation was discovered in this study between preferences of participants towards paid time off from routine professional life and overall Job Satisfaction (Table 4.5). Comparison of sum of ranks also confirmed that both generations had significantly different mind-set about this attribute in the context of evaluating offered compensation package (Table 4.6). The graphical representation of responses from both generations (Figure B.7) elaborates that responses received were similar in middle of Likert scale, but drastically varied at extreme ends. In total, 17.5% representatives of Gen Y claimed that paid holidays had no impact on their decision of accepting the job offer, but only 4.9% participants from Gen Z would not consider this attribute in accepting a job offer. These responses were 26.9% and 39.6%, respectively, for these generations who thought that this factor had/would have a strong impact on their decisions of accepting job offers. Dishman (2016) found paid time off as the second most important benefit valued by employees among health insurance, performance-based bonus, end-employment benefits, and paid sick leaves. This emphasised desire of paid time by the participants of Gen Z is supported by Wong, Wan, and Gao (2017), who claimed that the Gen Z representatives had the tendency to explore temporary rather than long-term employments.

Goessling (2017) described the members of Gen Z as the technology addicted with better expertise on computing devices and internet platforms, thus preferring to socialise on online social and professional environments, trying to remain online around the clock, and continuously keeping on sharing something on the internet. This behaviour of sharing information with multiple recipients instantaneously tempts them to earn some rewards by sharing job

opportunities in relevant circles and helping their organisations in quickly filling the vacancies. This study has observed similar results; contingent reward in the form of referral incentive was significantly correlated with Job Satisfaction (Table 4.5) and Gen Z participants were more interested in this reward than Gen Y participants (Table 4.6). Considering the lowest two points of Likert scale, 34.4% of Millennials were not in favour of these incentives whereas only 21% participants from Gen Z expressed the similar choice. Comparing the other parts of the scale; 79.0% of Gen Z participants rated this attribute from moderate to a great extent, when compared to 65.6% of Gen Y responses (Figure B.8).

To attain life satisfaction, people tend to invest much of their time and energies in earning money with the perception that it will ease out the journey of this achievement (Aknin, Norton, & Dunn, 2009). Workers are being paid as per different pay cycles across the world depending on the customs of the region and nature/type of work (Berniell, 2018). Wage pay frequency ranges between hourly, daily, weekly, bimonthly, and monthly in most parts of the world, contrary to per piece and per job contracts. It is an established fact that household expenditures upsurge instantly after receiving the income, in which Berniell (2018) claimed that payment frequency does affect the consumption pattern as well. Considering these arguments, participants of this study were asked about their preferences of wage calculations and disbursement frequencies to investigate if there is any generational difference between them. Both of these observed items depicted significant correlation with Job Satisfaction (Table 4.5) and both generations acted statistically differently as confirmed by Mann-Whitney U test (Table 4.6). In total, 70.2% of Gen Y participants favoured the fixed salary model, only 3.6% supported Commission/Incentive Based salary calculation, and the remaining 26.2% were interested in tasting the mixed flavour (Figure B.9). On the other hand, 26.7% of Gen Z representatives were interested in fixed salary model, 8.9% were in favour of Commission/Incentive Based, and 64.4% were interested in mixed model. Goessling (2017) characterised Gen Z as practical, efficient, result-oriented, multitaskers, individualists, and the ones preferring personalised tasks. These qualities of Gen Z justify the study results as these attributes could be the cause of their interest in target-oriented compensation approach. As far as the model of salary disbursement is concerned, 84% of Millennials were in favour of monthly wage frequency, whereas 61.9% of Gen Z representatives had similar mind set (Figure B.10). On the contrary, Gen Z was more interested (29.9%) in hourly-based compensation model than Gen Y (11.2%). The interest of Gen Z in hourly pay

model can be linked with their less-likeness of teamwork as well as their involvement in freelancing during student life and in early post-graduation period. Regional norms might have established the mind set of having wage frequency set at monthly basis as most of the household expenses in Pakistan are set in monthly frequency (e.g., property rents, utility bills, school fees, etc.).

A formal mechanism to keep compensation packages market competitive failed to qualify the level of significance (Table 4.5) while checking its correlation with Job Satisfaction. However, Mann-Whitney U Statistics confirmed a significant difference between sum of ranks of responses from Gen Y and Gen Z (Table 4.6). Notably, 30.7% of Gen Y participants reported that their existing employers did not have any proper mechanism emplaced to keep the compensation structure competitive with the changing dynamics of the job market (Figure B.11). On the contrary, 29.6% of participants from Gen Z expressed that such mechanism would not affect their decisions of accepting/rejecting a job offer. Similarly, equity-based incentives (company shares, profit sharing, etc.) also failed to achieve the standard level of significance in its correlation analysis with Job Satisfaction (Table 4.5), but Mann-Whitney U test revealed a significant difference between the responses from both generations (Table 4.6). Next, 41.4% participants of Gen Y claimed that their employers offered equity-based compensation, whereas 66.8% of participants from Gen Z expressed that they would prefer working for an organisation offering such incentives. Only 13.9% of these young Gen Z participants ignored such benefits in comparison to 58.6% of Millennials who had no access to such compensation incentives (Figure B.12). As far as timely disbursement of salary was concerned, no significant difference was observed between the both generations. The Mann-Whitney U statistics accepted the null hypothesis that both distributions came from the similar populations as the significance level exceeded the threshold level (Table 4.6). Besides, 64.3% of participants from Gen Y and 57.9% from Gen Z ranked that it was vital for them to receive salary at pre-agreed time (Figure B.13).

The HR strategists associated with IT firms in Pakistan should adopt some novel strategies to have a sweet blend of financial and non-financial incentives while designing their compensation packages. Besides, staff costing practices require a great deal of revision to be competitive yet financially viable. Not only the induction of these incentives is important, but proper publicity of these policies in relevant circles is critical for better branding of the organisation. Based on the

comparison of responses gathered from both generations, it can be inferred that inclusion of computing devices in compensation packages, explicit announcement of intrinsic rewards (e.g., uncertainty risk protection via health and life insurances), family medical coverages, end-employment benefits (e.g., Gratuity, Provident Fund, Pension, & Social Security), and reward system acknowledging individuals' efforts in achieving organisation goals (e.g. referral incentives for induction resources & winning clients, achieving targets, completing projects, etc.) can increase the attractiveness of the organisation in terms of recruiting talented resources from Gen Z. Wage calculation on the basis of efforts put in by employees in achieving organisational goals can also help recruiters to attract high performing individuals who love to go extra mile in the quest of gaining more rewards in return of their individual efforts.

RQ 3 – Generational Differences in Managerial Attributes

Do Generation Z professionals expect different set of managerial attributes of line managers than the Generation Y employees?

The statistical results of this study revealed that the participants of Gen Z expected some deviation in managerial skills of their line managers as compared to what the participants of Gen Y were experiencing in their teams and department. Representatives of Gen Z expected significantly differently about four attributes (Decision Making Skills, Openness to New Ideas, Skills to Drive Team Environment, & Managers' Self-Motivation Level) as compared to what representatives of Gen Y were actually experiencing on their jobs. No difference was observed for Managers' Collaborations Skills, Team Engagement Skills, and Transparency Skills.

In the pursuit of evaluating the ideal manager to work with, the participants were asked to rank the decision-making abilities of their line manager if they are working professional or the ideal level of expertise in the manager they are idealising to work with. Although this attribute of the managers was not significantly correlated with Job Satisfaction (Table 4.7), the Mann-Whitney U test concluded that both generations had responded statistically differently for this attribute (Table 4.8). Further exploring the responses, more than half of the participants from Gen Z (53.5%) assumed that it is very important for a manager to have strong decision-making skills, whereas only 38.9% of participants from Gen Y expressed that their manager had very strong decision-making skills (Figure B.14). The results of this study are aligned with the recommended preferred management style for handling Gen Z. Considering the attitude of this generation,

organic management style is more appropriate to handle the members of Gen Z as this management style prefers comparatively low formalisation, depends heavily on access to comprehensive Management Information System (MIS) systems, and needs high involvement in decision-making process (Robbins et al., 2016).

Ability to drive team's environment to be an effective manager was significantly correlated with Job Satisfaction (Table 4.7), while Mann-Whitney U statistics of comparing ranks revealed that participants from both generations had reacted statistically differently (Table 4.8) to this managerial attribute. It was observed that 45% of Gen Z considered this characteristic as very important to be an effective manager, whereas only 30.7% of Millennials felt that their line managers were capable enough to lead the team environments to achieve business excellence (Figure B.15). As the youngsters of this coming generation are more prone to independent work and found reluctant to work in teams (Adecco, 2015), managers have to sharpen their team management skills to not only engage these youngsters in group activities, but also keep them focused and committed in achieving shared objectives.

Only a motivated resource can go extra mile to not only achieve organisational success, but also bring energy in detracted, demoralised, and dissatisfied fellows. The same goes for effective managers, who do not only have to achieve their personal targets, but also have to drive the team to excellence. This attribute of effective managers was correlated with Job Satisfaction as well (Table 4.7) in this study. Further on exploring the variation between Gen Z's perception and Gen Y's actual observation about their managers, it has been observed through Mann-Whitney U test that there was indeed a significant difference (Table 4.8) between Gen Z's desires and Gen Y's perceived experience on job. Again, 52.2% of Gen Z craved for a manager with self-motivation at the highest level so that he/she can drive the team effectively and efficiently (Figure B.16). On the other hand, only 37% of Gen Y working professionals thought that their managers qualify for such ability to this level. Schroth (2019) described it as a mandatory attribute for managers preparing to handle Gen Z so that they can take bold decisions of re-designing jobs and restructuring work to offer these youngsters a better fit between their skills and their jobs.

Openness to new ideas is another important dimension of managers' professional personality in this present era. Notably, openness to new ideas in effective managers displayed a significantly positive correlation with Job Satisfaction (Table 4.7). The Mann-Whitney U test revealed a

significant difference (Table 4.8) between the distributions associated with Gen Y and Gen Z. On exploring the responses in detail, the trends of both generations were almost similar with those observed for the level of self-motivation among managers (Figure B.17). In fact, 50.4% of Gen Z participants ranked it as very important (top most option in the questionnaire) for the managers to allow, consider, and appreciate new ideas from the team members for shaking the stagnant routines and work practices to exhibit superior performance. On the contrary, only 39.1% of Gen Y working professionals thought that their managers were this much encouraging to new ideas and innovation in their routine work life. As established in the literature, Gen Z is very much inclined towards innovation, creativity, personalised, and customised work activities as compared to routine tasks and repetitive processes (Hampton & Keys, 2017). This willingness of managers is crucial for them to better handle this generation by offering the best fit between their personality traits and job structure.

The remaining three attribute of this construct; manager's collaboration skills, team engagement skills, and transparency skills, failed to satisfy the significance threshold of Mann-Whitney U statistics (Table 4.8). Collaboration skills and transparency skills were significantly correlated with Job Satisfaction (Table 4.7). Both generations exhibited similar response when asked about these traits of their actual/preferred managers (Figures B.18, B.19, & B.20). The important factor worth noting here is that it was actually the Millennials who had different observations for these attributes as compared to previously discussed ones.

As already discussed, this new generation is reluctant in teamwork so traditional means of team management would be insufficient to get the best out of these professionals as team members. Al Amiri, Daradkeh, and Al Kaabi (2019) suggested that being a leader would be more suitable to handle these representatives of youth instead of trying them to control as a manager. This generation does not like managers pampering them like mentors, rather they prefer having strong managers to make bold decisions and shatter the traditional bureaucratic rituals (Schroth, 2019). These patterns suggest policymakers of the IT industry in Pakistan to pay special attention to Training & Development programs for team leaders and managers. Such an initiative should focus on nurturing and polishing strong leadership skills, empowering them to take bold (yet rational) decisions, be highly enthusiastic and motivated, as well as embrace innovation by putting aside the traditional ways of managing team. These specialised managerial skills will

facilitate the supervisors in claiming the competitive advantage up to the potential these young professionals possess.

RQ 4 – Generational Differences in Organisational Structure and Career Development attributes

Do Generation Z professionals expect different set of Organisational Structure and Career Development attributes than the Generation Y employees?

While investigating the preferences of young professionals from the Gen Z cohort in terms of rules, roles, and responsibilities in an organisation; in comparison with current practices that the Millennials were dealing within the IT industry, the results concluded that a few amendments should be incorporated in the existing organisational structures and career development activities to meet the expectations of the Gen Z professionals. Preferences of Gen Z agents differed significantly from Gen Y professionals on half of the observed items under this construct.

The importance of Job Recognition in an organisational fit displayed a significantly positive correlation with Job Satisfaction (Table 4.9), whereas the Mann-Whitney U Statistics revealed a significant difference between sum of ranks of both distributions associated with Gen Y and Gen Z (Table 4.10). Notably, 75% of Gen Z participants expressed that job recognition would contribute from a meaningful to even a great level in their decision of accepting a job offer whereas only 55.4% of Gen Y professionals valued the impact of job recognition at this level while they accepted their existing job (Figure B.21). Acheampong (2019) also characterised job recognition as a critical motivator for Gen Z due to their competitive nature and strong desire to excel in both personal and professional fields.

The importance of being part of the management team opportunities in selecting a preferred employer was positively and significantly correlated with Job Satisfaction (Table 4.9) and the Mann-Whitney U Statistics found a significant difference between both streams of responses belonging to Gen Y and Gen Z (Table 4.10). While exploring the responses in detail, Gen Z participants were more conscious to be valued in management process (32.3% described being a part of management team as important to a great extent in making a job attractive), whereas 26.1% Gen Y participants believed its importance at moderate level only (Figure B.22).

Csiszárík-Kocsír and Garia-Fodor (2018) found participation in decision-making process as one of the decisive factors for Gen Z when selecting a workplace.

Role of job security in selecting a job offer was significantly correlated with Job Satisfaction (Table 4.9), whereby participants from both generations valued its impact differently (Table 4.10). Although this attribute was ranked higher by the participants of both groups, but Gen Z ranked it higher than Gen Y; 44.4% of Gen Z ranked it as the contributing factor at the extreme level in job selection than 30.7% of Millennials with the same contemplation (Figure B.23). The results of this study are in line with those reported by Meret et al., (2018), who also found job security as the third most important factor in an attempt to explore significant factors considered by high school students (Gen Z) while choosing a job in some European countries.

While exploring the importance given by participants to bureaucratic organisational structure in preferred/opted employment opportunities, this attribute was found to influence the level of Job Satisfaction with significant correlation (Table 4.9). The comparative analysis of participants from both generations with the help of Mann-Whitney U statistics revealed that Gen Z showed more resistance/less importance to bureaucratic structure than Gen Y (Table 4.10). The percentage of Likert scale options selected by Gen Z was almost equivalent or less than the corresponding percentages of Gen Y, except for the top most option of bureaucratic structure as a crucial attribute of a preferred job. The pattern of responses observed in this study (Figure B.24) supports the established facts about Gen Z but comparison of responses against “very important” Likert scale option seemed to contradict (18.5% for Gen Z & 8.9% for Gen Y) with the literature. Mosca, Curtis, and Savoth (2019) preferred organic management style for dealing with Gen Z over bureaucratic style in their work-related attributes.

Recognition of professional qualifications was significantly correlated with Job Satisfaction (Table 4.9) and the Mann-Whitney U statistics concluded that Gen Z valued this attribute significantly differently as compared to Gen Y participants (Table 4.10). In total, 42.8% of Gen Z ranked the recognition of their professional qualifications as a very important attribute in the quest of their desired employment, while 25.2% of Millennials weighed this recognition at the highest level at the time of accepting their existing job (Figure B.25). Professional qualifications have the potential to boost performance by equipping employees with instructive and practical knowledge with which they can complete their tasks in an efficient way (Ishola, Adeleye, &

Tanimola, 2018). This potential makes professional qualifications an integral part of career development programs. As Gen Z have resilient aspiration for career advancement to satisfy their ambitious personality (Goh & Lee, 2018), recognition of their professional qualifications have a crucial role in their decisions for choosing employment options.

Although COVID-19 pandemic has changed the work routines across the globe, particularly in terms of maintaining social distancing, it is an established fact that members of Gen Z prefer flexible work options, including but not limited to working remotely instead of presenting physically at workplace (Csiszárík-Kocsír & Garia-Fodor, 2018; Puiu, 2017). Location-wise working flexibility was correlated with Job Satisfaction (Table 4.9) and the Mann-Whitney U test revealed a significant difference in preferences of both generations (Table 4.10). A reasonable majority (42.5%) of Gen Z participants expressed that working from flexible location/home opportunity as very important in their professional career, whereas only 33.8% of Millennials claimed this level of importance for their careers (Figure B.26).

The results of this study could not find enough evidence to reject the null hypotheses of the remaining observed items of this construct; tenure at one organisation, flexible working hours, authority of decision making, clarity in departmental objectives, organisational politics, and use of advanced technology in routine office working (Table 4.10). In fact, 24.6% of Millennials and 30.9% of Gen Z expressed to stay with their employers for just 1-2 years. Only 6.6% of Millennials and 5.3% of Gen Z showed their intentions to stay with the company for more than 4 years. In the quest of flexible work options, 43.2% of young professionals opted for the highest option (very important) for flexible working hours, but 37.8% of Gen Y claimed that their employers were already offering them this facility. Although the percentage responses against all these attributes at the top two options of Likert scales (Important & Very Important) were marginally higher for Gen Z, they were not high enough to qualify the test of significance from the levels Gen Y participants admitted being offered by their respective organisations.

The policymakers of IT organisations operating in Pakistani should upscale their rules and employment policies by placing emphasis on employee recognition programs, appreciating their professional qualifications and highlighting its role in career development, explicitly demonstrating organisational sustainability to ensure job security, adopting task-based operations to offer more leverage in terms of flexible work options, and minimising rigidity from their

corporate structure to move towards organic organisational structure. From the study outcomes, these initiatives will not only help firms to better handle the existing manpower, but also move them towards employer of choice status for the upcoming generation in order to remain competitive in this highly dynamics and rapidly changing segment of the business world.

RQ 5 – Generation Differences in Performance Management attributes

Do Generation Z professionals expect different set of Performance Management attributes than the Generation Y employees?

The statistical analysis of the data divulged that Gen Z expected some modifications in performance management practices implemented in software houses in Pakistan, in comparison with their current beneficiaries belonging to the Gen Y regime. The Gen Z expected significantly differently about seven attributes (Job Enrichment, Job Role related to Personal Interest, Sense of Achievement, Performance Based Incentives, Formal Career Development Programs, Succession Planning, & Opportunities for Creativity) as compared to the Gen Y were actually being treated with on their jobs. No difference was observed for Openness to Subordinates' Feedback, Unbiased Performance Evaluation Skills, Revised Role with Revision in Benefits, Unbiased Promotion Opportunities, and Measureable KPIs.

Job enrichment is a motivational technique in which more challenging tasks get added on top of the existing role, which can necessitate more skills and increase compensation resultantly. The results of this study found that Job Enrichment was positively and significantly correlated with Job Satisfaction (Table 4.11) and the Mann-Whitney U Test revealed that Gen Z rated the contribution of this attribute in making a job attractive higher and significantly different from participants of Gen Y (Table 4.12). The Descriptive Statistics further elaborated that 54% of Millennials thought job enrichment did not contribute much in making a job attractive (ranging from not at all to a moderate level), whereas 67.3% of the Gen Z cohort felt that enriched role would make the job striking to a meaningful or even a great extent (Figure B.27). Millennials and Gen Z both valued job enrichment and job enlargement to enjoy organisational flexibility (Barreto, 2018). Schroth (2019) also recommended managers to restructure jobs in a way to offer better fit between Gen Z employees' personal skills and the job roles they are going to perform.

In addition to job enrichment, it will be more attractive for Gen Z if the job components are aligned with their personal career preferences. Job role related to employee's personal interest was significantly correlated with Job Satisfaction (Table 4.11) and the Mann-Whitney U statistics (Table 4.12) recommended that that Gen Z participants had placed stronger emphasis on aligning job roles with their personal interests (49% rated it influential to a great extent) as compared to the corresponding participants from Gen Y (29.4% admitted this attribute contributed to a great extent) in making a job charming (Figure B.28). Schroth's (2019) recommendation is a great support to the results of this study; to reform job roles by aligning deliverables with personal interests of the employees.

Sense of achievement is another strong motivator that urges employees to not only achieve personal career goals, but also help organisations in meeting their objectives. In this study, participants belonging to Gen Z expressed remarkably stronger desire to value their sense of achievement by contributing towards the success of the organisation (Table 4.12) as compared to the participating Millennials. This feeling of accomplishment in making a job attractive was significantly correlated with Job Satisfaction (Table 4.11). Further analysis of responses revealed that a majority of the Gen Z participants (58.5%) rated this feeling while performing a job as the contributor to a great extent in making such job the desired one (Figure B.29). This response was almost the double of Millennials (31.3%) who felt the same level of satisfaction in their jobs. These results support the observations of Howe and Strauss (2007), who found confidence and strong sense of achievement as the positive traits demonstrated by Gen Z students.

Incentivizing employees based on their contribution instead of traditional factors (experience, designation, etc.) is another factor policymakers must consider in this fast-paced business world. Having a performance-based compensation structure instead of preferring seniority was strongly correlated with Job Satisfaction (Table 4.11). It was a dichotomous variable and 85.2% of Gen Z expressed their preference for a job with reward system based on individuals' performance instead of their seniority, whereas 34.1% of the millennial generation acknowledged that their organisations were still rewarding employees based on their seniority. Although loyalty- and seniority-driven reward systems are not preferred by Millennials (Rose, Shazali, Adam, Nee, & Latif, 2019), the Gen Z showed stronger stance on performance-based incentives in this study.

One of the noteworthy outcomes of effective performance management system is the provisioning of career development opportunities for high performers. Formally announced career development programs by an organisation can help their employees to verify how beneficial that organisation would be for them to achieve their personal career goals. These prescribed programs also help the employees in setting their own pace to achieve milestones in their career progression. Importance of these programs in employees' professional career was significantly correlated with their Job Satisfaction (Table 4.11). The participants from Gen Z perceived it more important for their professional career than the participants from Gen Y (Table 4.12). As portrayed in Figure B.30, more than 35% of participants from Gen Z felt great level of significance of pre-announced and clear career development programs in their professional careers, but only 19.9% of Gen Y acknowledged the same level of significance of these programs in their career advancement. Dolot (2018) forecasted this ambition of Gen Z to attain an impressive professional career without indulging themselves in small progression steps.

Career development initiatives also help organisations to ensure leadership continuity with the help of succession planning. Implementation of formal succession planning initiatives in an organisation was significantly correlated with the job satisfaction of its employees (Table 4.11) and the Mann-Whitney U result revealed that both generations had responded to its importance for employees' career development significantly differently (Table 4.12). Almost half of the Gen Z participants (47.9%) assumed that formally implemented succession planning policies would help them achieve their career goals and rated it at the highest level of importance (Figure B.31). On the other hand, 25.2% of participants from Gen Y found the role of succession planning in their career progression as moderately important and 32.7% found it important for their careers. The generational characteristics of speed, imagination, technology-friendliness, blogging & content sharing, and appreciation of learning attributed with Gen Z increased their willingness to share knowledge when compared to other generations (Bencsik, Molnar, Juhasz, & Machova, 2018). This increased knowledge-sharing tendency of Gen Z can be supportive in acquiring tacit and tactical knowledge from the professionals working around them and may help firms in assuring leadership continuity.

The Gen Z representatives rated opportunities of creativity at a higher level on the 5-point Likert scale than the Gen Y (Table 4.12). Innovation and creativity are an integral part of every

successful business entity, which was correlated significantly with Job Satisfaction (Table 4.11). Descriptive statistics of the responses revealed that 52.2% of Gen Z perceived such opportunities as very important for their career progression, whereas only 38.1% of Millennials valued these opportunities as very important for their professional career (Figure B.32). The higher importance given by the youngsters is aligned with the established characteristics of Gen Z. Goessling (2017) associated traits, i.e., efficiency, innovation, creativity, multitasking, and global viewpoint with this generation.

On the contrary, no significant difference was noted between both generations for Openness to Subordinate's Feedback, Unbiased Performance Evaluation Skills of participants' line managers, Unbiased Promotion Opportunities, Revision of Roles along with benefits in result of job promotions, and importance of Measureable KPIs in individuals' professional career (Table 4.12). In order to gain competitive advantage in this industry by attaining and retaining technically competent resources from the Gen Z pool, these results suggest the authorities of software houses in Pakistan to revisit their performance management practices and to devise a comprehensive system that not only values the generational attributes of Millennials but also create leverage for Gen Z as well. The revised system should place emphasis on individuals' capacity building by challenging them with vertical job enhancement. Sufficient authority should be bestowed upon them as per their demonstrated potential and they should be taken in the loop of decision-making processes to feel a great sense of accomplishment. The revised performance management system should be capable to accept their innovative thought; resulting rewards should be based on their contributions instead of their seniority. These youngsters should be introduced to formal career progression programs so that they can set their milestones as per their pace to jump upon the career ladders accordingly, and organisations will enjoy the leadership continuity in return of these initiatives. Incorporating these components in performance management system will not only add value of these traits, but also make it easier to measure and manage the efforts exerted behind them in a systematic manner.

RQ 6 – Generational Differences in Recruitment & Selection parameters

Do Generation Z professionals prefer different set of Recruitment & Selection parameters as compared to the parameters Generation Y employees considered while accepting their current jobs?

While assessing the preferred choices of Gen Z in terms of recruitment & selection activities in the company of their choice, in comparison with the deployed practices used to recruit Millennial professionals in the Pakistani IT industry, the results suggested that a few amendments have to be integrated in the existing recruitment & selection policies in order to broaden the reach and satisfy the expectations of these young professionals. Preferences of Gen Z participants differed significantly from Gen Y professionals for 4 out of 11 items for this construct.

Career Advancement Opportunities appeared to be significantly correlated with Job Satisfaction (Table 4.13) and the Mann-Whitney U statistics revealed significantly different responses for the two cohorts (Table 4.14) in light of the importance of these opportunities while taking a decision on a job offer. Less than 20% of participants from the Gen Z regime believed that the organisation's reputation for offering career advancement opportunities would have a totally unimportant to a moderate level of importance in accepting a job at that organisation, while 57.5% of these youngsters assumed such opportunities would be very important in their decision making on responding to a job offer (Figure B.33). On the other hand, 45.3% of Gen Y professionals claimed that presumption of these opportunities played a very important role (highest of the 5-point Likert scale) in their job acceptance. These results support the findings of Vecumniece and Leontjeva (2017), who concluded that Gen Z value career prospects the most along with job significance, professional development, and flexible working opportunities. They also believed that as the career development and advancement opportunities can only be briefed and made impressive at the time of entering the professional world, Gen Z will prefer career growth during the recruitment phase over the other influencing factors.

Inculcation of the internet and other internet-enabled advanced technologies in routine lives is the baseline of most recent recognised generation, i.e. Gen Z. This study failed to establish any relationship between perception of being a technologically-advanced organisation and job satisfaction level of the organisation resources (Table 4.13). However, the Mann-Whitney U test revealed different responses given by the two generations (Table 4.14) to express the importance of perceived technologically-advanced level of an organisation in accepting or rejecting a job offer. More than 50% of the Gen Z marked the highest point of Likert scale (i.e., Very Important) when asked about the importance of technological advancement of an organisation in job acceptance decision-making, whereas only 21.3% of the Gen Z participants picked the

bottom three options of the Likert scale (Unimportant to Moderately Important) for this characteristics (Figure B.34). On the other hand, the corresponding percentages were 38.6% and 34.0%, respectively, for Gen Y. These results are fairly supportive with the characterisation of generational concepts. Being digitally natives, willingness of Gen Z to work for an organisation will significantly depend on its brand positioning in terms of technological sophistication (Balan & Vreja, 2018).

Opportunities for Continuing Education during the professional engagement with an organisation was significantly correlated with Job Satisfaction (Table 4.13), while the Mann-Whitney U result revealed that the participants of Gen Z responded significantly differently from the Millennials (Table 4.14) when inquired about the importance of education continuing opportunities in accepting a job offer. Notably, 41.3% of Gen Z ranked such opportunities as very important for accepting a job offer, when compared to 32.4% of Gen Y at the same level of importance (Figure B.35). In general, Gen Z are characterised as the most formally educated generation this world has ever seen to date (McCrindle, 2014). In order to remain competitive in this ever-changing technological world, the members of Gen Z keep focused on skill development and self-learning. Thus, organisations offering time-off for further education will be the preferred choice of Gen Z.

Brand positioning of any organisation within an industry gives it a competitive edge in expanding its stakeholder-base by consuming less time and efforts. The importance of being a highly reputed organisation or having a superior brand standing in the industry on candidate's job acceptance decision was significantly correlated with Job Satisfaction (Table 4.13). The non-parametric statistical test suggested that participants from different generations responded to this survey question significantly and differently (Table 4.14). About 34% of Millennials confirmed that they rated brand positioning of their employers moderately important and 35.2% rated as important in decision-making of their jobs acceptance (Figure B.36). As for Gen Z, 35.5% of them expressed that brand image of an organisation would be very important in accepting the job offer whereas 32.2% rated it important for them. Similarly, Uppal, Wadhwa, and Vashisht (2018) found that reputation value of employer as the most decisive factor in accepting a job for Gen Z.

No significant difference was observed between preferences of Gen Z participants and on job observations of Gen Y professionals for organisation reputation/image in terms of Market Competitive Compensation, availability of Training & Development Programs, being an

Industry-Leading Company, Company CSR Reputation, engagement in Community Servicing, perceived Clear Career Progression, and public's trust on Fairness in Recruitment & Selection Process in terms of their impacts on making a job attractive or influencing their decisions of accepting a job offer from a company (Table 4.14). If the IT companies in Pakistan intend to make deliberate efforts to attract and select talented resources from the upcoming generation, this study suggests them to take some recruitment and selection initiatives; including but not limited to raise their brand positioning by effectively disseminating the details of the latest technologies adopted by them, the mechanism emplaced for contributing to employees' personal and professional development, opportunities awaiting for their skills development, and career advancement opportunities available for them. These elements should explicitly be part of their job advertisements and organisations have to strengthen their linkage with academia as a means to interact frequently with enrolled students to develop their images as employers of choice.

RQ 7 – Generational Differences in Training & Development opportunities

Do Generation Z professionals expect different set of Training & Development opportunities as compared to the opportunities available to Generation Y employees on their current jobs?

Trainings are the initiatives taken for employees to acquire specific knowledge and/or improve specific skills to boost their performance in their existing roles, whereas development programs are concerned with employees' career growth and to cater the futuristic performance objectives. Both are essential for organisational sustainability as well as for employees' professional development. Importance of Training & Development opportunities multifold when it comes to service-oriented industries; where HR is the most significant and critical asset to run the business. This study revealed that participants from the Gen Z cohort expected a different set of Training and Development attributes, when compared to the benefits received by Gen Y at firms that they served at the time of this study.

What needs to be managed should be measured properly and utilised effectively. The efforts made on enhancing the skillset would go in vain if that skillset is not used for business success. Participants from both generations were inquired about the capabilities of supervisors to utilise subordinates skills; Gen Z participants responded significantly differently from Gen Y professionals based on Mann-Whitney U statistics (Table 4.16). Such competencies of

supervisory staff were correlated with Job Satisfaction (Table 4.15). Almost half of the Gen Z participants (48.4%) rated this ability of line managers to utilise teammates' skills effectively as Very Important whereas only 35.6% of Millennials felt that their supervisors were able to utilise their skills up to the potential at the same level (Figure B.37). Considering the unique attributes of Gen Z, Chillakuri (2020) suggested the managers to not only make the Gen Z jobs aligned with their skills and ideas generation, but also make them realise the contribution and significance their work is making towards attaining organisational success.

Dr Scott Andrews (2016) presented “learning depends on wanting to learn” and “we only learn what we are interested in learning” among a few interpreted approaches to learning process by different scholars in his guidelines for case facilitators. These learning approaches can increase the significance of a manager's ability to motive and inspire his teammates for skills enhancement via Training & Development programs. The skills of line managers nurturing readiness to learn in their associates were correlated with Job Satisfaction (Table 4.15), while substantial difference was noted in the responses of the two generations (Table 4.16) for desired expectations versus observed experiences. About 53.4% of Gen Z expressed their strongest desire (Very Important) to work with a manager who could flare up their learning aptitude and ignite the readiness for learning (Figure B.38). Correspondingly, 40.1% of Millennials confirmed such leadership qualities in their managers. Similar difference in opinion was also observed at moderate level of importance of such abilities. Dr A. P. Singh and Jianguanglung Dangmei (2016) observed similar response as they found this young generation preferred a working environment where superiors cultivate the culture of mentorship and influence them to grab the available learning and professional development opportunities.

Personal and professional development opportunities were significantly correlated with Job Satisfaction (Table 4.15). The Mann-Whitney U statistics revealed that both generations responded significantly differently (Table 4.16) to the contributions these opportunities made in increasing job attractiveness. Though the responses of both generations were stronger for professional development than personal development opportunities, 45.6% and 56.9% of participants from the Gen Z pool expressed their intention to give prominence to a great level to personal and professional development opportunities, respectively, in taking the decision on a job offer (Figures B.39 & B.40). Only 32.3% and 36.5% of participants from Gen Y,

respectively, acknowledged the same level of contribution these opportunities had in accepting the job offers from their current employers. A review of Gen Z characteristics revealed that they prefer working independently instead of getting them involved in teamwork (Adecco, 2015), thus having stronger multi-tasking abilities than the predecessor generation (Winkler et al., 2019), the tendency to act quickly and cannot bear anything to happen slowly (Schroth, 2019). These attributes of Gen Z help interpret the study results for personal and professional development opportunities as it seems they tend to be self-sufficient and do not want to rely on anyone else.

Both generations reacted differently for learning-related attributes at the time of associating with an organisation but their responses were similar for the importance of Training & Development opportunities to build professional careers (Table 4.16), although the item was significantly correlated with Job Satisfaction (Table 4.15). The Millennials reacted more promptly to these opportunities than the other attributes considered for this construct; 47.7% acknowledged the importance of Training and Development opportunities in building their professional careers by opting the highest option (Very Important) on 5-point Likert scale (Figure B.41).

Being digitally native, Gen Z knows that they have to remain engaged in continuous learning to keep them at par with technology. In the era of freely available professional learning platforms (e.g., Coursera, edX, Alison, Udemy, etc.), this generation relies on self as well as independent learning initiatives. Although they are concerned with acquiring skills on personal level, they still expect their employers to contribute in skill development via effective training programs (Chillakuri, 2020). To cope with the learning style of this generation, organisations need to modify their Training and Development programs by incorporating appropriate technological platforms, converting training contents from written to visual format, and emphasising more on hands-on skills development instead of theoretical notes (Adamson, Chen, Kackley, & Micheal, 2018). In order to make such initiatives successful, organisations need to upgrade managerial skills of their supervisory resources so that they can utilise the skills of these young professionals up to their optimum potential and drive them to acquire more advanced skills to increase team productivity. Although they can hone their skills with the help of high quality, yet freely accessible online platforms offering professional training opportunities on various topics, they still expect their employers to arrange Training & Development programs focused on their personal and professional career development.

RQ 8 – Generational Differences in Working Environment attributes

Do Generation Z professionals expect different set of Working Environment attributes as compared to the existing environment Generation Y employees are currently working in?

Working environment is a broader term that encompasses all the surroundings where work has to be done. Offering a healthy work environment to employees is one of the core responsibilities HR departments as working environment is the face of an organisation and reflects how much value the management gives to its employees. Working environment has a strong influence on employees' outcome; the better employees feel in office premises, the more they can accomplish for organisational success and growth. The study outcomes identified some areas that can help organisations attract the upcoming workforce from Gen Z, if appropriate amendments are executed by the authorities in re-building conspicuous working environment.

The presumption of maintaining good quality of life as a result of accepting a job offer was significantly correlated with Job Satisfaction (Table 4.17). The Gen Z participants expressed their desired quality of life quite differently as compared to the professionals from the Gen Y pool (Table 4.18). Apparently, more than half of the Gen Z participants (50.8%) expressed that their desire of achieving good quality of life in response to joining an organisation contributes to a great extent (the highest Likert scale option) in accepting a job, whereas 29.4% of Gen Y accepted the job offer considering this level of significant contribution on the quality of their lives (Figure B.42). These results support the stance of Arar and Öneren (2018) that characterised Gen Z having the strongest desire to achieve better quality of life standard, when compared to all preceding generations.

To explore the responses of both generations towards the impact of Technologically Advanced Communication Channels on job performance, the participants of Gen Z responded significantly differently than the millennial professionals (Table 4.18). These advanced communication channels were correlated with Job Satisfaction (Table 4.17). Almost 40% of the Gen Z participants articulated their feelings that adoption of technologically advanced communication channels at workplace would facilitate them in performing their jobs to a great extent, while only 26.5% of Gen Y professionals actually felt the role of such communication channels in job accomplishment at this level of extent (Figure B.43). Besides, 63% of Gen Y participants

claimed that such advanced communication channels helped them perform their duty from moderate to meaningful extent only. As different generations prefer different sets of working environment, firms can increase their productivity by establishing a communication channel incorporating Gen Z preferences (Gaidhani, Arora, & Sharma, 2019). Considering the baseline of this latest generation, their reliance on technological platform to perform their job is well justified.

A working environment where knowledge sharing is appreciated among colleagues was significantly correlated with Job Satisfaction (Table 4.17). From the results of Mann-Whitney U test, participants from both generations responded in a significantly different manner (Table 4.17) about the knowledge-sharing personality attributes of their colleagues. More than half (51.3%) of the Gen Z participants expressed their strong desire to work with people who love sharing knowledge with colleagues and rated this attribute of preferred colleagues as very important to work with (Figure B.44). However, only 33.5% of the Gen Y pool admitted that they valued this attribute of their colleagues at the very important level. In comparison with generational characteristics on knowledge sharing between Gen Y and Gen Z; Bencsik, Horváth-Csikós, and Juhász (2016) found Millennials engaged in knowledge sharing only if they found it beneficial for their personal growth or forced to do so by the organisations. They found that Gen Z were engaged in sharing knowledge in a casual and frequent way, without having any specific stake to safeguard and preferred doing so virtually via technological platforms.

The Gen Z preferred reliable, responsive, and tolerating colleagues to work with when compared to Gen Y based on Mann-Whitney U statistics (Table 4.18). These personal characteristics of co-workers were strongly correlated with Job Satisfaction (Table 4.17). Notably, a significant majority of Gen Z participants preferred joining a workplace where employees would have reliable nature in collaborative activities (Figure B.45), responsive to needs, demands, and expectations of colleagues (Figure B.46), and have enough tolerance to handle the conflicting situations professionally (Figure B.47). On the contrary, frequencies of top ranks (Very Important) revealed that only 35% of the Gen Y professionals rated their colleagues' reliability attributes at this highest level of Likert scale, 36.9% rated for responsiveness, and 34.8% rated at the same level for their tolerance. Bencsik et al., (2016) found that Gen Z favoured face-to-face communication so that their ideas can be heard and valued regardless of their age or title in the

corporate hierarchy. They prefer working environments that nurture mentorship for their professional development (Singh & Dangmei, 2016). The Gen Z expects flexibility at work and shuffle across multiple tasks quickly with an emphasis on speed than accuracy (Duernecker & Vega-Redondo, 2018), hence seeking tolerance from co-workers.

Employees' attire not only gives a professional look to their appearance, but also impacts their approach towards job performance. Inquiring the importance given to formal dressing for existing/dream job, both generations responded statistically differently (Table 4.18) as per Mann-Whitney U test with a significant correlation with Job Satisfaction (Table 4.17). As far as the level of importance given by the Millennials is concerned to formal dressing considering their existing job practices, 35% of the participants claimed that they gave moderate importance to formal dressing and just 13.4% of the participants claimed that it was a very important aspect of their employment practice (Figure B.48). As for Gen Z, a consistent magnitude of response was observed for moderate, important, and very important levels (i.e., 24.3%) from representatives of this generation. Verma and Menezes (2018) also observed this preference in Gen Z representatives as they found much conscious about following style in formal attire at work in comparison with other generations in the quest of testing Maslow's need hierarchy when comparing the physiological needs of Gen X, Gen Y, and Gen Z.

While investigating the flexibility in work environment, part-time working options to fulfil the job requirements and maintaining a healthy work/life balance were significantly correlated with Job Satisfaction (Table 4.17). Desires of the Gen Z representatives visualising their dream job appeared to be statistically different (Table 4.18) from the actual situation of these job-related attributes that the Gen Y professionals were dealing with at their workplaces. Next, 60.4% of the Gen Z participants wished to have flexibility of working part time to accomplish their job roles to the extent of important to very important while dreaming about their preferred job, whereas only 36.5% of Gen Y professionals admitted the importance of these flexible working options to the corresponding levels (Figure B.49). Similarly, Gen Z demonstrated a stronger urge to attain a work/life balance while working for a preferred employer, when compared to the freedom organisations offered to Gen Y professionals. Meanwhile, 50.8% of Gen Z participants rated work/life balance as very important for them while performing their duties, whereas 40.4% of Millennials could achieve work/life balance with this level of importance (Figure B.50).

Although Gen Y favoured flexible work arrangements to achieve balance between work and personal life (Vagharseyyedin, 2016), Gen Z should step ahead by preferring themselves as ‘permanent freelancers’ instead of regular employees committing 40-hour a week workload (Agnieszka, 2016). The Gen Y was the pioneer in emphasising on achieving work/life balance but Gen Z appeared to be even more concerned with own self; the shift has transferred from Gen Y’s focus on their position within an organisation to what the organisation can offer to Gen Z (Lidija, Kiril, Iliev, & Shopova, 2017).

Every organisation is directly or indirectly engaging advanced technologies to gain competitive sustainability in this present business era. Hence, requirement for technical competences of their workforce is increasing day by day. Importance of specialised knowledge in today’s job roles was significantly correlated with Job Satisfaction (Table 4.17) and professionals of both generations responded statistically differently (Table 4.18) when asked about the role of specialised knowledge in their job roles. Evidently, 40.7% of Gen Z participants assumed specialised knowledge as a very important element to perform their job roles, whereas only 25.6% of Millennial professionals admitted this characteristic as very important for them to perform their duties (Figure B.51). The increasing emphasis on specialised professional knowledge is quite logical, thus supporting the baseline foundation of this young generation. Similarly, Romana Hardin (2020) found higher competence satisfaction in Gen Z than Gen Y professionals and suggested that these young professionals will highly be interested in organisations with more technologically engaged environments and skilled leaders who can act as professional mentors.

Travelling requirements to perform the duty may affect the interest of employees in a particular job role. On inquiring the importance of office-boundedness of job in professional career development, desires of Gen Z representatives statistically differed from the job characteristics of Gen Y professionals based on the outcomes of Mann-Whitney U statistics (Table 4.18), although this aspect of job failed to qualify the level of significance in correlation with Job Satisfaction (Table 4.17). A majority of Gen Y professionals (38.7%) gave moderate importance to office-bound nature of job for their professional career, whereas Gen Z expressed a linearly incrementing importance to this attribute of job for their career (Figure B.52). Lee, He, Min, and Mueller (2019) found Gen Z inclined towards jobs composed of technical activities hence they

preferred facilities with technical support. Although Gen Z appeared the least interested in job-related traveling, they were also reluctant to desk-bound jobs.

No significant difference was observed between the responses collected from the representatives of both generations for role of formal communication portals, feedback provisions in communication channels, use of technical words/jargons in official communication, and face-to-face interaction within the teams in making a job attractive (Table 4.18). Similarly, the Mann-Whitney U statistics results did not register any significant difference between the trends of both generations for importance of back office nature of job, routine/casual working environment, distance of workplace from home, provision of casual dressing, job-related stress, level of responsibility, and multidimensionality associated with job roles (Table 4.18). Personality attributes of preferred colleagues, such as adaptability, commitment, and willingness to assist others in achieving their targets, were also found to be similar for both generations.

A great deal of trustworthiness and responsiveness from the existing employees is required to offer these youngsters an environment where they can coin their ideas with the confidence that their thoughts will get consideration from colleagues and no consequences will have to be faced if others found their opinions irrelevant or unconvincing. More flexibility has to be inculcated in working environments of the IT firms in Pakistan to attract the young talent ready to jump in to the job market; special emphasis is required to re-design the job roles by offering more time to employees to pay attention to their personal matters in quest of improving the quality of their lives and attaining better work-life balance. Flexible timing and shifted focus on task accomplishment from time spent on job would help the organisations a lot in offering such attractiveness to young recruits. In order to satisfy the taste buds of these tech-savvy professionals, IT firms need to adopt more technology in their infrastructure and not only have to increase the recognition of specialised skillset the employees possess, but need to nurture these skills by adopting healthy knowledge sharing initiatives. The revised outfit of these organisations will serve as a great recruitment tool for them to benefit from the competence of this highly skilled and talented workforce.

RQ 9 – Generational Differences in Retirement Benefits

Do Generation Z professionals expect different set of Retirement Benefits as compared to what Generation Y employees are entitled for in their organisations?

Although Gen Z graduates are just entering into the professional arena, it would be too early to be concerned about their retirement preferences. However, HR strategists must be interested to explore these youngsters' end-employment priorities to portray them as employers of choice by showcasing appealing long-term employment incentives.

When asked about the life expectancy of people in context of current lifestyle, standard living facilities in Pakistan, and availability of healthcare facilities, both generations expressed the same thoughts and 60-65 years age bracket received the maximum attention (Table 4.19) from both generations. Meanwhile, 33.5% of the Millennials thought that people of this current era would live more than 65 years, and 36.7% of the Gen Z participants expressed the same feelings (Figure B.53). Based on the data obtained from worldometer website - a globally independent platform for data reporting on various aspects - the average life expectancy in Pakistan was 67.8 years at birth for both males and females collectively in year 2020. The employees may place emphasis on end-employment benefits keeping in view the post-superannuation life span so that they could ensure their retirement life within available working age. The life expectancy forecasts might not bother the strategists of organisations to pay special attention at the moment, but are blowing whistles for governments to start planning to manage the huge elderly population after a few decades, as Ulrych and Syper-Jędrzejak (2017) estimated an exceptional growth of inhabitants over 65 years of age to 69% in year 2060 for Polish population when compared to their segmentation at 22% in 2015.

In continuation of life expectancy, some interesting points were noted in terms of working age and retirement plans from the study outcomes. Although the trends were almost similar for both generations, 22.2% of Gen Y and 20.6% of Gen Z participants expressed to work until 60 years old (Figure B.54) - the standard retirement age set in Pakistani public sector and autonomous bodies. The surprising observation recorded here is the intentions of a significant portion of these IT professionals (67.1% of Gen Y & 71.5% of Gen Z) to retire earlier than the standard national threshold age of retirement. Review of the responses in detail revealed that 18.6% of Millennials

and 22.1% of Gen Z wished to take retirement from their professional life at 40-45 years of age, whereas 19.2% and 20.6% respectively intended to work maximum until their 50th birthday. Similarly, 19.2% of participants from Gen Y and 15.7% of Gen Z expressed their desire to take retirement in the age bracket of 50-55 years. These intentions correspondingly reduce the employable life span to a minimum of just 20 years (Figure B.55). The organisations have to reschedule both contributory and non-contributory retirement plans in a way that their annual contributions should be handy enough to support their retirement life for a longer period.

To explore the best bunch of retirement incentives, the participants were asked to choose their preferred end-employment benefits out of five options. They could select multiple incentives if they deemed appropriate. Monthly pension plan was the most desired retirement incentive by both generations (71.9% by Gen Y & 69.5% by Gen Z). Contributory Provident Fund and non-contributory Gratuity Fund stood at 2nd place (31.6% each) and post-retirement Health Insurance was the 3rd most desired retirement incentive for Millennial professionals (Figure B.55). The Gen Z participants expressed comparatively less interest in these incentives; 17.5% opted for post-retirement health Insurance, 15.4% chose post-retirement Life Insurance, and 14.4% were interested in non-contributory Gratuity Fund. Orrheim and Thunvall (2018) explained this relatively lower interest of Gen Z in retirement incentives with the help of psychological aging, whereby end-employment incentives are more attractive for employees getting closer to retirement age as compared to fresh graduates. Chaney et al., (2017) quoted multiple studies that predicted Gen Z as the unhealthiest and paunchy generation due to their lazy lifestyle hence, incentives, i.e., gym memberships and medical coverage through health insurance can increase job attractiveness for them. However, the study results do not support these predictions. Lack of awareness in Gen Z about details of such incentives might be one of the reasons associated with these lower responses, as narrated by Harputlu and Kendirli (2019).

As a conclusion, both generations have similar preferences for retirement benefits but in terms of increasing attractiveness among young graduating professionals of Gen Z, the firms should devise long- and short-term employment incentives, as well as re-organise their resource investments to yield better monthly pension payments for shorter working tenure to ensure smooth post-retirement living of their employees.

CHAPTER 6: CONCLUSION & RECOMMENDATIONS

6.1 Introduction

This chapter provides the study conclusion based on the objectives and the general research questions outlined in Chapter 1. This study had empirically investigated the heterogeneity of workplace attributes among current and upcoming workforce in IT sector of Pakistan. The identified differences should aid policymakers to enhance their corporate policy structures in order to attract, select, and retain the talented individuals of this upcoming generation. This chapter discusses the theoretical, practical, and policy implications of this study. In the concluding notes, this chapter describes the limitations, the delimitations, and the direction for future endeavour.

6.2 Overall Conclusion

6.2.1 Important HR Factors in Workplace Preferences

The sole purpose of business entities is profit maximisation, which can only be satisfied with their corporate results if their most critical resource, i.e. HR, is satisfied with their job. Therefore, Job Satisfaction emerged as proxy of Corporate HR Practices in this study. The selected HR attributes, through focused group approach and generational theory, were correlated with Job Satisfaction by calculating Pearson Correlation Coefficients (Table 4.2). First, the components of all constructs of HR Practices (and the first three components of Work Environment construct) displayed significantly positive correlation with Job Satisfaction at 99% confidence level, except Policies Related Work Environment construct that was correlated at 95% confidence level. Next, individual items were correlated with Job Satisfaction (Section 4.4) using generation-specific segregated and consolidated data, before testing the hypotheses formulated for each construct. These correlation analyses helped the researcher to compile lists of most valued HR factors in employment preferences of combined workforce, only Millennials, as well as potential employees belonging to Gen Z within the Pakistani IT industry.

6.2.2 Existence of Generation-Specific Characteristics in Pakistani Youth

In this study, Gen Z students of IT/Computer Science discipline responded as per their dream jobs, whereas Gen Y professionals working in IT industry responded as per their actual

circumstances. Item-by-item comparison of responses submitted by both generations had been performed via Mann-Whitney U statistics. As a result, both generations behaved significantly differently for almost 55% HR attributes (Table 4.22) assessed in this study. These comparative results confirm the presence of generational differences between Gen Y working professionals and Gen Z graduating students in the context of IT industry in Pakistan.

6.2.3 Proposed Changes in Corporate HR Practices

Evidently, incorporating a change in organisational structure and/or in already-implemented policies demands a significant amount of resources in terms of time, manpower, funds, etc.; each business entity has a different level of affordability to redirect its resources for such changes. Making a huge shift in corporate policies would neither be practically possible nor be an affordable option. Therefore statistical analysis was executed at variable level instead of construct level so that organisations can pick and choose the vast range of elements in HR policies based on their vision and operational strategies.

A comprehensive list of HR attributes was compiled in this study, where the Gen Z students expressed significantly different priorities when compared to the current policies implemented in IT companies. For the sake of affordability of each policymaker in this industry, this study highlights the identified varying HR attributes in four levels (Annexure C). Policymakers should give first-level priority to the pool of items that was significantly correlated with Job Satisfaction on combined data of both generations, while simultaneously placing focus on the separated data of each generation as well. The second-level priority should be given to items that displayed significant correlation with Job Satisfaction for two out of three datasets (i.e., combined, Gen Y, & Gen Z data). If the resource allocation provisions the organisations to take further steps, this present study recommends the organisations to give heed to items with one significant correlation with Job Satisfaction out of the abovementioned three datasets. Lastly, there is a cluster of items, which the Mann-Whitney U statistics had confirmed the significant differences between both generations, but neither item qualified for the significance level for correlation with Job Satisfaction on combined data nor on the dataset of any particular generation.

In parallel with these recommendations, software firms should reconsider their initiatives pertaining to end-employment benefits by concentrating on intended reduced tenure of working age and corresponding extended tenure of post-retirement age period.

The results of this research study have confirmed the heterogeneity among representatives of both generations about HR policies in IT industry of Pakistan. As most of the representatives of one generation (i.e. Millennial's) are in supervisory roles and representatives of other generation (i.e. Generation Z) are/will be their subordinates, a comprehensive model of HR practices is desired to strengthen this supervisor-subordinate relationship. When achieved, this strength will boost the productivity and performance of particular teams and the concerned organization will leapfrog the ladder of success with the help of collective impact of such teams. The results of this study demonstrate that both generations think much differently about 53% of HR factors, hence this difference of opinion creates enough room for organizations to utilize this varying mindset for thinking outside the box, shattering the typical work routines and gain a competitive advantage out of this diversified mix of professional workforce.

6.3 Implications of the Study

The more inter-generational comparisons are explored and localised in a certain segment, the better the opportunities are offered for strategists to satisfy the preferences of all generations present at work. The sector selected in this study, i.e., the IT industry, is one of the emerging segments in Pakistan that demand highly skilled and professionally qualified workforce; at the verge of not old enough to have even considerable representation from Gen X at the moment. This study not only provides support to the literature on generational characteristics, but also assists policymakers in attracting, attaining, and retaining the talented specialists from Gen Z to achieve market competitiveness.

6.3.1 Theoretical Implications

The distinguishing factor of Gen Y is its migration from the conventional environment to digital world, whereas the foundation of Gen Z stands upon the deep penetration of internet in their every walk of life. This conceptualisation leads towards many similarities between the two generations, but the empirical evidence verified many differences between the members of these two cohorts as well. This study, which assessed the impact of diverging characteristics of upcoming manpower from Gen Z on corporate HR practices of Pakistani IT industry, is a unique addition to the literature on generational studies as no generational study has looked into this very context. As both generations are categorised as tech-savvy due to their engagement and dependency on internet and internet-enabled technologies, both the level and the quality of

available ICT infrastructure in the community under investigation are indeed critical factors in exploring the characteristics of these generations. Generally speaking, the characteristics of this generation are perceived in nature; driven from studies mostly conducted in advanced countries like USA, Australia, Slovakia and Romania (Agnieszka, 2020; Cilliers, 2017; Mitchell, 2008; Tulgan & RainmakerThinking, 2013). The literature is still awaiting the evidences from countries having limited ICT infrastructure to see its influence within the same cohort and present study is a comprehensive attempt to validate the generation-specific characteristics in such circumstances.

One of the globally recognised data manipulating platforms, Statista Inc., reported that internet usage rate was 53.6% worldwide in 2019; 86.6% and 47.0% for developed and developing countries, respectively. Thus, this study context is crucial as limited and comparatively inferior technological infrastructure available in developing counties, e.g. Pakistan, can impede the nurturing of generational features up to the potential. This study confirmed the presence of many characteristics associated with Gen Z in Pakistan; however, only a few established characteristics of this generation had failed to demonstrate their distinguished behaviour in comparison with Millennial participants. For example, no significant difference was noted between both generations for line manager's transparency skills, community servicing, employer's reputation for CSR activities, face-to-face interaction, and manager's openness to subordinate's feedback.

Further investigation is sought to explain the rationales of the contradictory observations. Similar responses from both generations can either be due to comparatively less penetration of internet and allied technologies in Pakistani population or Gen Y professionals might have responded exaggeratedly; thus eliminating the significance in generational variance. Exploring rationales of the similar responses from both generations adds another dimension to the body of knowledge.

6.3.2 Practical Implications

To remain competitive, strategic HR managers should take necessary actions to attract, accommodate, and retain the professionals belonging to this latest generation, who are getting ready to join the professional world. Failure to do so may result in severe shortage of professionally intellectual resources in their respective firms, which will automatically place the survival of such organisations on stake in this highly competitive business world. Seasoned strategic decision makers should predict the futuristic behaviour of PEST factors; and when it

comes to HR Business Partnership, the mindset, ideology, lifestyle and overall grooming of potential employees must be considered in policies formation and diversity management. Firms that neglect these dimensions will not be able to hire or retain the talented workforce in future, hence have to surrender the competitive advantage in the challenging marketplace.

This study had observed significantly different behaviour of Gen Z participants, in comparison to Gen Y professionals for half of the observed items. The literature and the study outcomes have at least established this fact that graduating students are thinking much differently than the existing employees serving the IT industry in Pakistan. Hence, the authorities of these companies not just have to understand the varying personality attributes of upcoming stream of employable resources, but have to take apt measures beforehand to increase their brand attractiveness.

Revamping an organisational structure and calibrating the corporate policies require a significant amount of time and resources to plan, execute, and monitor such initiatives. Notably, neither every firm will pay equal attention to these identified generational differences nor they will have sufficient provisions in terms of time and funds to delegate these resources for such initiatives. In order to facilitate the HR strategists, this study has listed prioritised recommendations so that everyone can pick the relevant factors best suiting to their futuristic strategies and availability of resources at their disposal. This prioritization is established based upon the correlation results of each HR factor with Job Satisfaction on three different datasets (Millennials, Gen-Z, both generations collectively). Details of the prioritised recommendations are given in Appendix C.

As elderly Millennials are in the age bracket of mid-thirties to late-thirties as of today, it can be assumed that most of these professionals will be holding supervisory roles in the software industry. The strategists have to not only incorporate these changes in the corporate policies, but also develop and polish such managerial skills in their Gen Y supervisors; which will help them to extract maximum productivity out of Gen Z professionals in future.

6.3.3 Policy Implications

There is no regulatory authority supervising this industry in Pakistan; but PSEB and P@SHA are the two platforms available to this industry for raising their voice. The PSEB is the channel through which all government sponsored funding is accumulated and initiatives launched for the facilitation of this industry, including but not limited to organisational capacity building, human

capital development, and IT infrastructure upgrade. Similarly, P@SHA facilitates its members by publishing various types of reports encompassing the latest developments in this sector, conducting multiple surveys to catch market trends, publishing consolidated statistics of this industry based on data gathered from various sources, as well as arranging varied subsidised capacity building opportunities for the member organisations to attain and sustain competitiveness. This study contributes to policymaking at national level by inviting the attention of executives from P@SHA and PSEB towards changing the dynamics of this industry. Employees are the most critical asset of this industry being its service-oriented nature; no capacity building or human capital development plan can meet its targets without considering personality attributes and professional preferences of these resources.

Pakistan ranks among top five positions in the world of freelancing, but this segment is still undocumented as far as the economy of this country is concerned. The policymakers should have to focus on this segment of the industry for not only onboarding them in national economy, but also to develop policies for making them ‘ready-to-use’ input resources for this industry.

6.4 Limitation of the Study

Similar to other research work, this study too has several drawbacks that may have prejudiced the results and the interpretations concluded out of the outcomes. Some of these shortcomings are expressed in the following to better comprehend the findings and conclusions of this study.

The attempts made to explore generational characteristics usually investigate the mechanism of shared social attributes of cohorts, mostly by ignoring the impacts of age, maturity level, and social status of the members that may affect the results in comparative studies. This study had employed cross-sectional data to compare work-related attributes of Gen Y and Gen Z, as well as the impact (if any) of the identified factors on the responses of either generation, which had been considered as the generational effect in interpretation. The presence of such influence would have distorted the study outcomes.

As vast majority of Gen Z have yet to join the professional world, they had participated in this study based on their imagination of ideal professional life, whereby their responses might have been a bit exaggerated when compared to their perception after actually spending some time in the professional field. This comparison of perceived Job Satisfaction of one generation with the

actual satisfaction level of the other generation might have blown up the actual variances between the two cohorts.

The last population census of Pakistan was conducted in 2017, but the results have not yet been published for the general public until mid-2021. In the absence of the data published by the government officially, data estimated by the United Nation were considered for discussion in this study. Referring to the Demographic Yearbook 2019 of the United Nation, more than 30% of the Pakistani population was composed of Gen Z (born in 1995-2010) and more than 20 million members of this generation are in 15-19 years age slab – indicating that the study findings cannot be generalised considering the sample size of this study. Although 95 items were assessed in this study to describe the HR Practices in the IT industry of Pakistan, no mechanism is available to the researcher to verify that the Corporate HR Practices of the studied industry have been covered in totality.

The study data were collected through an internet-based survey. Such a survey makes it compulsory for the participants to have access to internet service and a computing device. Absence of either of these compulsions restricts the participation of the participants; hence potentially lowering the involvement of many interested/willing representatives.

As the data were collected through self-administrative online survey, there are chances that different participants may have interpreted the survey questions differently. Thus, difference of opinion/understanding about any item may have influenced the study outcomes.

6.5 Delimitations of the Study

The questionnaire developed for this study is quite lengthy with 16 demographic items and 95 HR Practices related items. Considering the length of this survey tool, the questions were made discretionary, except year of birth and current status (i.e., student, working professional, & jobseeker), so that the researcher can get at least partially attempted data if any participant had wanted to quit at any stage while completing the questionnaire. This could result in comparatively higher rate of missing values for some observed items in this study. Missing values were not replaced by any calculated/fixed value to avoid indirect impact on the results.

Referring to P@SHA and PSEB members, more than 80% of software houses are geographically situated in three cities only (i.e., Lahore, Karachi, & Islamabad), while their employees are

spread across the country. The study findings are not confined to any geographical region due to such dual demographic background (workplace & native city) of the working professionals. Similarly, there are 218 recognised universities and DAIs in Pakistan; seven in Azad Jammu & Kashmir, 10 in Balochistan, 2 in Gilgit Baltistan, 23 in Islamabad, 41 in Khuber Pakhtunkhwa, 74 in Punjab, and 61 in Sindh. As it is not practically possible to collect reasonable data from all the universities of any province (except for the smaller ones), the study outcomes cannot be associated with any administrative unit in specific.

6.6 Future Research Direction

The significant results of this study should encourage researchers to further assess the subject matter in many promising dimensions. No significant variance was observed between the participants from Gen Y and Gen Z for half of the items examined in this study, including factors with strong empirical evidences of variance between both generations (e.g., line manager's transparency skills, community servicing, employer's reputation for CSR activities, face-to-face interaction, manager's openness to subordinate's feedback, etc.). Further investigation is required to determine if Gen Z participants behaved differently from their established characteristics against such items or if Gen Y representatives acted more alike their counterparts.

Both generations under consideration are tech-savvy and rely on the adoption of technology and ICT infrastructure. The industry selected for this study is the hub of these technological aspects, hence similar research is required in other industrial segments (both in manufacturing & services domains) to explore the generational differences in various settings. As the ICT discipline flourished in the 1980s within this region, the selection of comparatively primordial industries will not only provide the opportunity to minimise the industry-influenced alike masking for the participants, but it will also expand the spectrum of comparison for researchers due to the presence of older generations as well at the workplace.

The population of Gen Y ranged at 25-40 years of age at the time of this study. Most of them would be working in supervisory roles in the IT industry, would have got married and blessed with children, and would be bearing the full responsibilities of their households. The attainment of maturity with the growing age, snowballing pressure of responsibilities, and similar variations in circumstances may potentially redefine one's life goals and preferences. Further research is

indispensable to explore ways and means to improve the research design in a way to eradicate the impact of factors mentioned above on generational comparisons in cross-sectional studies.

Future research endeavour should explore intra-generational comparisons, along with inter-generational comparative studies. The critical elements in such research projects could be the inquiries of heterogeneity within a single cohort of any generation in terms of age and gender, etc. If significant difference is identified between the behaviour of male and female participants, or between participants of any generation at cusp and middle years, the findings will surely expose new dimensions of generational studies.

As this study looked into all functions of HR by including 95 HR related items, future researchers may target specific HR functions, one at a time, to further assess the detailed generational comparison between these cohorts in a similar research setting. Considering the huge population size, more resources should be incorporated in a similar study to engage a larger pool of participants, so as to obtain more comprehensive findings.

In the quest of executing apple to apple comparison, a similar study may be relaunched after a couple of years to perform a longitudinal study; considering that the Gen Z population has joined the professional world and they would participate as per their observations instead of relying on their desires and perceptions. With the growing empowerment of administrative units, future research work may refine its focus on provinces and even large municipalities from nation-wide coverage to determine the presence of generational features at smaller administrative levels to better address the recommendations outlined in this present study.

In the era of war against terrorism and islamophobia, an interesting dimension of generational differences could be the exploration of degree of acceptance and believe in religion among representatives of these both generations, and investigation of resultant generational-specific variation in preferred employment related characteristics in Pakistan's IT industry. These aspects may affect the employee relations and, if happen so, organizational performance resultantly.

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Annexure - A

(For Students and Fresh Graduates looking for a job)

Impact of Generation-Z on Corporate HR Practices in IT Industry of Pakistan

*DISCLAIMER: Your participation in this Research Study is completely voluntary and your responses will be used only for academic research purpose. Your participation will remain confidential and anonymous.

Your Name:	_____
Email Address:	_____
Gender:	☐ Female ☐ Male
Your Hometown:	_____
Your Year of Birth: *	_____
Your Month of Birth:	_____
You are a: *	☐ Student ☐ Working Professional ☐ Job Seeker after completing studies
The level of degree you are enrolled in (or recently completed):	☐ Intermediate ☐ M.Phil ☐ Bachelors ☐ PhD ☐ Masters ☐ Other
Your course of study falls in:	☐ Information Technology Related Degree ☐ Non-Information Technology Related Degree
The University/Institute you are enrolled in (or last attended)	_____
Considering your lifestyle, level of standard living facilities and advancement in health care; how long you expect people of your age will normally live?	☐ 50 - 55 Years ☐ 66 - 70 Years ☐ 56 - 60 Years ☐ 71 - 75 Years ☐ 61 - 65 Years ☐ 75+ Years

In light of your perceived average life expectancy, till what age you think you will work to make your retirement life comfortable?	☐ Less than 40 Years ☐ 51 - 55 Years ☐ 40 - 45 Years ☐ 56 - 60 Years ☐ 46 - 50 Years ☐ More than 60 Years
Which of the following end employment benefits will you prefer for planning your retirement life:	☐ Monthly Pension Plan ☐ Gratuity Fund ☐ Post-Retirement Health Insurance ☐ Post-Retirement Life Insurance ☐ Contributory Provident Fund ☐ Any Other Option
How important will be the following factors for you in accepting a job/employer:	
	Unimportant Of little importance Moderately important Important Very important
Market competitive compensation and bonuses	☐ ☐ ☐ ☐ ☐
Training and development programs	☐ ☐ ☐ ☐ ☐
Career advancement opportunities	☐ ☐ ☐ ☐ ☐
Technologically advanced company	☐ ☐ ☐ ☐ ☐
Industry-leading company/highly respected brand	☐ ☐ ☐ ☐ ☐
Company' s corporate social responsibility reputation	☐ ☐ ☐ ☐ ☐
Opportunities for volunteering/community involvement	☐ ☐ ☐ ☐ ☐
Opportunities for continuing education	☐ ☐ ☐ ☐ ☐
How long do you think you will hold your first job before switching to another company?	
☐ Less than 1 year ☐ 1 - 2 Years ☐ 2 - 4 Years ☐ 4 - 6 Years ☐ More than 6 years ☐ I hope to stay with the same company my whole career ☐ Don't know	
As per your assumptions and understanding, how will you rate the following skills/ characteristics for an effective manager:	

	Unimportant	Of little importance	Moderately important	Important	Very important
Collaboration (e.g., build relationships, handle conflicts, share control, etc.)	☐	☐	☐	☐	☐
Engagement within the team	☐	☐	☐	☐	☐
Decision Making	☐	☐	☐	☐	☐
Openness to subordinates' feedback	☐	☐	☐	☐	☐
Skills to Control/Drive Team's Environment	☐	☐	☐	☐	☐
Unbiased Performance Evaluation	☐	☐	☐	☐	☐
Ability to Utilise teammates' skillset	☐	☐	☐	☐	☐
Transparency (e.g., honesty, openness)	☐	☐	☐	☐	☐
Self-motivation to learn and grow	☐	☐	☐	☐	☐
Ability to motivate and inspire employees	☐	☐	☐	☐	☐
Openness to new ideas from others	☐	☐	☐	☐	☐
Please describe the extent to which following employment benefits will contribute in your decision to accept a job you want:					
	Not at all	To a minimal extent	To a moderate extent	To a meaningful extent	To a great extent
Clear Career Progression	☐	☐	☐	☐	☐
Company provided gadgets (laptops, smartphones, etc.)	☐	☐	☐	☐	☐
Family Support Benefits	☐	☐	☐	☐	☐
Financial Benefits	☐	☐	☐	☐	☐
Job Recognition	☐	☐	☐	☐	☐
Long Term Employment Benefits	☐	☐	☐	☐	☐

Opportunity of Professional Networking	☐	☐	☐	☐	☐
Paid time off (Holidays)	☐	☐	☐	☐	☐
Personal Development	☐	☐	☐	☐	☐
Professional Development	☐	☐	☐	☐	☐
Quality of Life	☐	☐	☐	☐	☐
Risk Protection of Uncertainty	☐	☐	☐	☐	☐
Please describe the extent to which following communication attributes will contribute in your job search:					
	Not at all	To a minimal extent	To a moderate extent	To a meaningful extent	To a great extent
Technologically advanced communication channels	☐	☐	☐	☐	☐
Formal communication portals	☐	☐	☐	☐	☐
Face-to-face interaction	☐	☐	☐	☐	☐
Feedback provision in communication channels	☐	☐	☐	☐	☐
Use of Technical Words/ Jargons in official communication	☐	☐	☐	☐	☐
Please describe the extent to which following contingent rewards will make a job attractive for you:					
	Not at all	To a minimal extent	To a moderate extent	To a meaningful extent	To a great extent
Being part of Management Team	☐	☐	☐	☐	☐
Employees Referrals incentives	☐	☐	☐	☐	☐
Job Enrichment (Additional job responsibilities of high-ranked job)	☐	☐	☐	☐	☐
Job Security	☐	☐	☐	☐	☐

Job Role relates to my personal interest	☐	☐	☐	☐	☐
Reputation/Brand Standing of Organisation	☐	☐	☐	☐	☐
Sense of Achievement	☐	☐	☐	☐	☐
Considering the job you will prefer to join, please answer:					
What type of salary will you prefer?	☐ Fixed ☐ Commission/Incentives Based ☐ Mixture of Both				
Which model of pay calculation will you prefer?	☐ Hourly ☐ Daily ☐ Monthly				
There should be a formal mechanism to keep salaries market competitive.	☐ Yes ☐ No ☐ Doesn' t Matter				
Timely disbursement of salary will be ----- for me	☐ Critical ☐ Important ☐ Normal ☐ Doesn' t Matter				
I will prefer performance based incentives over seniority based.	☐ Yes ☐ No				
I will prefer equity based compensation options (e.g., company shares, profit sharing, etc.) in my job hunt	☐ Yes ☐ No ☐ Doesn' t Matter				
In terms of career development, how significant would be the following promotion related job aspects in your professional career:					
	Not at all	To a minimal level	To a moderate level	To a meaningful level	To a great level
Not only revision in benefits programs, but revised roles as well	☐	☐	☐	☐	☐
Formally announced career development programs	☐	☐	☐	☐	☐

Fair and unbiased promotion opportunities	☐	☐	☐	☐	☐
Implementation of succession planning	☐	☐	☐	☐	☐
How important will be the following personality characteristics of the colleagues you will prefer to work with?					
	Unimportant	Of little importance	Moderately important	Important	Very important
Adaptability	☐	☐	☐	☐	☐
Commitment	☐	☐	☐	☐	☐
Knowledge Sharing	☐	☐	☐	☐	☐
Reliability	☐	☐	☐	☐	☐
Responsiveness	☐	☐	☐	☐	☐
Tolerance	☐	☐	☐	☐	☐
Willingness to assist others to achieve	☐	☐	☐	☐	☐
Imagining your dream job, how important will you rate the following job related attributes:					
	Unimportant	Of little importance	Moderately important	Important	Very important
Back Office Job	☐	☐	☐	☐	☐
Bureaucratic Structure of Organisation	☐	☐	☐	☐	☐
Routine Work Environment	☐	☐	☐	☐	☐
Commute to Work (Distance, travelling)	☐	☐	☐	☐	☐
Flexible Working Hours	☐	☐	☐	☐	☐
Formal Dressing	☐	☐	☐	☐	☐
Casual Dressing	☐	☐	☐	☐	☐
Job Related Stress	☐	☐	☐	☐	☐
Level of Responsibility	☐	☐	☐	☐	☐

Multifaceted Job Roles	☐	☐	☐	☐	☐
Part Time Options	☐	☐	☐	☐	☐
Recognition of Professional Qualifications	☐	☐	☐	☐	☐
Requirement of Specialised Knowledge	☐	☐	☐	☐	☐
Work/Life Balance	☐	☐	☐	☐	☐
How important will you rate the following elements of organisational structure in your professional career:					
	Unimportant	Of little importance	Moderately important	Important	Very important
Authority of Decision Making	☐	☐	☐	☐	☐
Clarity in Departmental Objectives	☐	☐	☐	☐	☐
Fairness in Recruitment & Selection	☐	☐	☐	☐	☐
Flexible Work Location/Working from Home	☐	☐	☐	☐	☐
Measurable KPIs (Key Performance Indicators)	☐	☐	☐	☐	☐
Office Bound Job	☐	☐	☐	☐	☐
Opportunity for Creativity	☐	☐	☐	☐	☐
Organisational Politics	☐	☐	☐	☐	☐
Pleasant Physical Environment	☐	☐	☐	☐	☐
Use of Advanced Technology in routine office working	☐	☐	☐	☐	☐
Training & Development Opportunities	☐	☐	☐	☐	☐

(For Working Professionals)

Impact of Generation-Z on Corporate HR Practices in IT Industry of Pakistan

*DISCLAIMER: Your participation in this Research Study is completely voluntary and your responses will be used only for academic research purpose. Your participation will remain confidential and anonymous.

Your Name:	-----
Email Address:	-----
Gender:	☐ Female ☐ Male
Your Hometown:	-----
Your Year of Birth: *	-----
Your Month of Birth:	-----
You are a: *	☐ Student ☐ Working Professional ☐ Job Seeker after completing studies
The highest level of degree you hold: *	☐ Intermediate ☐ M.Phil ☐ Bachelors ☐ PhD ☐ Masters ☐ Other
Your course of study falls in:	☐ Information Technology Related Degree ☐ Non-Information Technology Related Degree
The University/Institute you are enrolled in (or last attended)	-----
The name of Organisation you are working in:	-----
This Organisation you are working in can be categorised as:	☐ Software House/IT Company ☐ Non-IT Company
Experience with Current Employer (in Years)	-----
Total Experience (in Years)	-----

Considering your lifestyle, level of standard living facilities and advancement in health care; how long you expect people of your age will normally live?	☐ 50 - 55 Years ☐ 66 - 70 Years ☐ 56 - 60 Years ☐ 71 - 75 Years ☐ 61 - 65 Years ☐ 75+ Years				
In light of your perceived average life expectancy, till what age you think you will work to make your retirement life comfortable?	☐ Less than 40 Years ☐ 51 - 55 Years ☐ 40 - 45 Years ☐ 56 - 60 Years ☐ 46 - 50 Years ☐ More than 60 Years				
Which of the following end employment benefits will you prefer for planning your retirement life:	☐ Monthly Pension Plan ☐ Gratuity Fund ☐ Post-Retirement Health Insurance ☐ Post-Retirement Life Insurance ☐ Contributory Provident Fund ☐ Any Other Option				
How important were the following factors for you in accepting your current job/employer:					
	Unimportant	Of little importance	Moderately important	Important	Very important
Market competitive compensation and bonuses	☐	☐	☐	☐	☐
Training and development programs	☐	☐	☐	☐	☐
Career advancement opportunities	☐	☐	☐	☐	☐
Technologically advanced company	☐	☐	☐	☐	☐
Industry-leading company/highly respected brand	☐	☐	☐	☐	☐
Company' s corporate social responsibility reputation	☐	☐	☐	☐	☐
Opportunities for volunteering/community involvement	☐	☐	☐	☐	☐
Opportunities for continuing education	☐	☐	☐	☐	☐

How long do you think you will serve your current organisation before switching to another company?					
☐ Less than 1 year ☐ 1 - 2 Years ☐ 2 - 4 Years ☐ 4 - 6 Years ☐ More than 6 years ☐ I hope to stay with the same company my whole career ☐ Don't know					
As per your experience, how will you rate the following skills/characteristics of your current manager:					
	Unimportant	Of little importance	Moderately important	Important	Very important
Collaboration (e.g., build relationships, handle conflicts, share control, etc.)	☐	☐	☐	☐	☐
Engagement within the team	☐	☐	☐	☐	☐
Decision Making	☐	☐	☐	☐	☐
Openness to subordinates' feedback	☐	☐	☐	☐	☐
Skills to Control/Drive Team's Environment	☐	☐	☐	☐	☐
Unbiased Performance Evaluation	☐	☐	☐	☐	☐
Ability to Utilise teammates' skillset	☐	☐	☐	☐	☐
Transparency (e.g., honesty, openness)	☐	☐	☐	☐	☐
Self-motivation to learn and grow	☐	☐	☐	☐	☐
Ability to motivate and inspire employees	☐	☐	☐	☐	☐
Openness to new ideas from others	☐	☐	☐	☐	☐
Please describe the extent to which following employment benefits had contributed in your decision to accept your current job:					
	Not at all	To a minimal level	To a moderate level	To a meaningful level	To a great level
Clear Career Progression	☐	☐	☐	☐	☐

Company provided gadgets (laptops, smartphones, etc.)	☐	☐	☐	☐	☐
Family Support Benefits	☐	☐	☐	☐	☐
Financial Benefits	☐	☐	☐	☐	☐
Job Recognition	☐	☐	☐	☐	☐
Long Term Employment Benefits	☐	☐	☐	☐	☐
Opportunity of Professional Networking	☐	☐	☐	☐	☐
Paid time off (Holidays)	☐	☐	☐	☐	☐
Personal Development	☐	☐	☐	☐	☐
Professional Development	☐	☐	☐	☐	☐
Quality of Life	☐	☐	☐	☐	☐
Risk Protection of Uncertainty	☐	☐	☐	☐	☐
Please describe the extent to which following communication attributes have contributed in successfully performing your job:					
	Not at all	To a minimal level	To a moderate level	To a meaningful level	To a great level
Technologically advanced communication channels	☐	☐	☐	☐	☐
Formal communication portals	☐	☐	☐	☐	☐
Face-to-face interaction	☐	☐	☐	☐	☐
Feedback provision in communication channels	☐	☐	☐	☐	☐
Use of Technical Words/ Jargons in official communication	☐	☐	☐	☐	☐
Please describe the extent to which following contingent rewards have created attraction for you in your job:					
	Not at all	To a minimal extent	To a moderate extent	To a meaningful extent	To a great extent
Being part of Management Team	☐	☐	☐	☐	☐

Employees Referrals incentives	☐	☐	☐	☐	☐
Job Enrichment (Additional job responsibilities of high-ranked job)	☐	☐	☐	☐	☐
Job Security	☐	☐	☐	☐	☐
Job Role relates to my personal interest	☐	☐	☐	☐	☐
Reputation/Brand Standing of Organisation	☐	☐	☐	☐	☐
Sense of Achievement	☐	☐	☐	☐	☐
Considering your current job, please answer					
What type of salary are you getting?	☐ Fixed ☐ Commission/Incentives Based ☐ Mixture of Both				
Which model of pay calculation your employer is following?	☐ Hourly ☐ Daily ☐ Monthly				
There is a formal mechanism emplaced to keep salaries market competitive.	☐ Yes ☐ No ☐ Doesn' t Matter				
Timely disbursement of salary is ----- for me	☐ Critical ☐ Important ☐ Normal ☐ Doesn' t Matter				
My company prefers performance based incentives over seniority based.	☐ Yes ☐ No				
My company offers equity based compensation options (e.g., company shares, profit sharing, etc.)	☐ Yes ☐ No				
In terms of career development, how significant are the following promotion related job aspects for you in your professional career:					
	Not at all	Of little importance	Moderately important	Important	Very Important
Not only revision in benefits programs, but revised roles as well	☐	☐	☐	☐	☐

Formally announced career development programs	☐	☐	☐	☐	☐
Fair and unbiased promotion opportunities	☐	☐	☐	☐	☐
Implementation of succession planning	☐	☐	☐	☐	☐
How would you rate the following personality characteristics of your colleagues?					
	Unimportant	Of little importance	Moderately important	Important	Very important
Adaptability	☐	☐	☐	☐	☐
Commitment	☐	☐	☐	☐	☐
Knowledge Sharing	☐	☐	☐	☐	☐
Reliability	☐	☐	☐	☐	☐
Responsiveness	☐	☐	☐	☐	☐
Tolerance	☐	☐	☐	☐	☐
Willingness to assist others to achieve	☐	☐	☐	☐	☐
Recalling your current job experience, how much importance are you giving to the following job related attributes:					
	Unimportant	Of little importance	Moderately important	Important	Very important
Back Office Job	☐	☐	☐	☐	☐
Bureaucratic Structure of Organisation	☐	☐	☐	☐	☐
Routine Work Environment	☐	☐	☐	☐	☐
Commute to Work (Distance, travelling)	☐	☐	☐	☐	☐
Flexible Working Hours	☐	☐	☐	☐	☐
Formal Dressing	☐	☐	☐	☐	☐
Casual Dressing	☐	☐	☐	☐	☐

Job Related Stress	☐	☐	☐	☐	☐
Level of Responsibility	☐	☐	☐	☐	☐
Multifaceted Job Roles	☐	☐	☐	☐	☐
Part Time Options	☐	☐	☐	☐	☐
Recognition of Professional Qualifications	☐	☐	☐	☐	☐
Requirement of Specialised Knowledge	☐	☐	☐	☐	☐
Work/Life Balance	☐	☐	☐	☐	☐
In your opinion, how important are the following elements of organisational structure for building your professional career:					
	Unimportant	Of little importance	Moderately important	Important	Very important
Authority of Decision Making	☐	☐	☐	☐	☐
Clarity in Departmental Objectives	☐	☐	☐	☐	☐
Fairness in Recruitment & Selection	☐	☐	☐	☐	☐
Flexible Work Location/Working from Home	☐	☐	☐	☐	☐
Measurable KPIs (Key Performance Indicators)	☐	☐	☐	☐	☐
Office Bound Job	☐	☐	☐	☐	☐
Opportunity for Creativity	☐	☐	☐	☐	☐
Organisational Politics	☐	☐	☐	☐	☐
Pleasant Physical Environment	☐	☐	☐	☐	☐
Use of Advanced Technology in routine office working	☐	☐	☐	☐	☐
Training & Development Opportunities	☐	☐	☐	☐	☐
As a whole, how much satisfied are you with your existing job:					

☐ Not at all	☐ Slightly Satisfied
☐ Moderate Satisfied	☐ Satisfied
☐ Very Satisfied	

Annexure - B

Item-by-Item Comparison between Millennials and Generation Z

Figure B.1 – Company Provided Gadgets

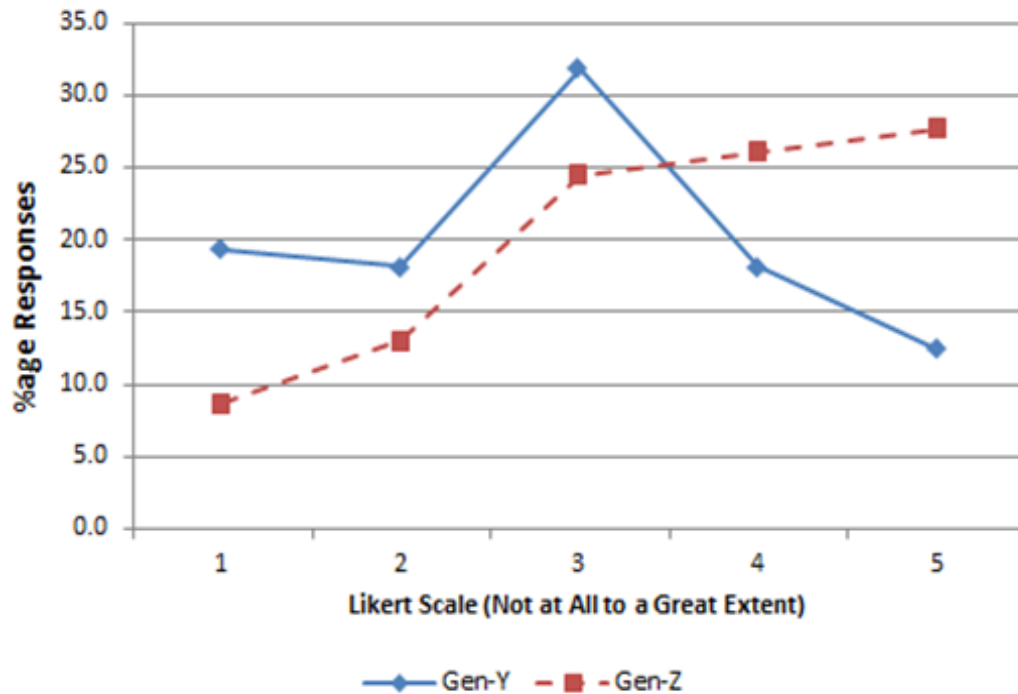


Figure B.2 – Family Support Benefits

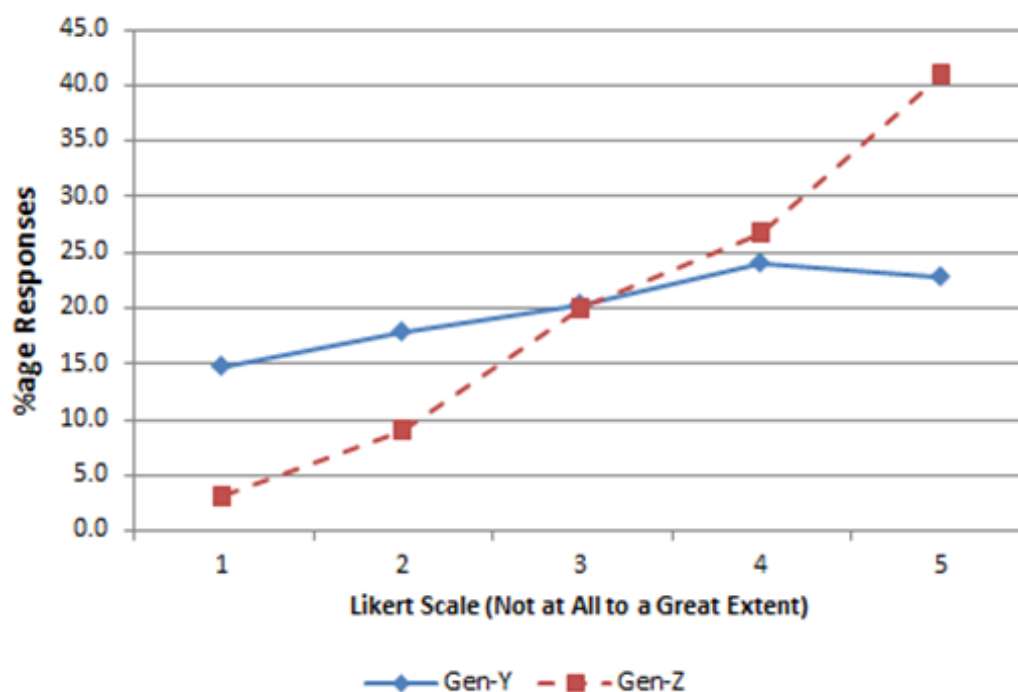


Figure B.3 – Risk Protection for Uncertainty

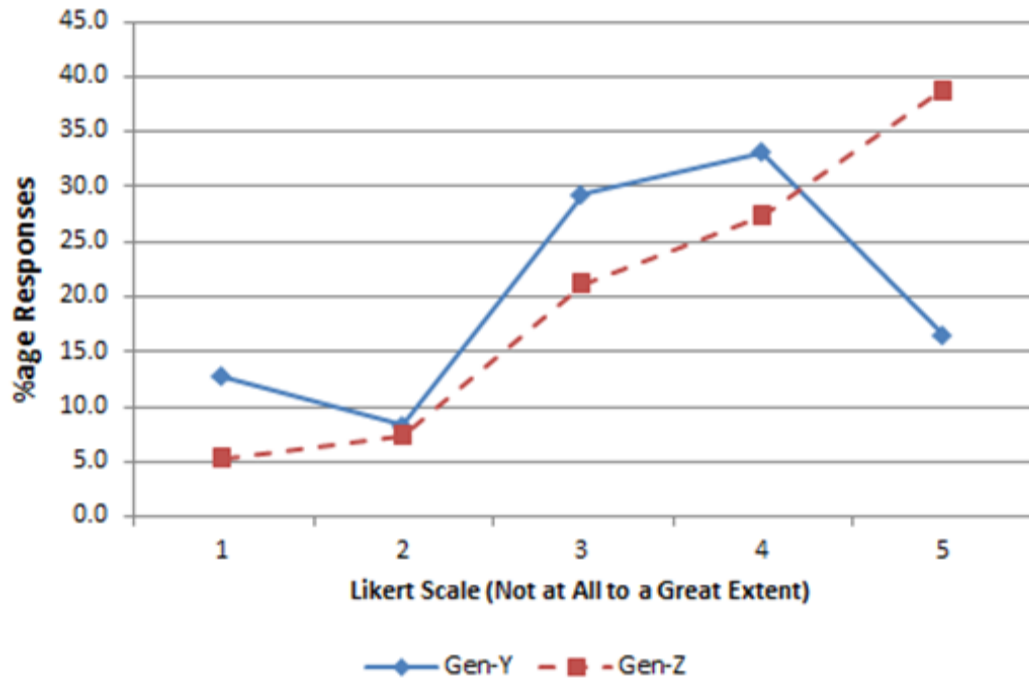


Figure B.4 – Financial Benefits

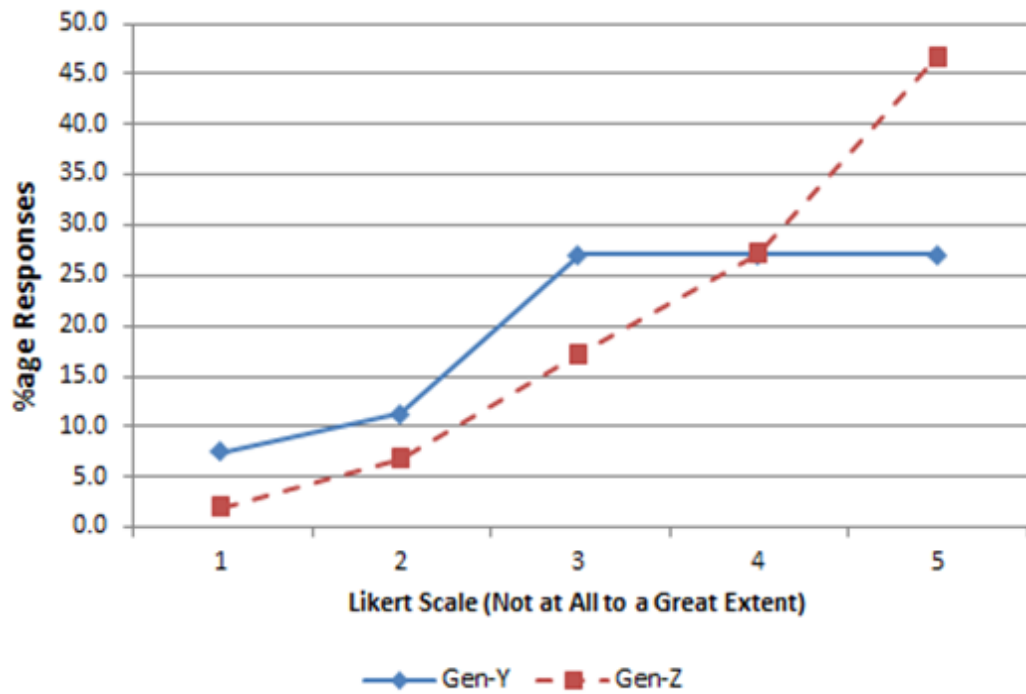


Figure B.5 – Long Term Employment Benefits

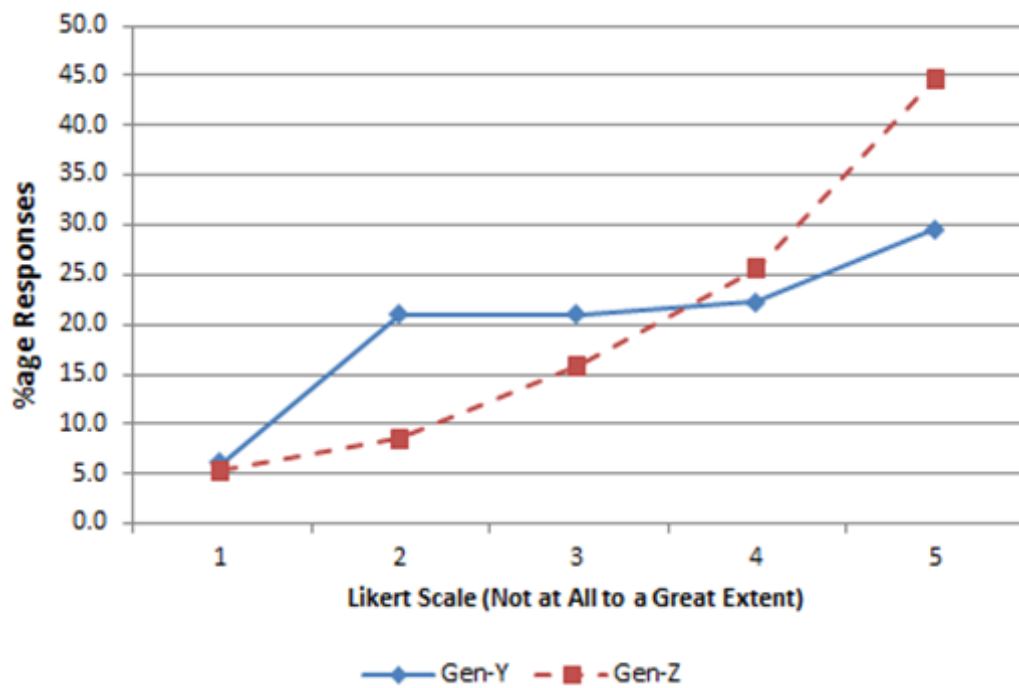


Figure B.6 – Professional Networking Opportunities

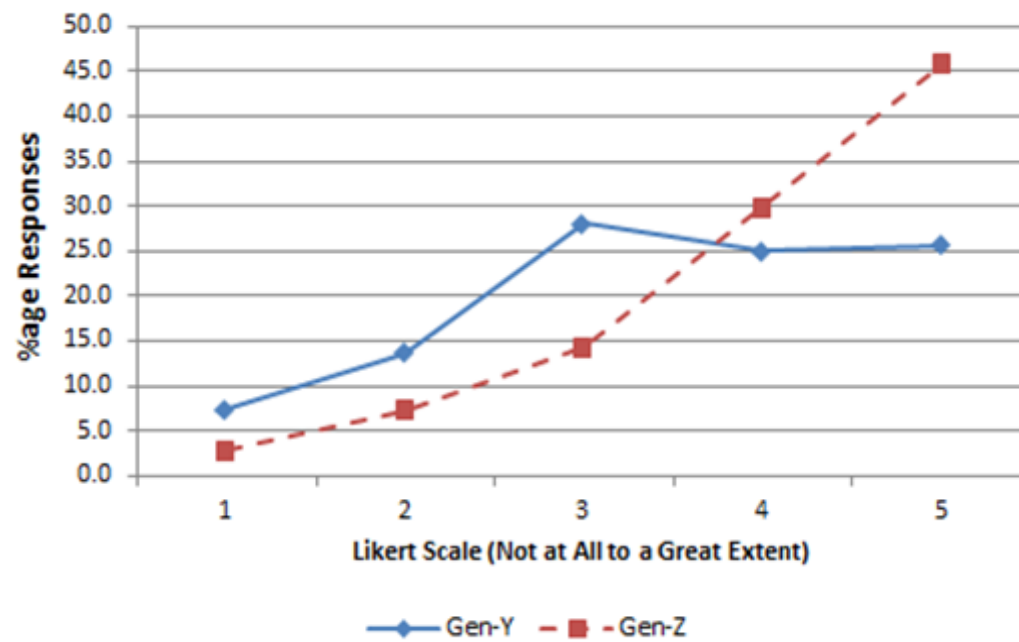


Figure B.7 – Paid Time Off

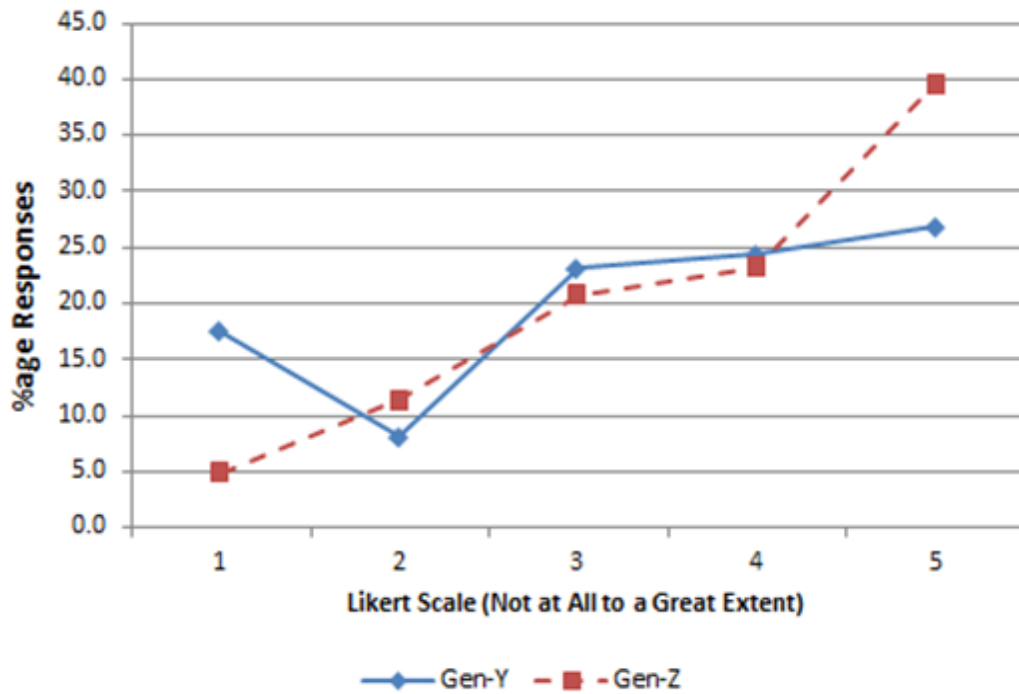


Figure B.8 – Employees Referral Benefits

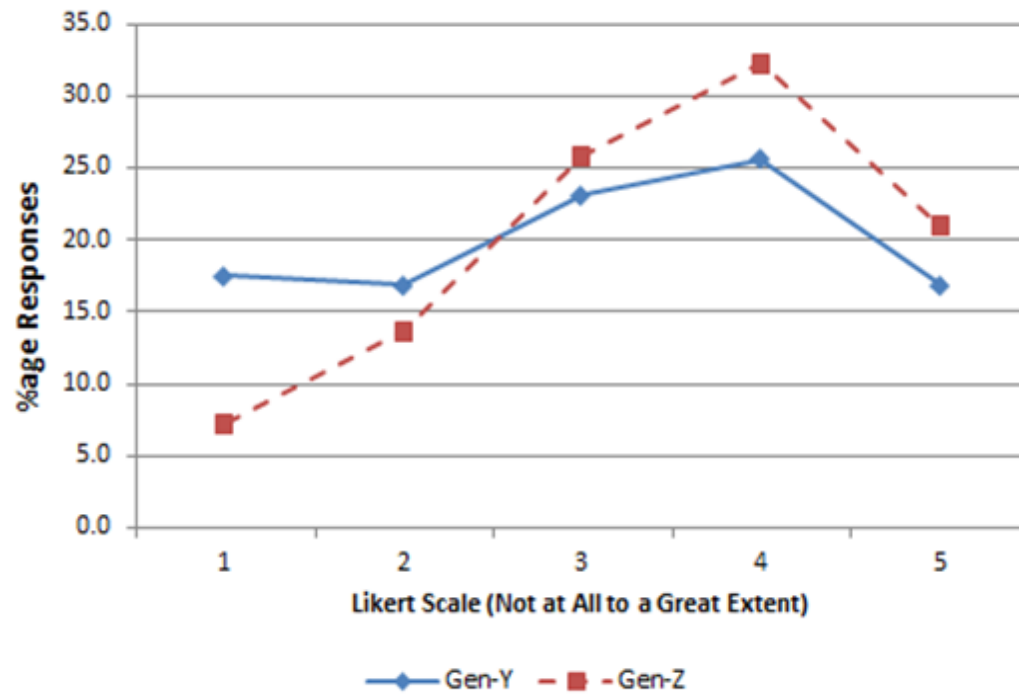


Figure B.9 – Salary Type

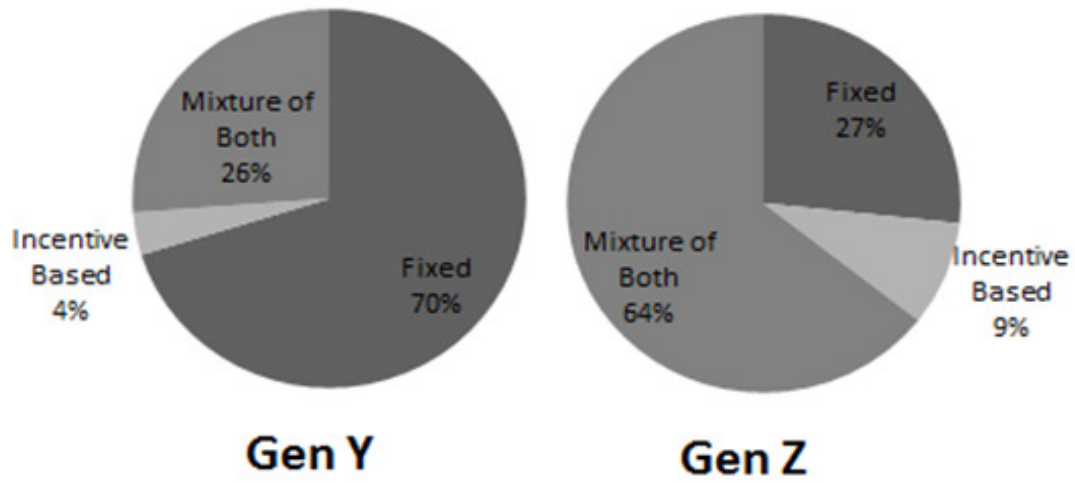


Figure B.10 - Model of Pay

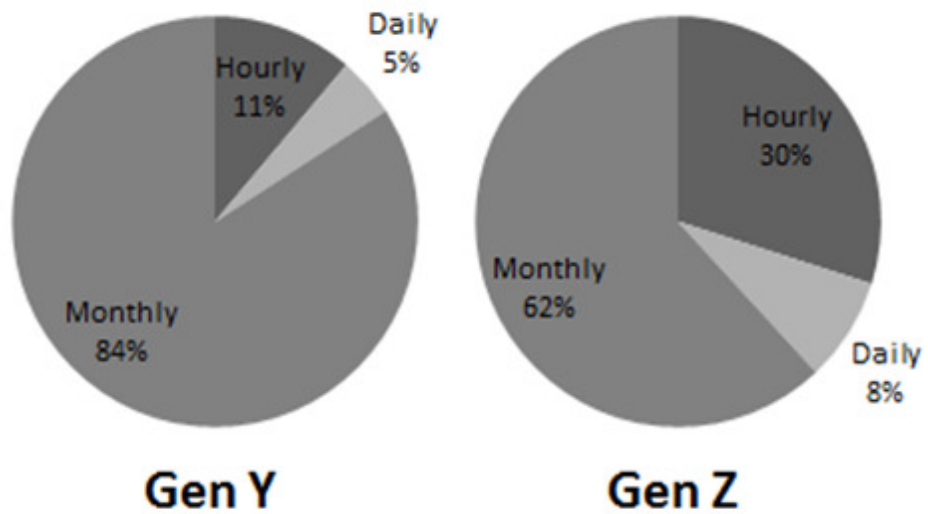


Figure B.11 – Market Competitiveness

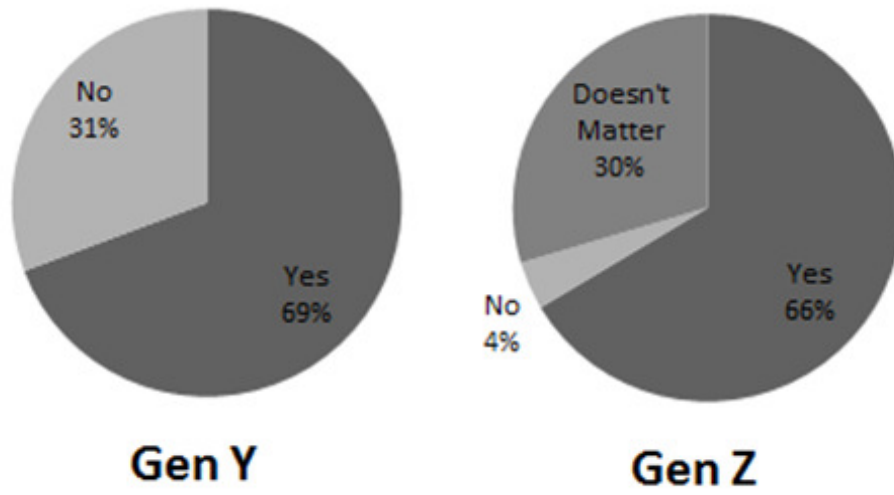


Figure B.12 – Equity Based Compensation

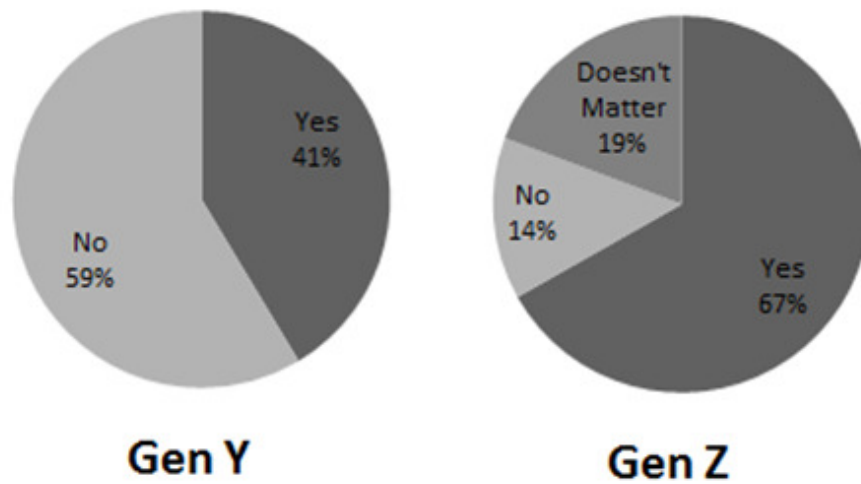


Figure B.13 – Timely Disbursement of Salary

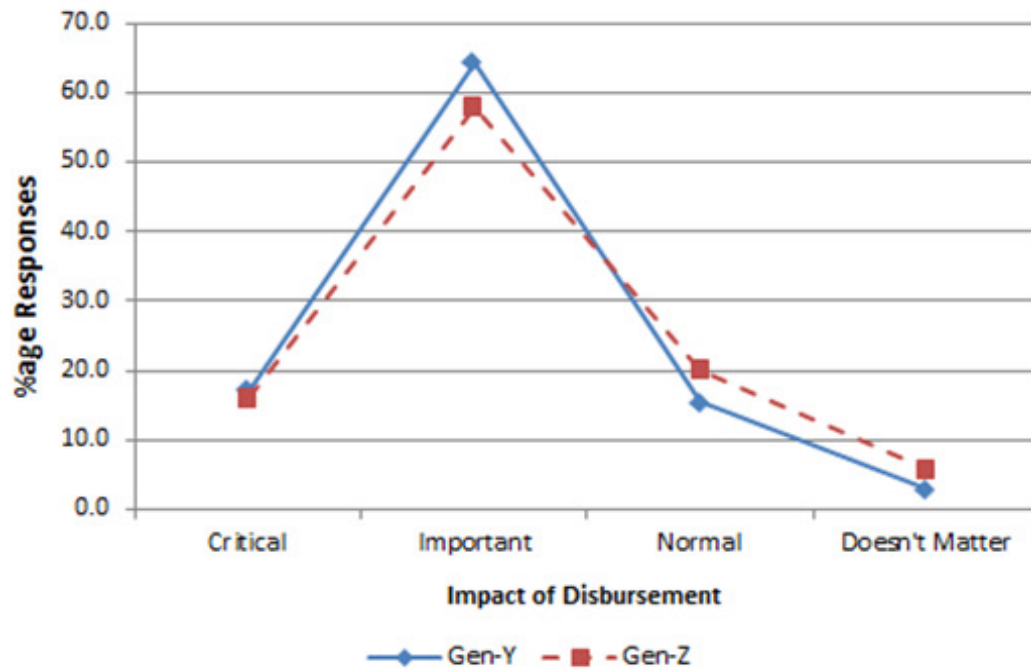


Figure B.14 – Managers' Decision-Making Skills

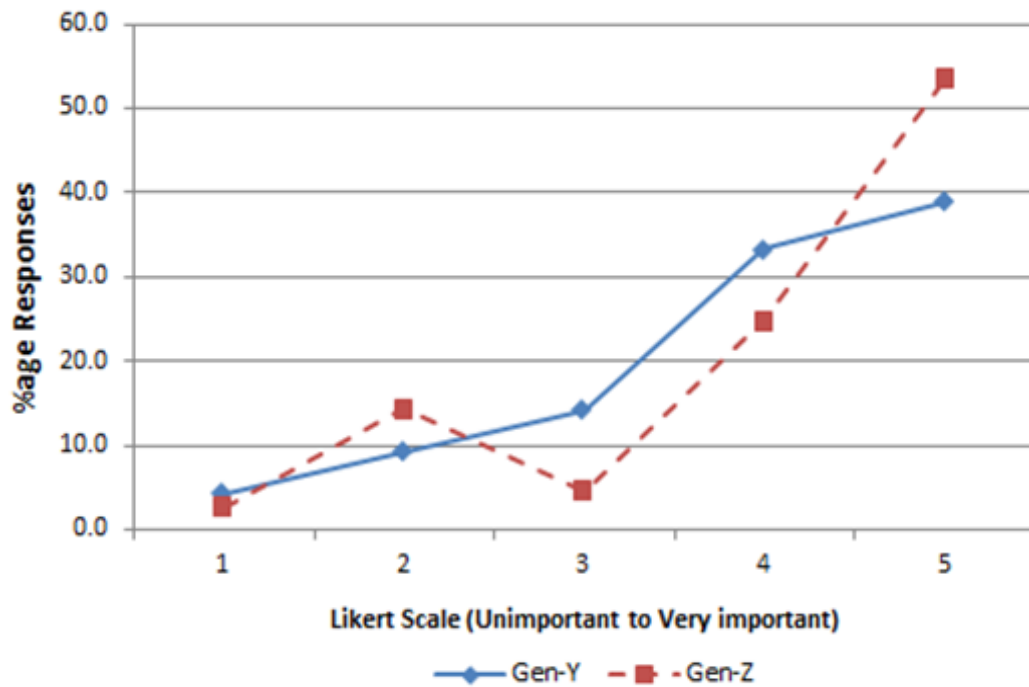


Figure B.15 – Managers’ Skills to Drive Team Environment

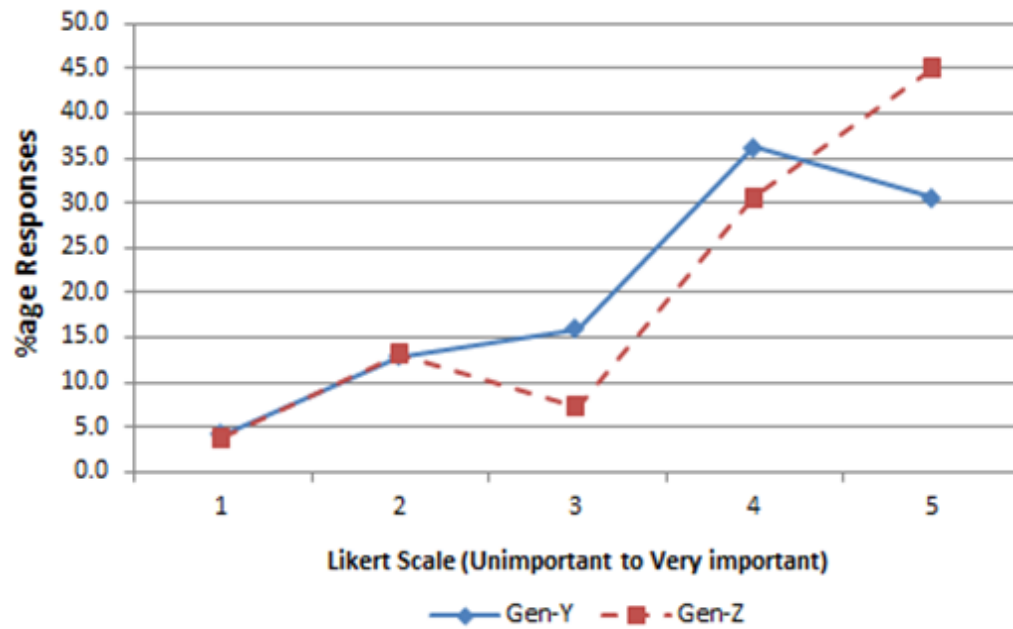


Figure B.16 – Managers’ Self-Motivation Level

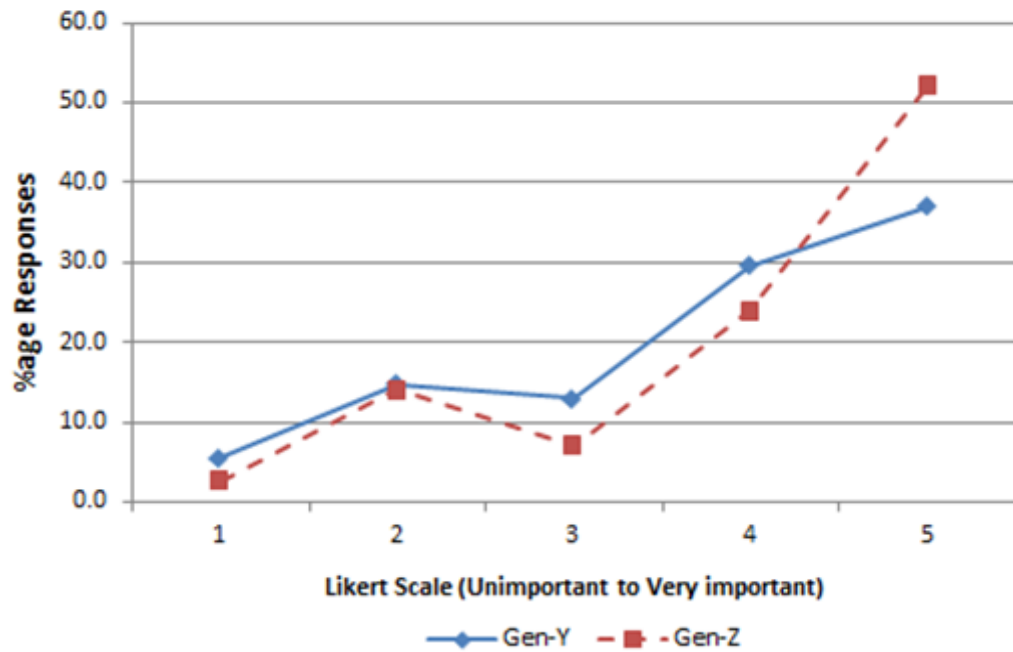


Figure B.17 – Managers’ Openness to New Ideas

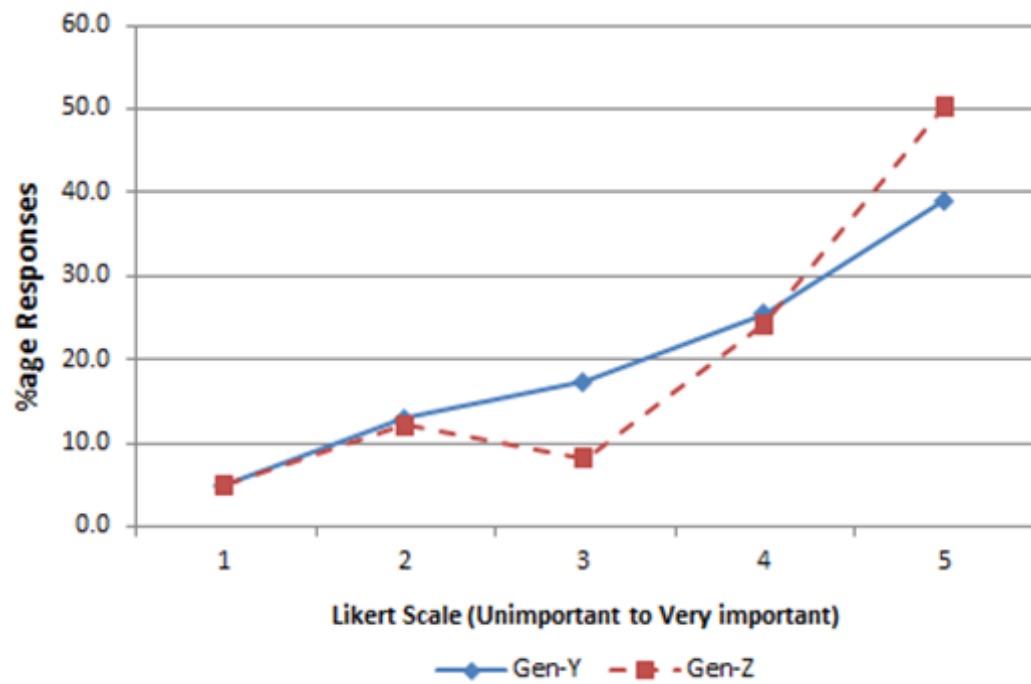


Figure B.18 – Managers’ Collaboration Skills

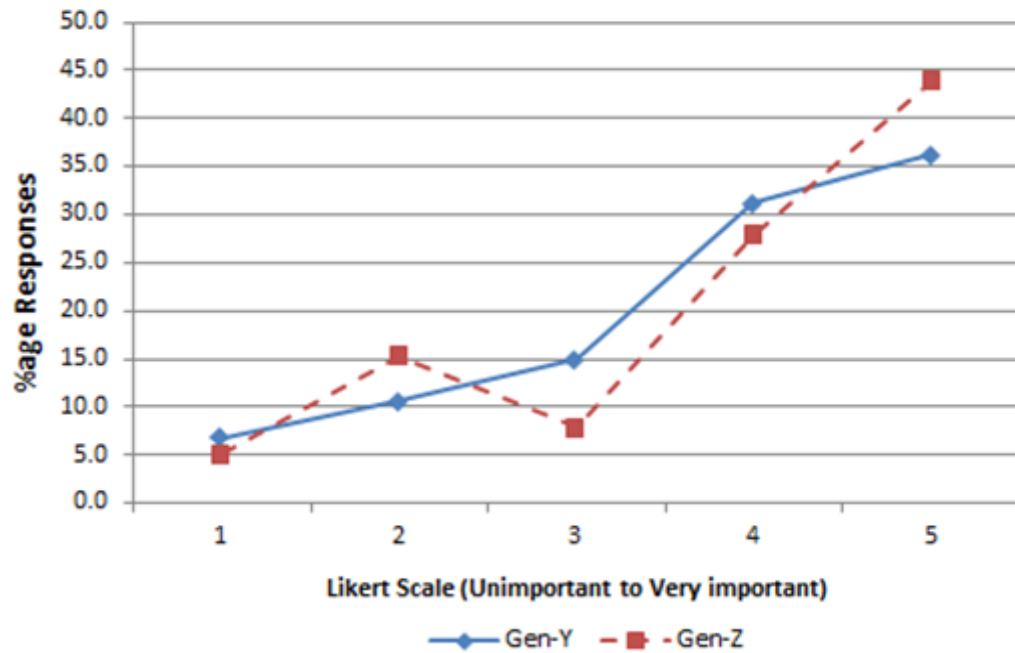


Figure B.19 – Managers’ Team Engagement Skills

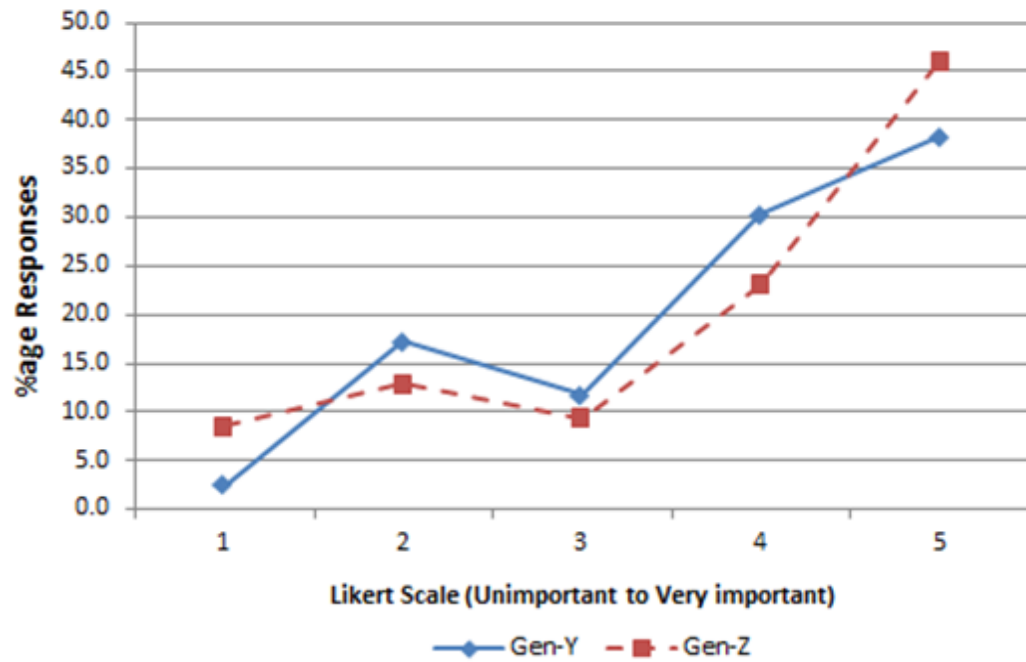


Figure B.20 – Managers’ Transparency Skills

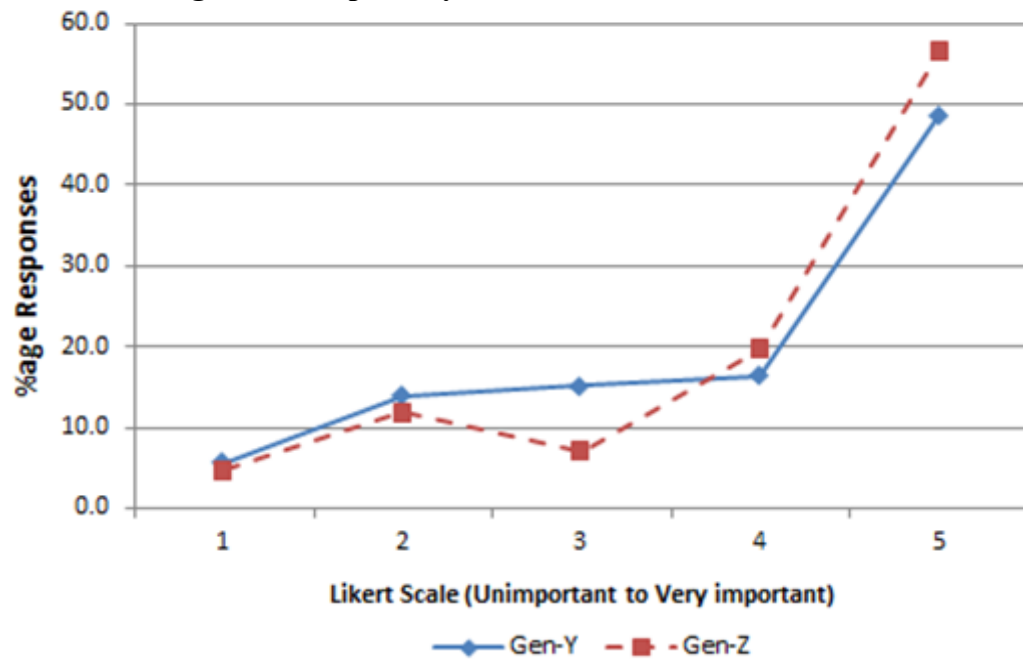


Figure B.21 – Job Recognition

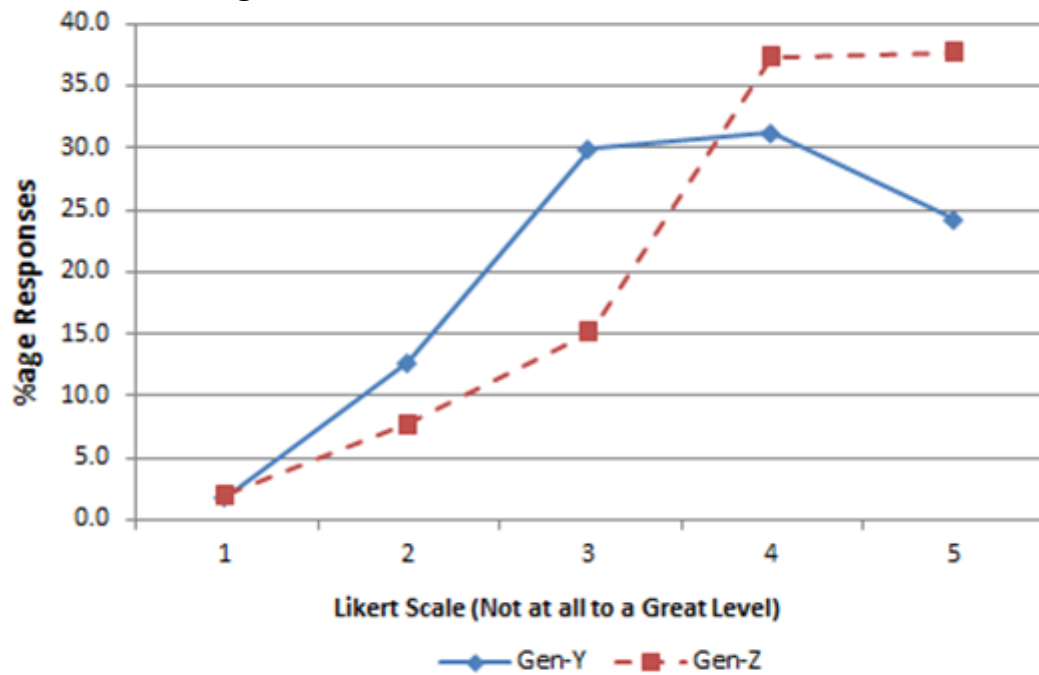


Figure B.22 – Being part of Management Team

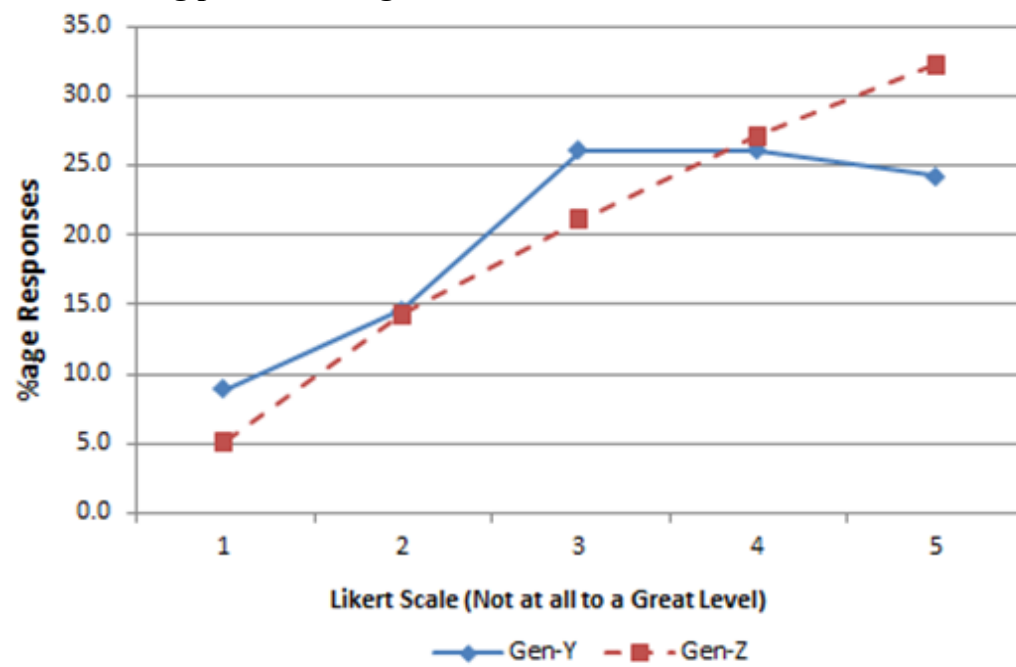


Figure B.23 – Job Security

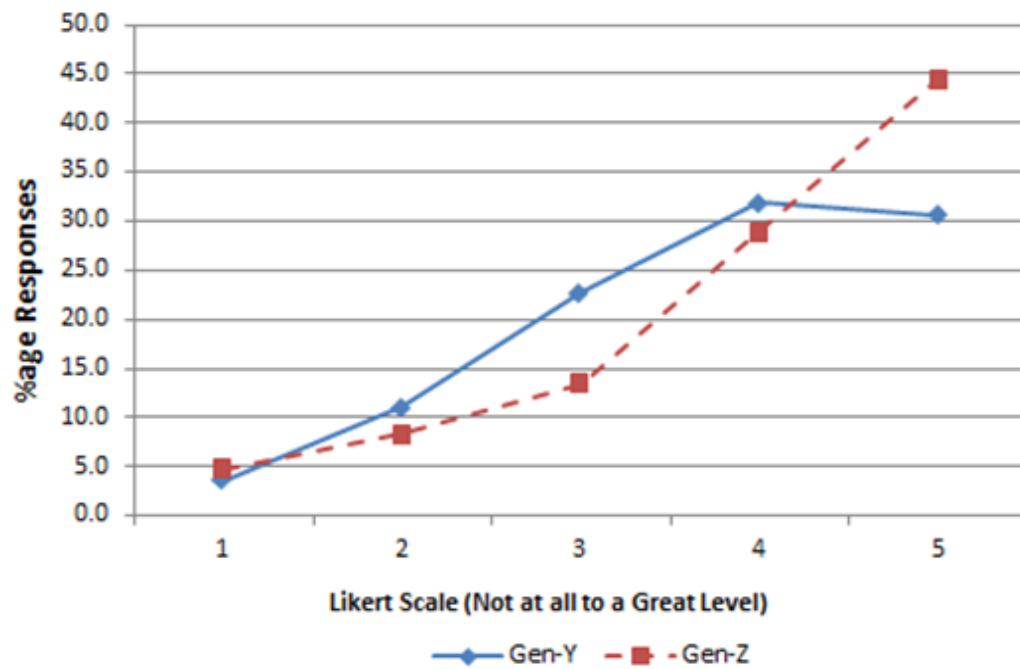


Figure B.24 – Bureaucratic Structure

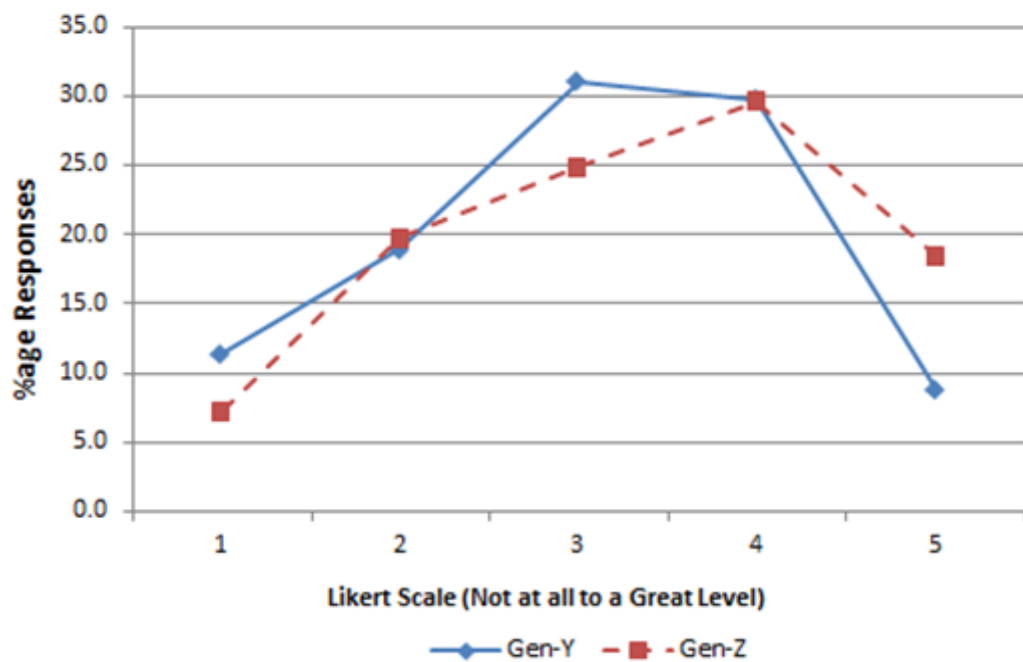


Figure B.25 – Recognition of Professional Qualifications

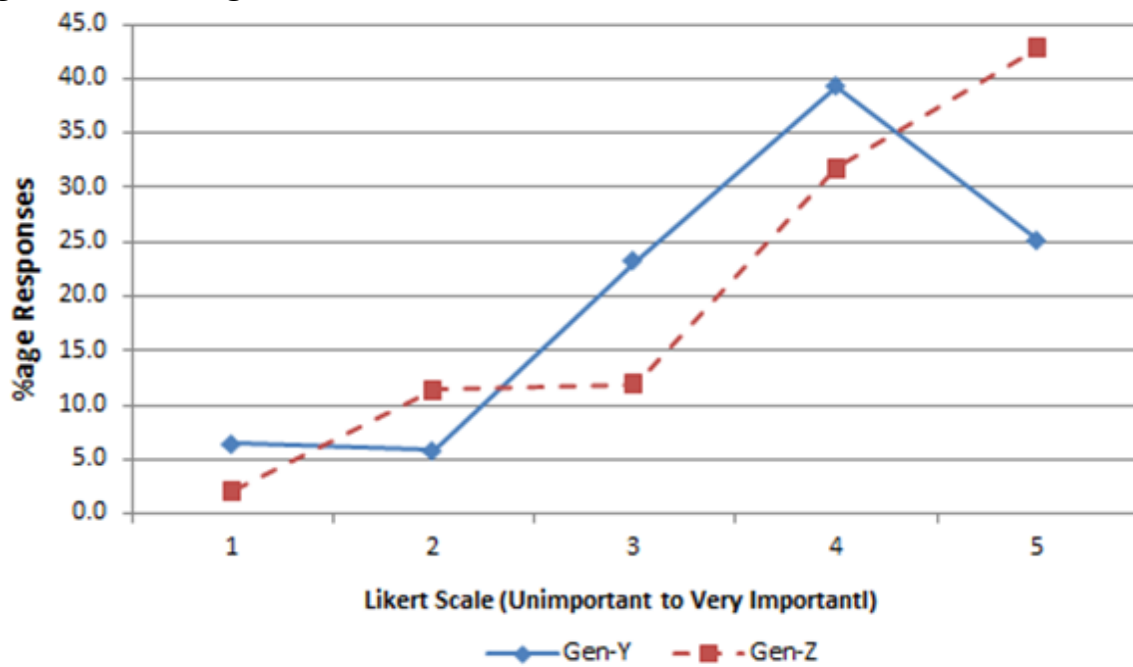


Figure B.26 – Flexible Work Location

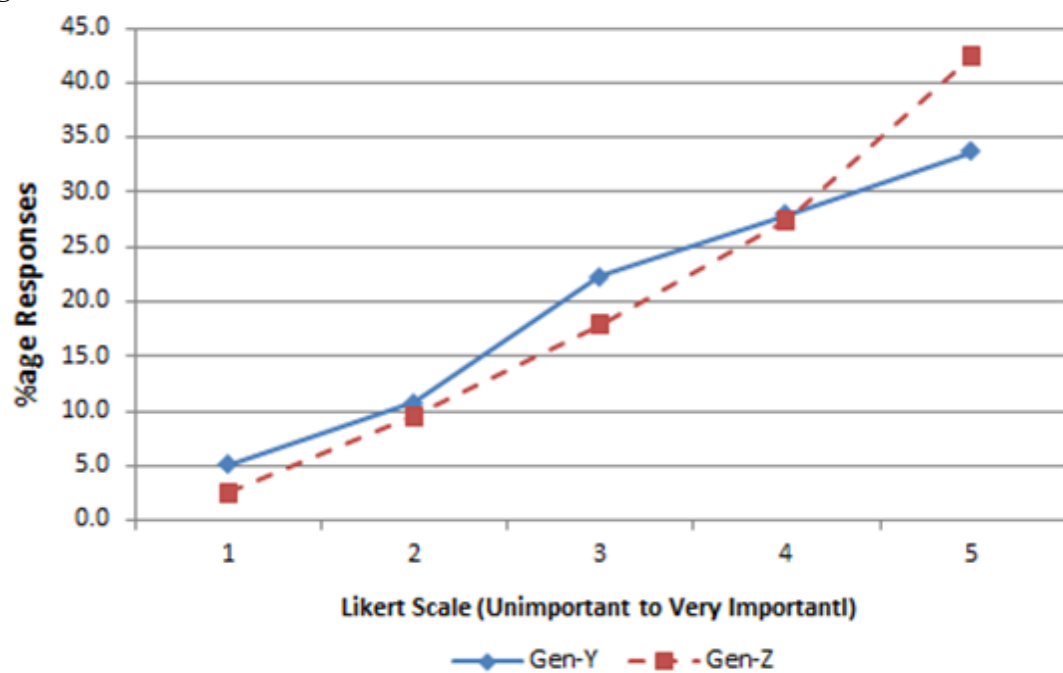


Figure B.27 – Job Enrichment

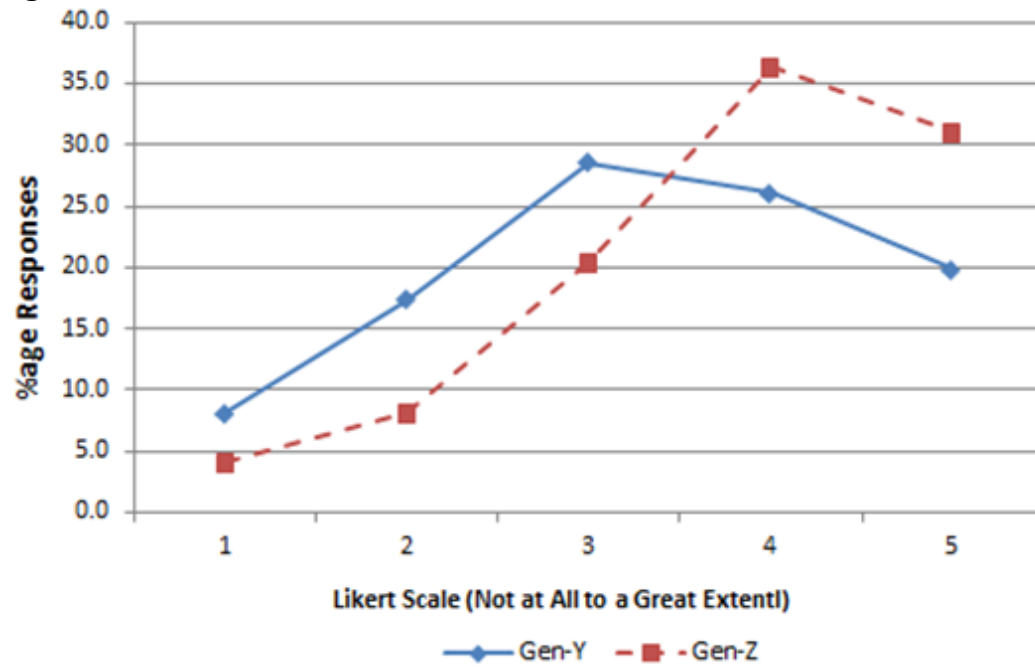


Figure B.28 – Job Role related to Personal Interests

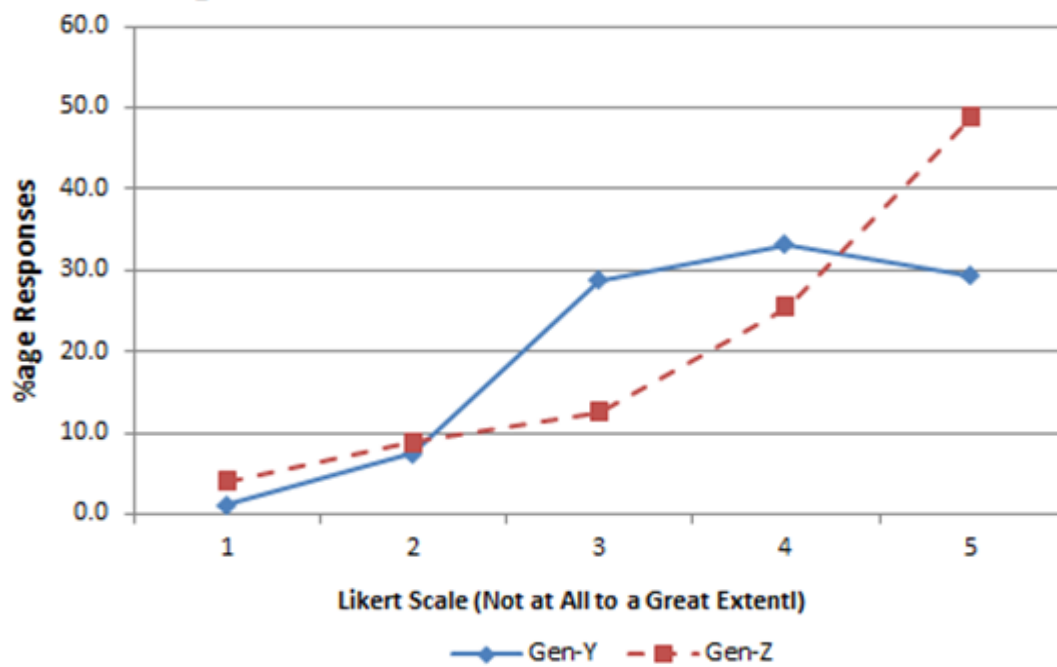


Figure B.29 – Sense of Achievement

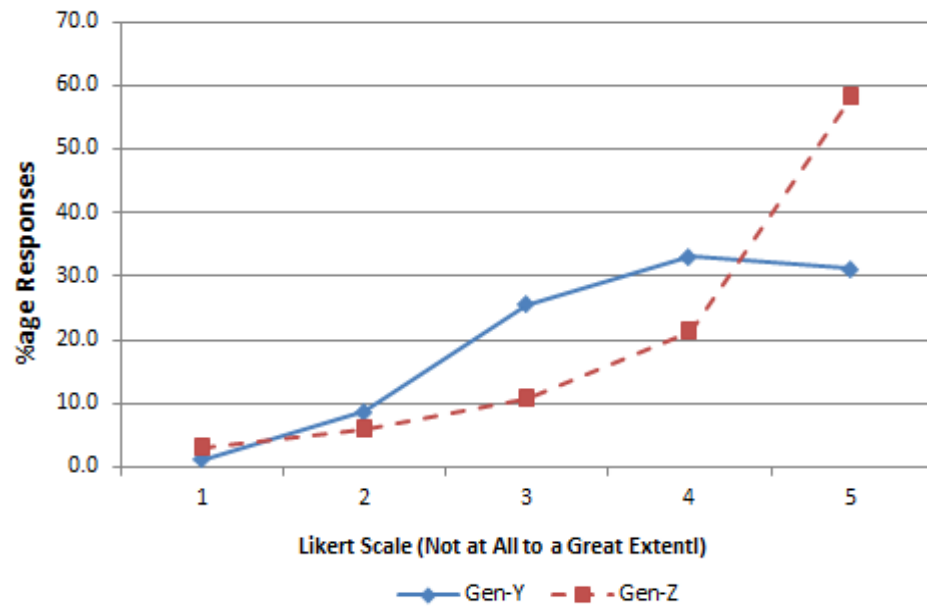


Figure B.30 – Career Development Programs

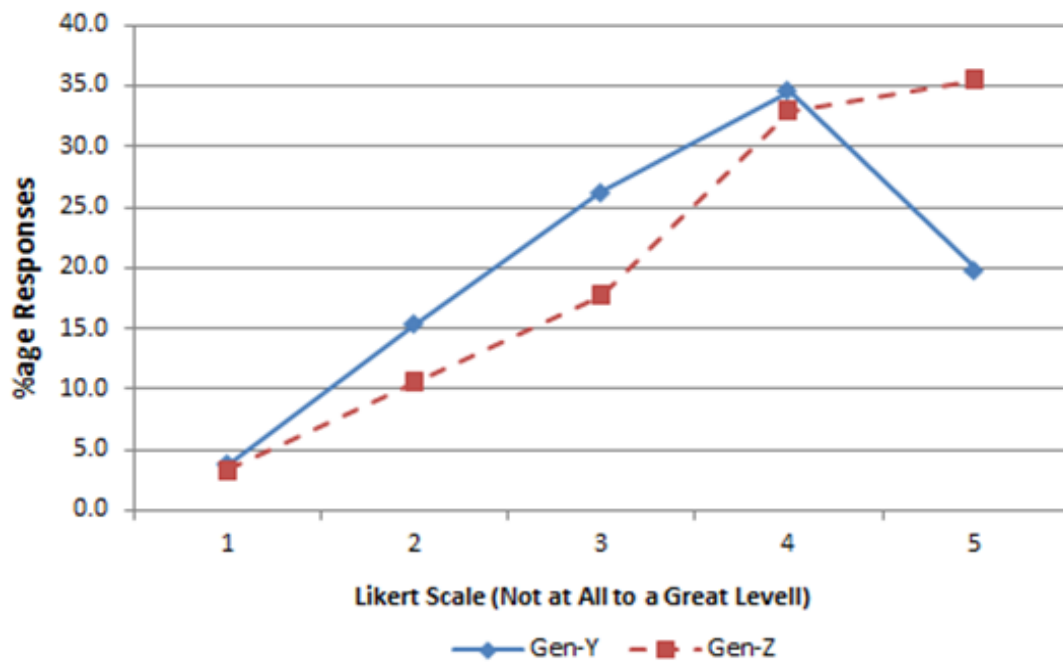


Figure B.31 –Succession Planning

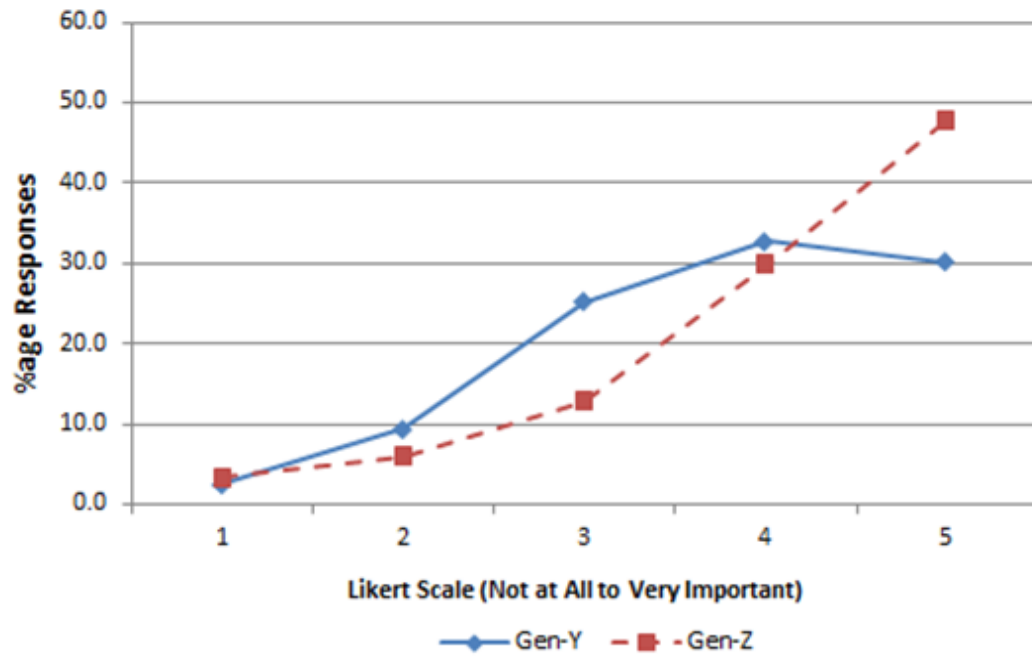


Figure B.32 – Opportunities for Creativity

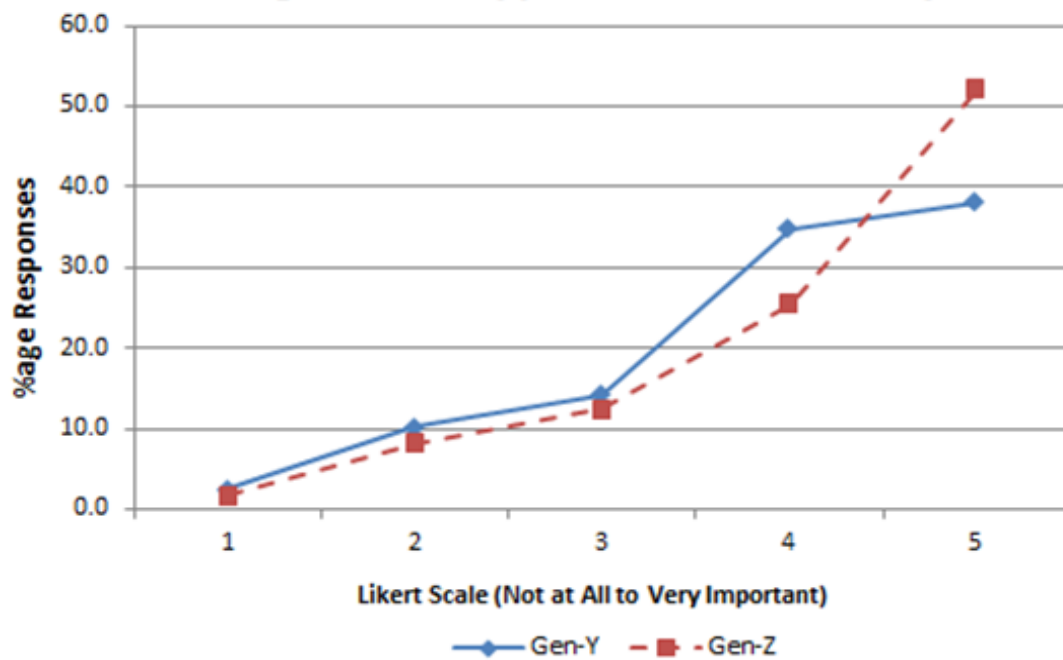


Figure B.33 – Career Advancement Opportunities

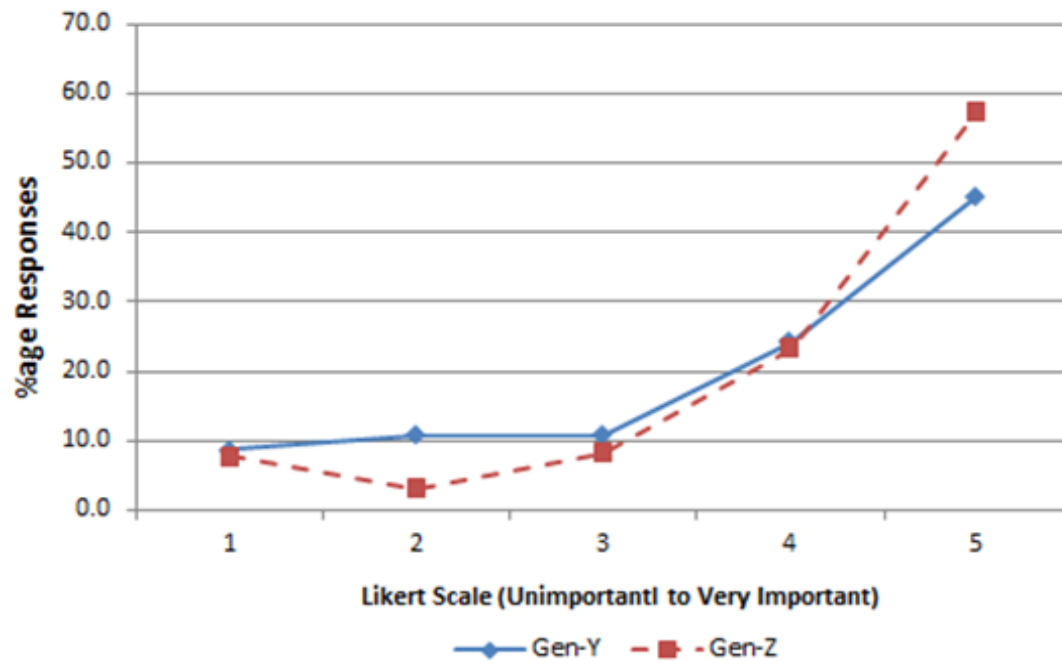


Figure B.34 – Technologically Advanced Organisation

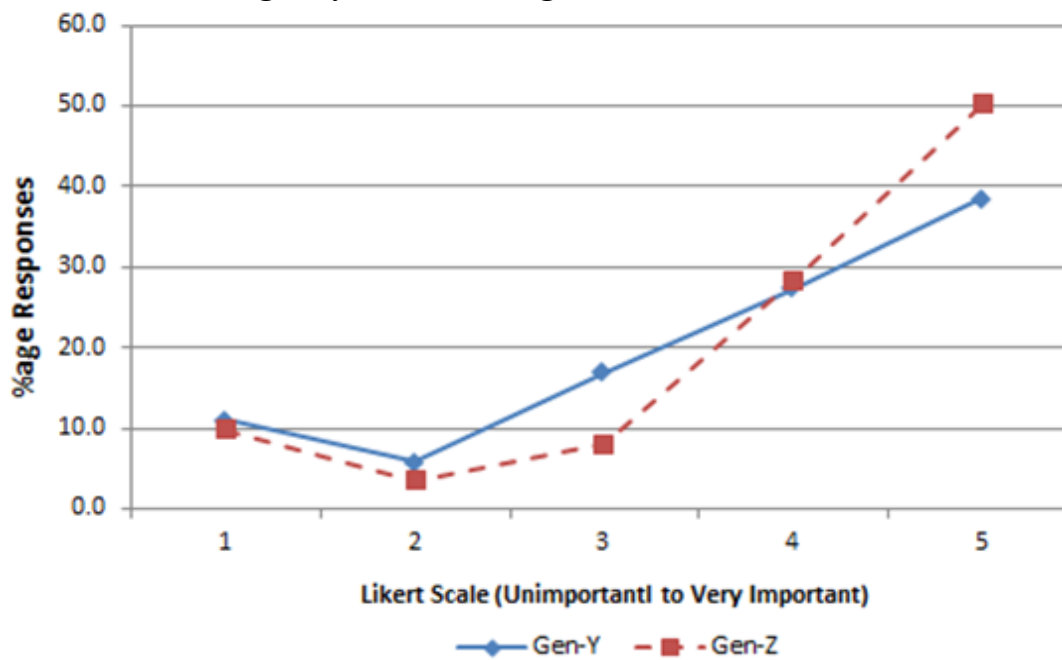


Figure B.35 – Education Continuing Opportunities

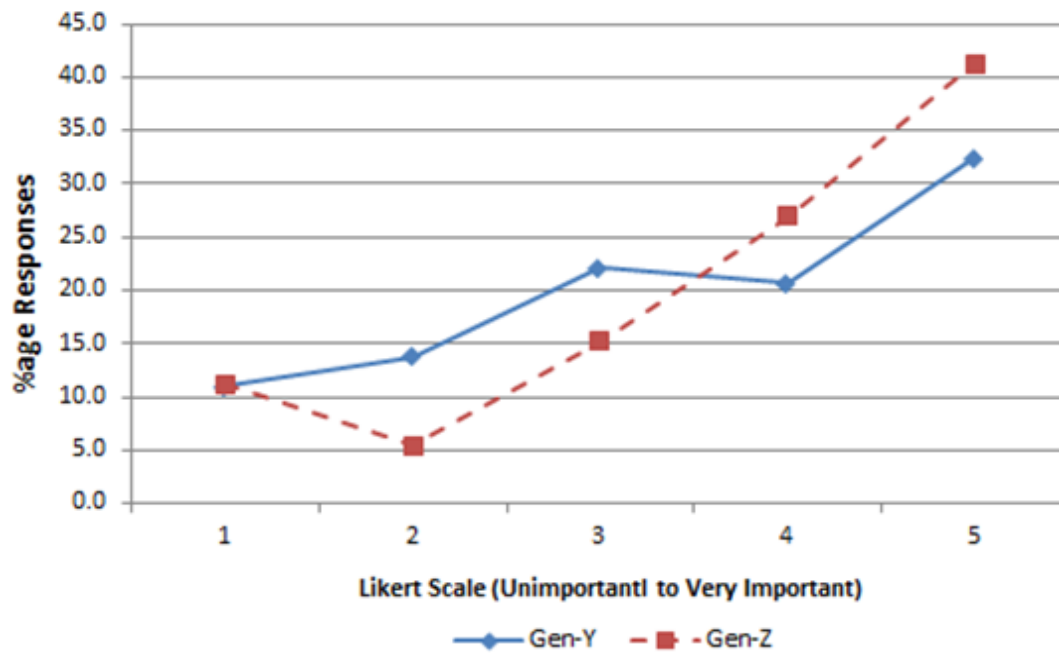


Figure B.36 – Brand Positioning of Organisation

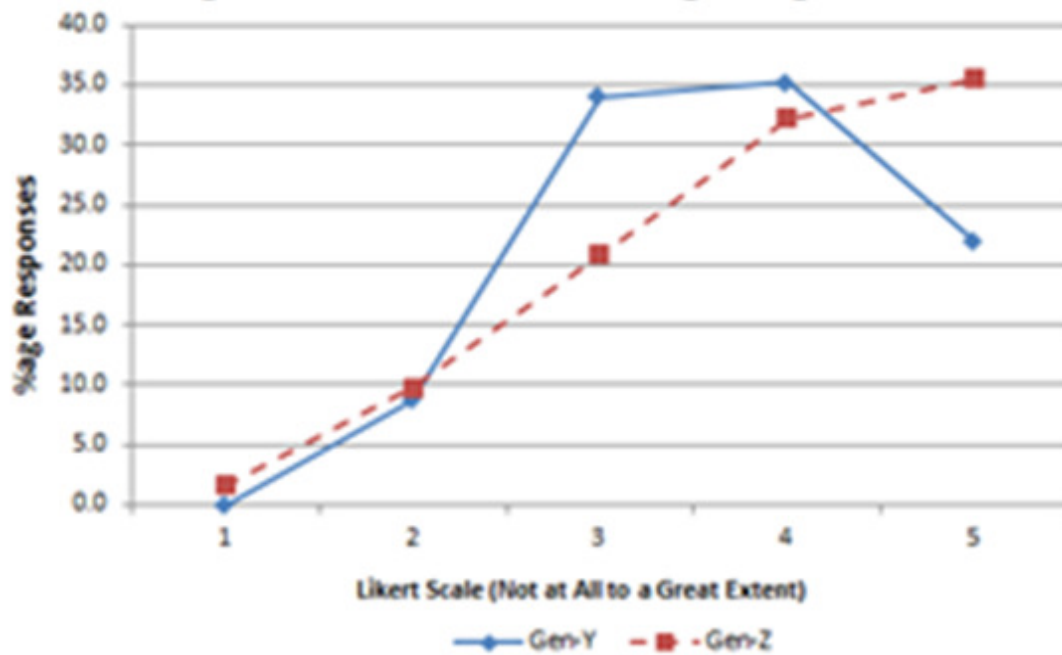


Figure B.37 – Utilisation of Team’s Skillset

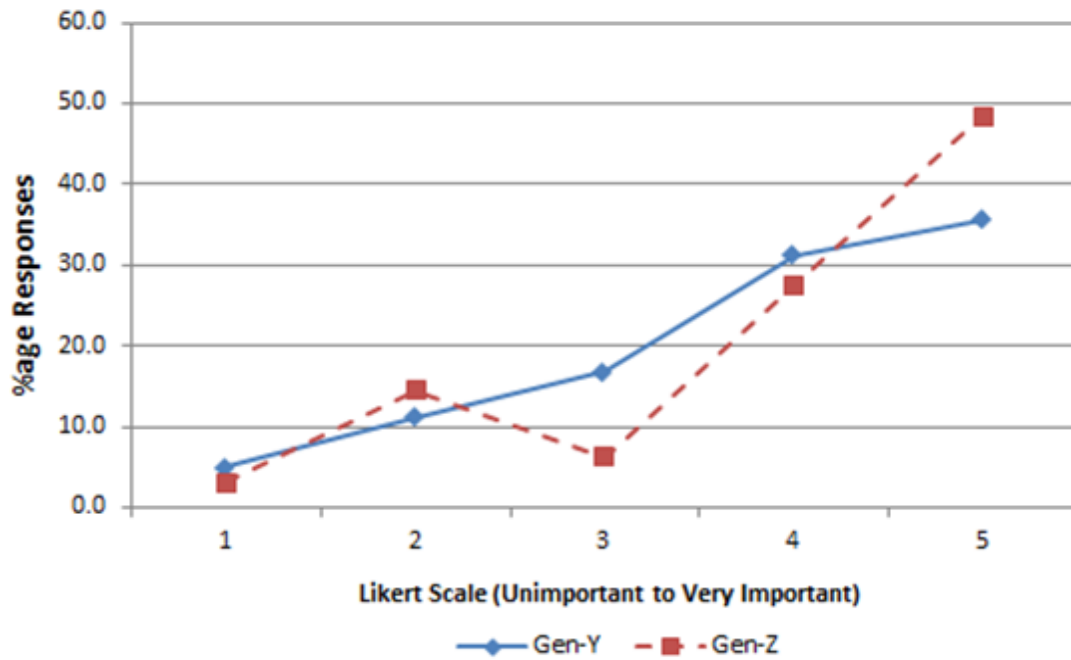


Figure B.38 – Ability to Motivate/Inspire

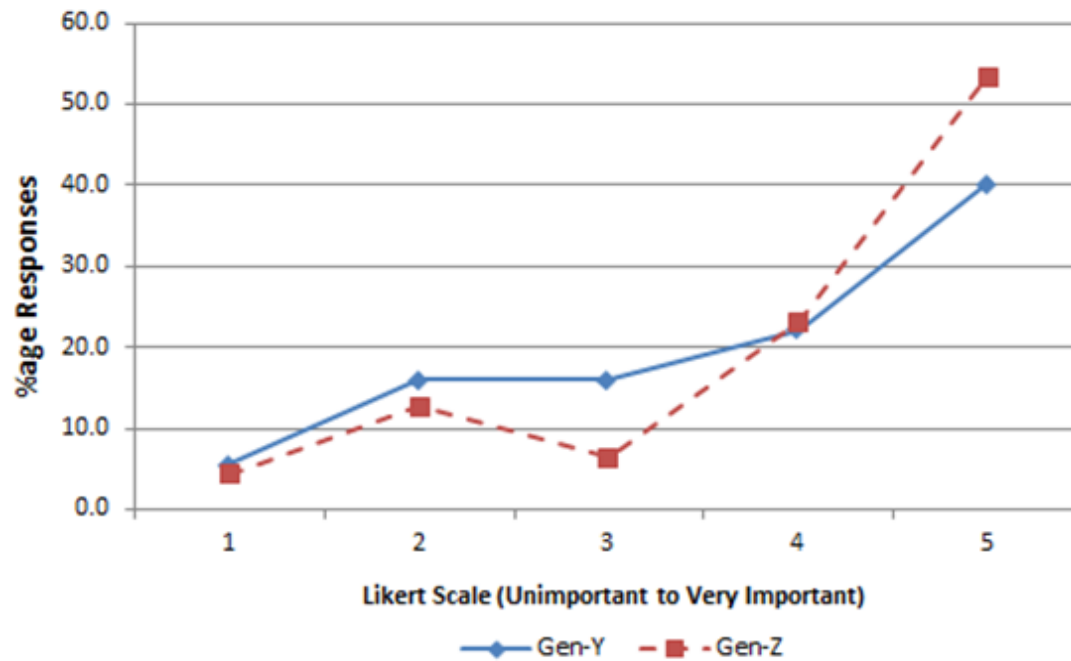


Figure B.39 – Personal Development Opportunities

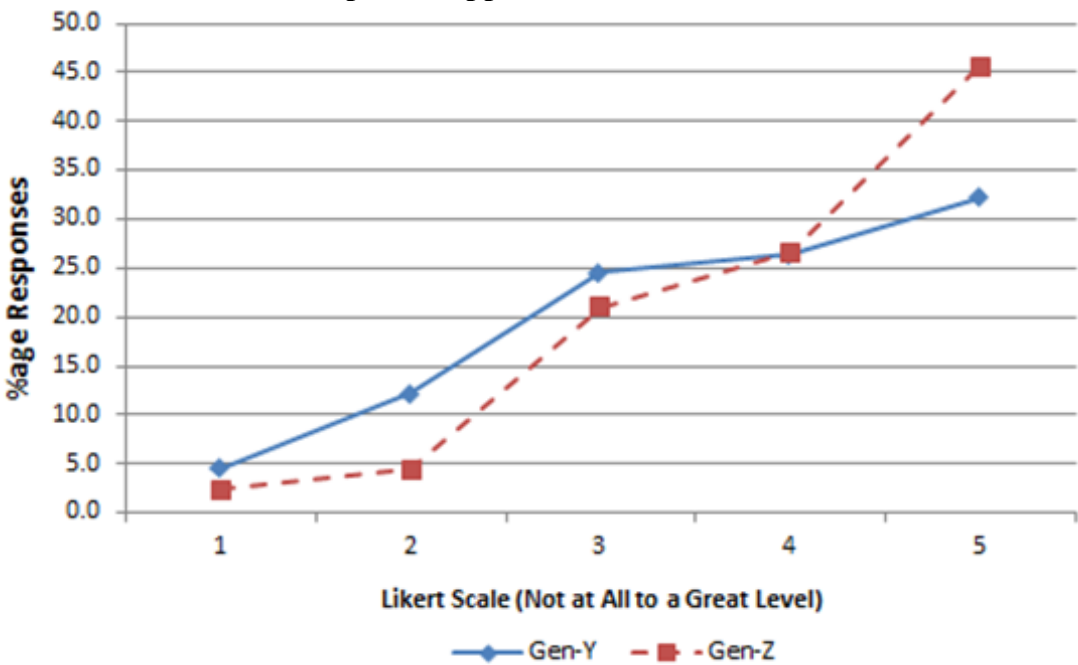


Figure B.40 – Professional Development Opportunities

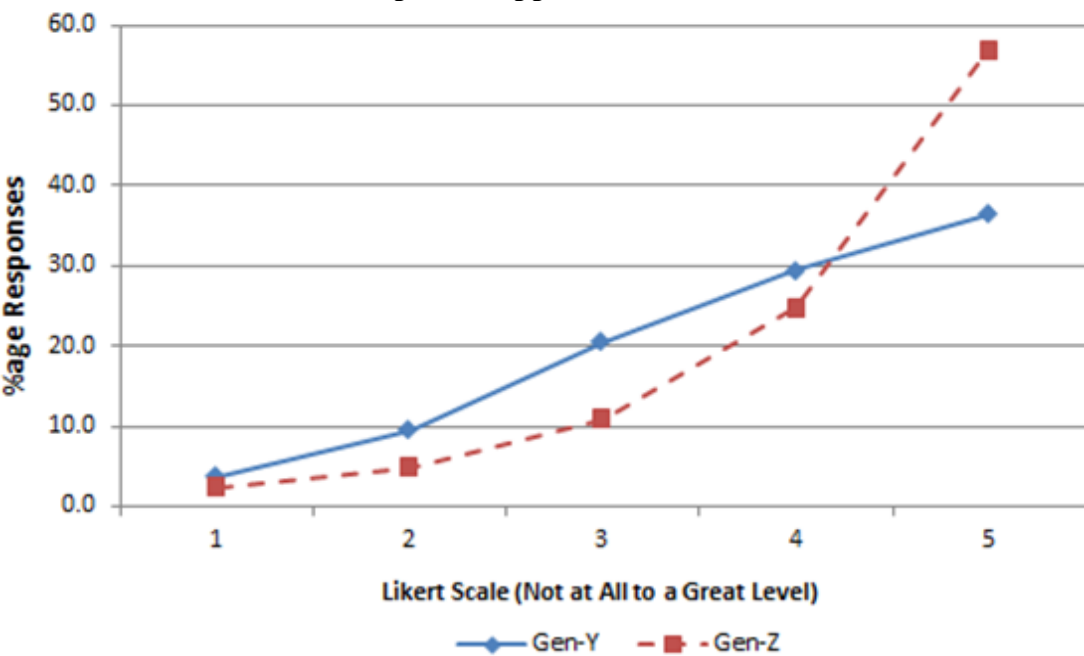


Figure B.41 – Training & Development Opportunities

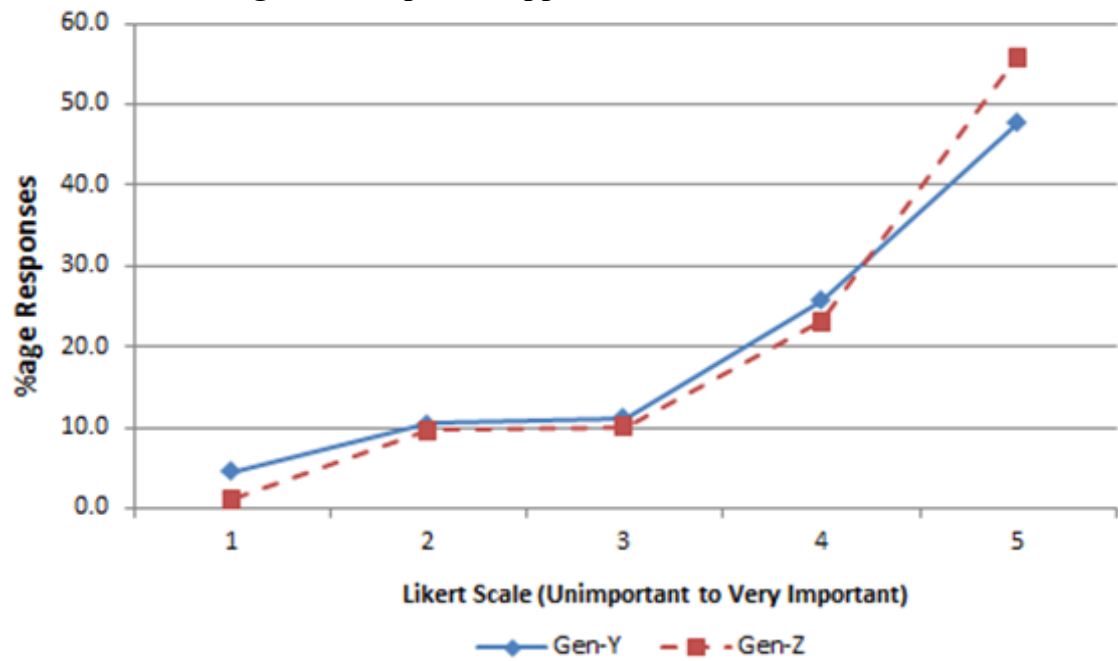


Figure B.42 – Quality of Life

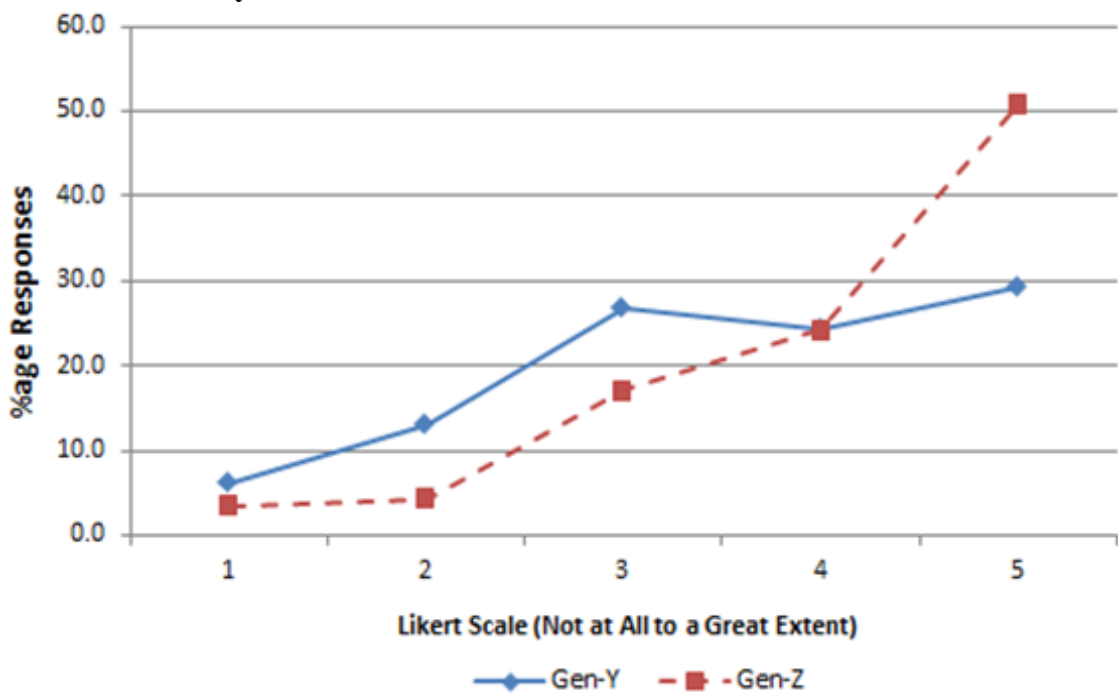


Figure B.43 – Advanced Communication Channels

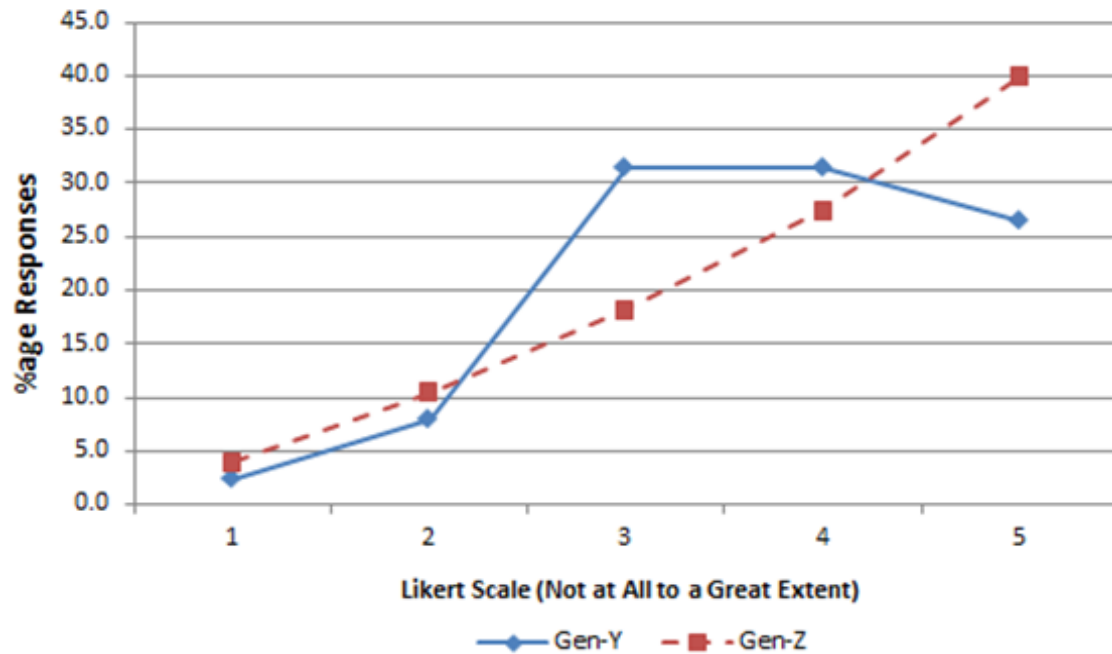


Figure B.44 – Colleagues' Knowledge Sharing Attribute

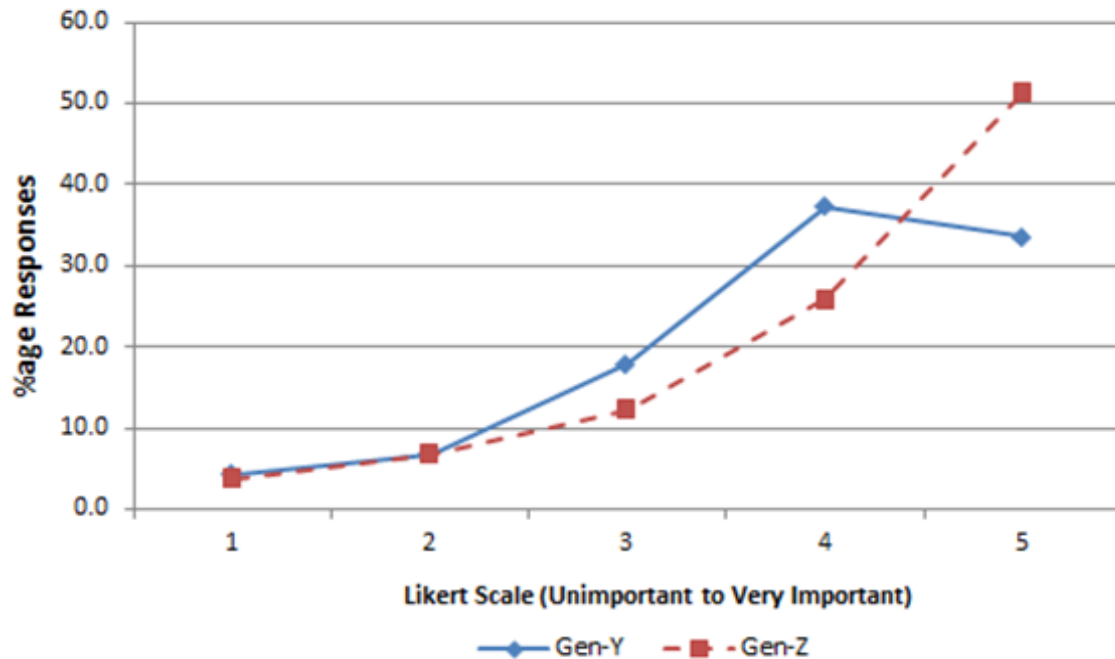


Figure B.45 – Colleagues' Reliability Attribute

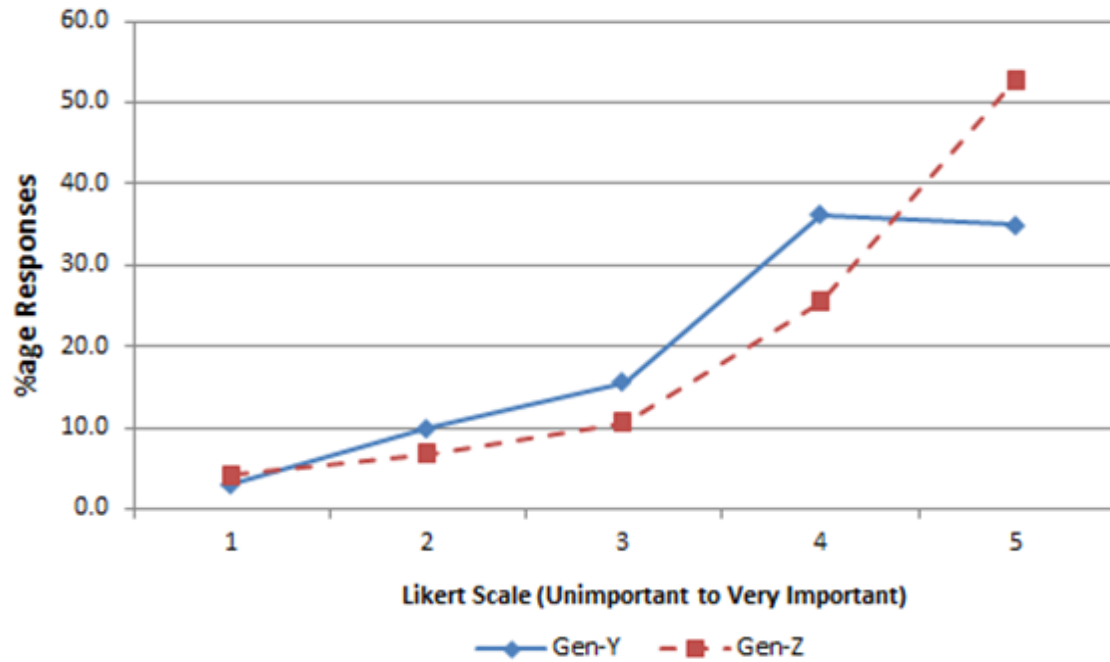


Figure B.46 – Colleagues' Responsiveness

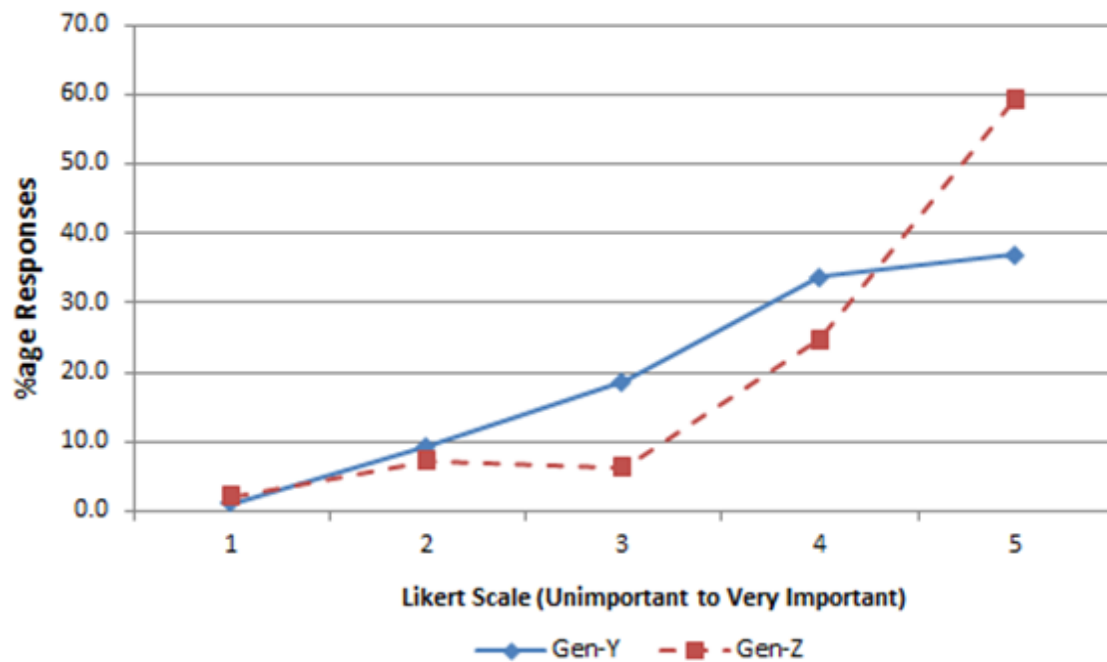


Figure B.47 – Colleagues’ Tolerating Attribute

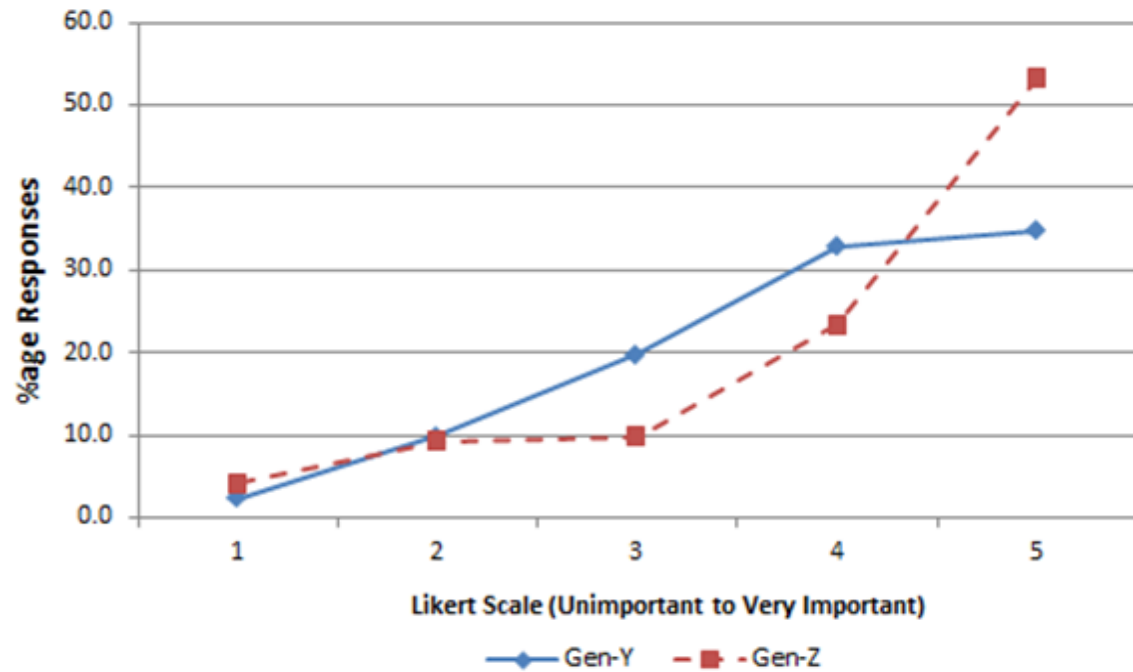


Figure B.48 – Formal Dressing

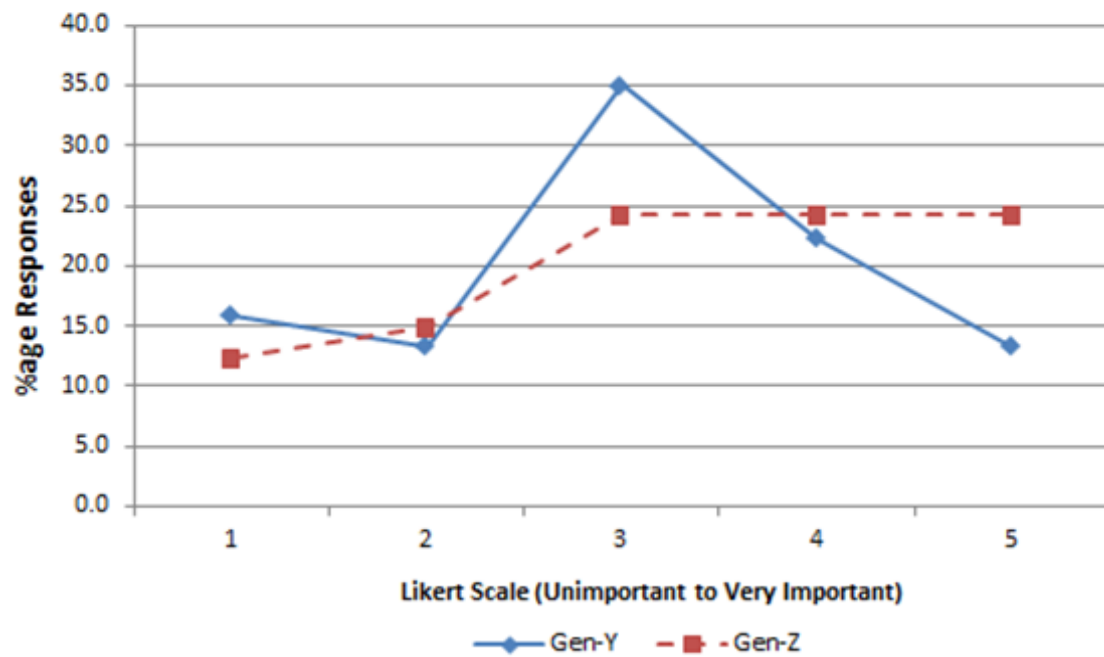


Figure B.49 – Part Time Work Options

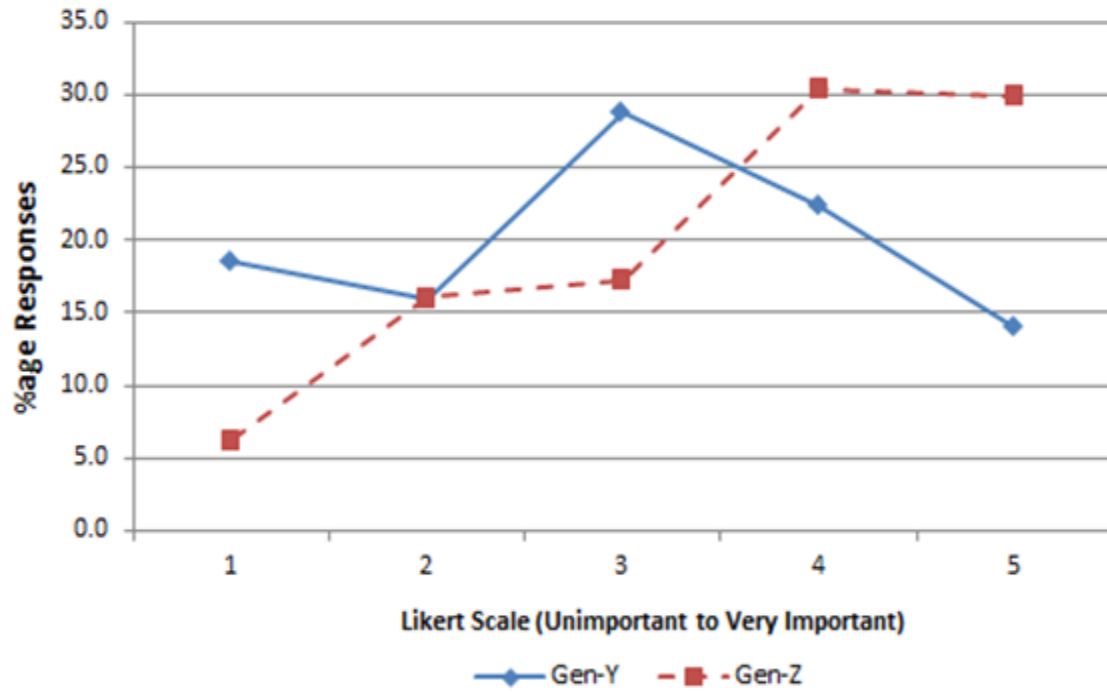


Figure B.50 – Work/Life Balance

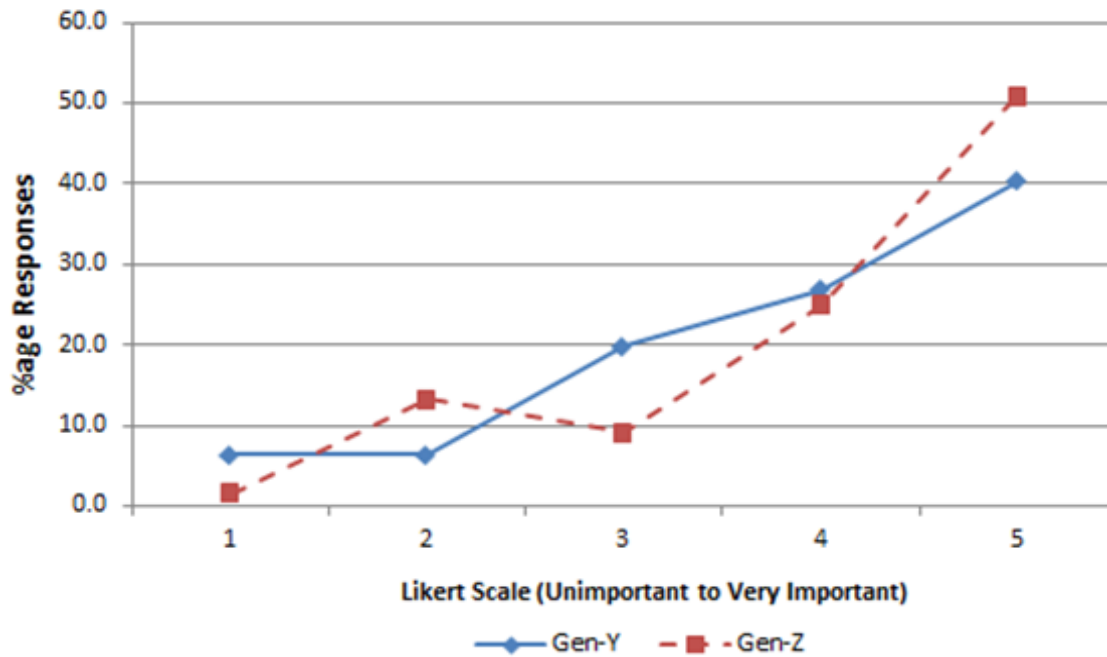


Figure B.51 – Specialised Knowledge

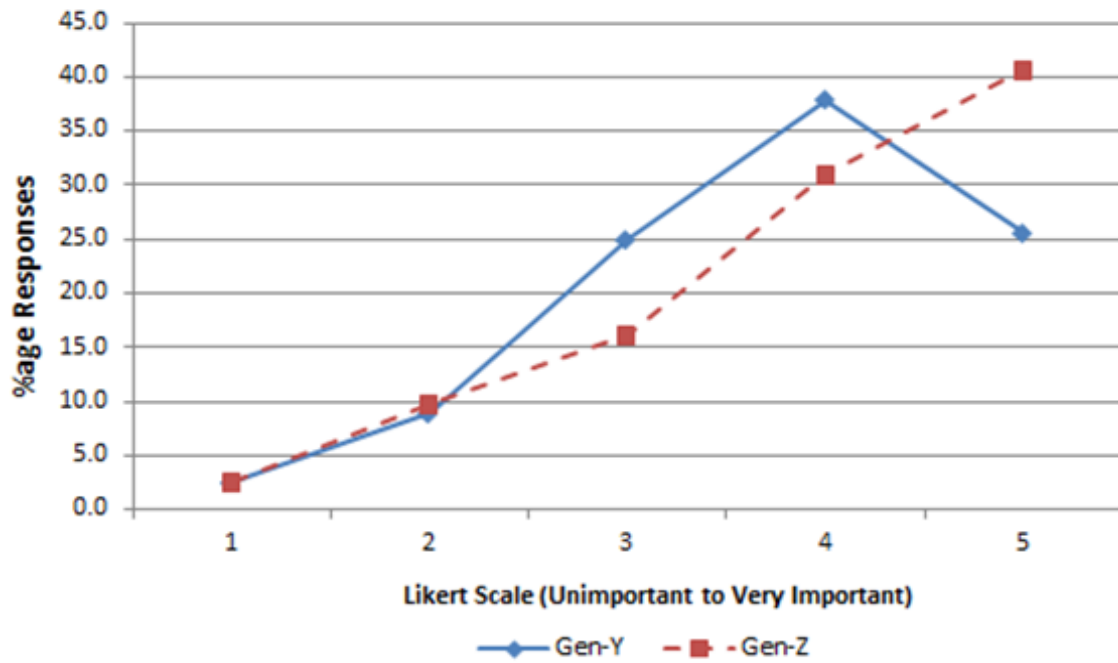


Figure B.52 – Office-Bound Job

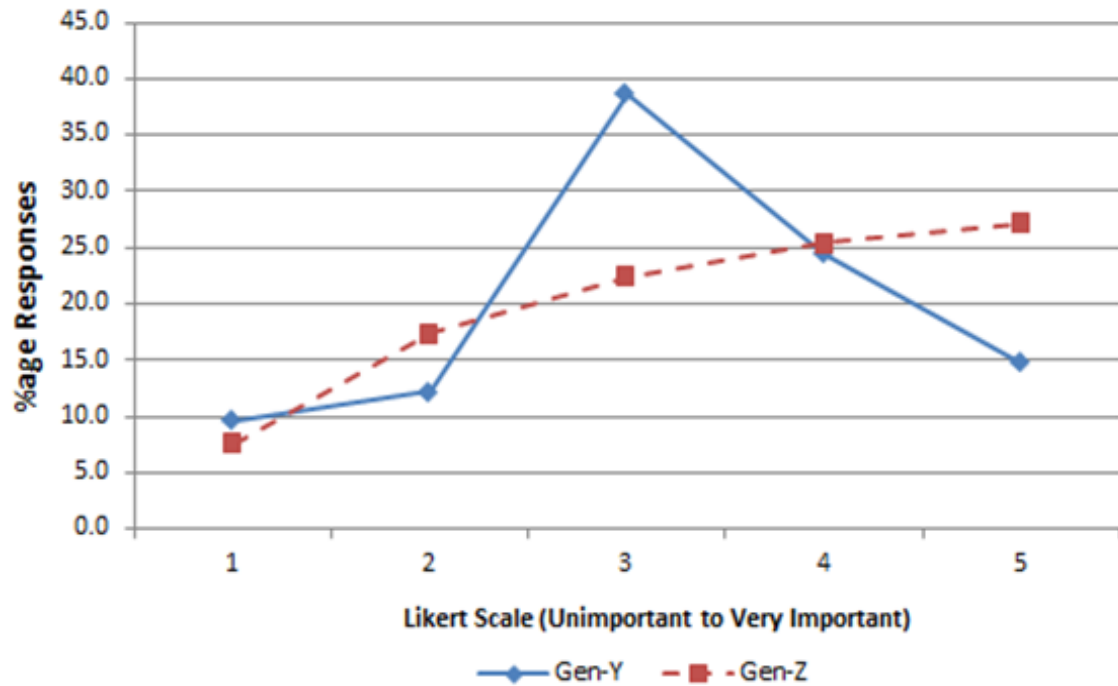


Figure B.53 – Life Expectancy

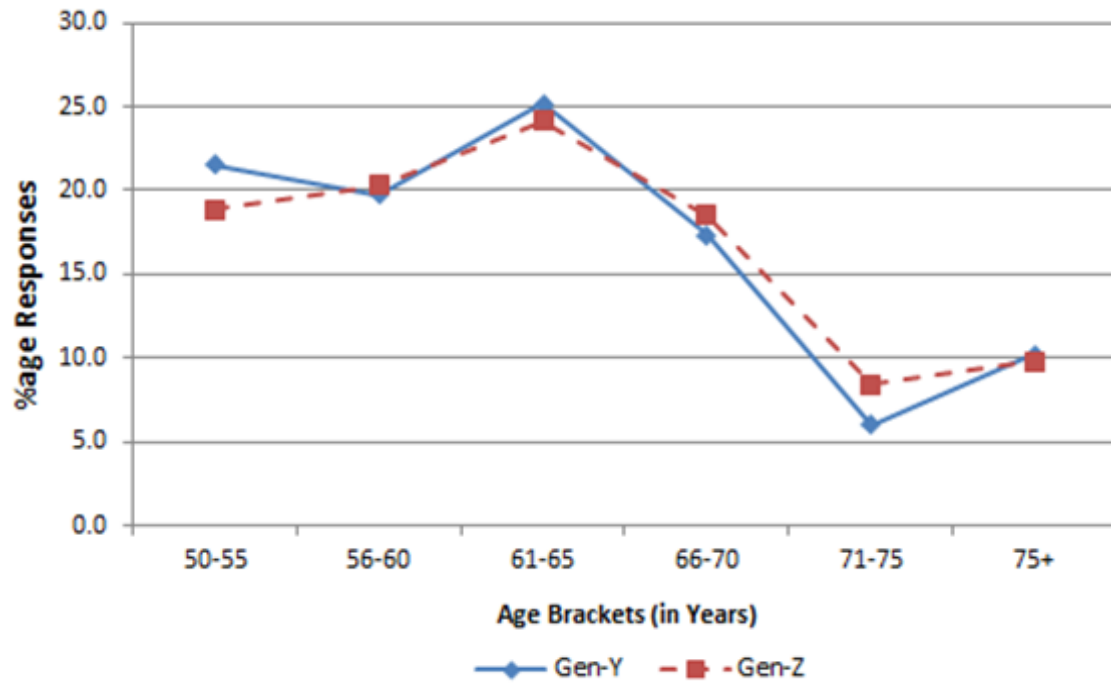


Figure B.54 – Retirement Age

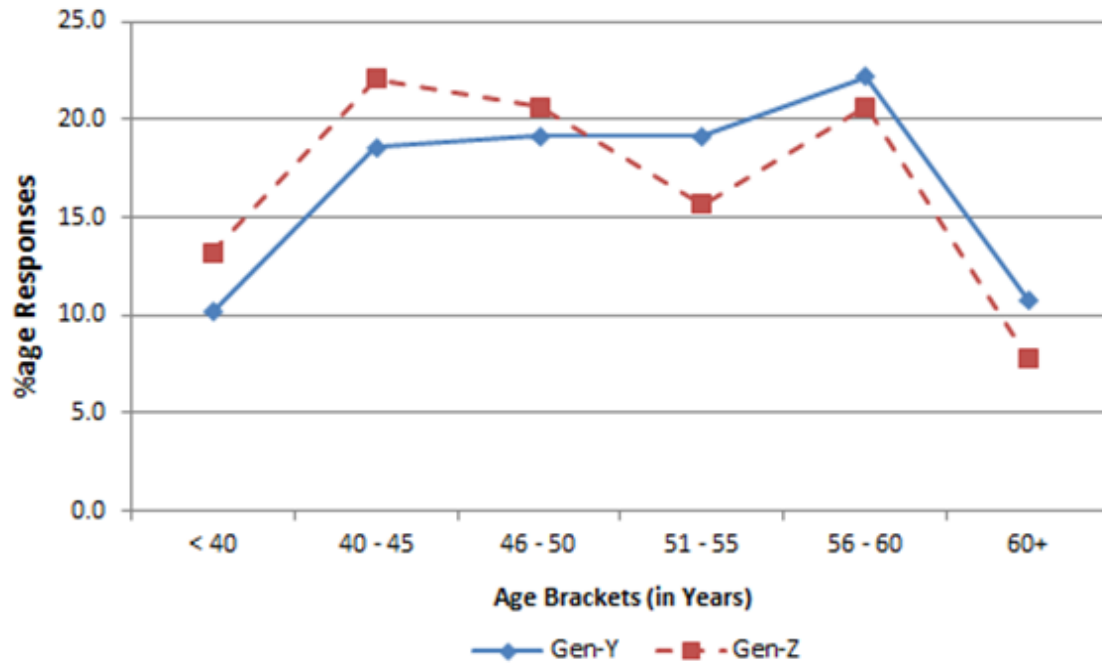
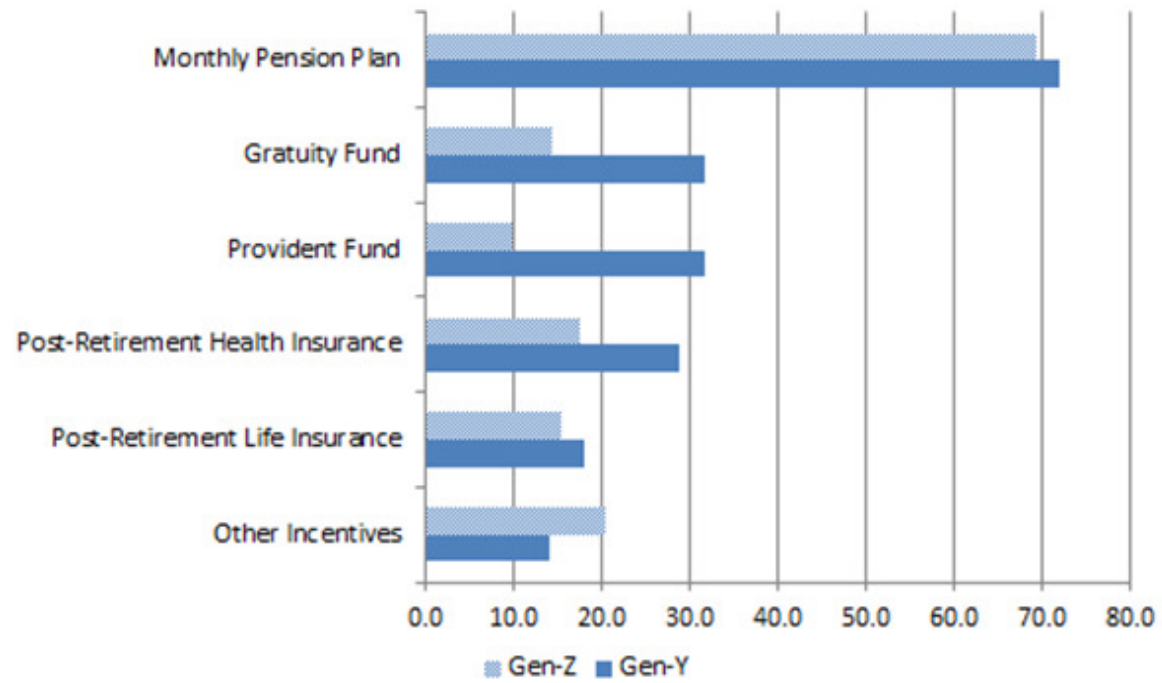


Figure B.55 – Preferred Retirement Incentives



Annexure - C

Prioritised Recommendations for HR Strategists

Table C.1: 1st Priority Recommendations for Consideration

Construct	Observed Items of Construct	Both Generation	Generation Y	Generation Z	Sig. MW Test
Compensation & Benefits	Company Provided Gadgets	.300**	.207**	.268**	.000
Compensation & Benefits	Family Support Benefits	.320**	.253**	.184**	.000
Compensation & Benefits	Financial Benefits	.336**	.320**	.185**	.000
Compensation & Benefits	Long Term Employment Benefits	.318**	.371**	.141*	.000
Compensation & Benefits	Opportunities of Professional Networking	.309**	.251**	.186**	.000
Compensation & Benefits	Employees Referral Incentives	.263**	.274**	.167**	.005
Compensation & Benefits	Salary Type	.436**	.307**	.281**	.000
Organisational Behaviour	Being part of Management Team	.243**	.286**	.204**	.047
Performance Management	Job Enrichment	.277**	.251**	.142*	.000
Performance Management	Performance Based incentives (1=Yes, 2=No)	-.321**	-.318**	-.129*	.000
Working Environment	Responsiveness	.209**	.156*	.145*	.000

** Significant at 0.01 level

* Significant at 0.05 level

Table C.2: 2nd Priority Recommendations for Consideration

Construct	Observed Items of Construct	Both Generation	Generation Y	Generation Z	Sig. MW Test
Compensation & Benefits	Risk Protection Opportunities	.256**	.252**	0.077	.000
Employees Relations	Manager's Skills to Drive Team Environment	.117*	.182*	-0.056	.010
Organisational Behaviour	Job Recognition	.258**	.287**	0.104	.000
Organisational Behaviour	Job Security	.179**	.225**	0.063	.007
Organisational Behaviour	Bureaucratic Structure of Organisation	.165**	.175*	0.083	.032
Organisational Behaviour	Recognition of Professional Qualifications	.183**	0.152	.129*	.002
Performance Management	Succession Planning	.169**	0.098	.131*	.000
Performance Management	Job Role related to Personal interest	.182**	.263**	0.038	.001
Performance Management	Sense of Achievement	.245**	.262**	0.093	.000
Recruitment & Selection	Brand Reputation	.209**	.325**	0.057	.015
Training & Development	Utilisation of Team's Skillset	.131**	.206**	-0.018	.020
Training & Development	Ability to Motivate Employees	.178**	.232**	0.007	.005
Training & Development	Personal Development Opportunities	.260**	.290**	0.102	.001
Training & Development	Professional Development Opportunities	.286**	.345**	0.058	.000
Working Environment	Quality of Life	.325**	.343**	0.109	.000
Working Environment	Reliability	.216**	.278**	0.087	.003
Working Environment	Tolerance	.165**	.216**	0.033	.003
Working Environment	Formal Dressing	.162**	0.132	.143*	.022
Working Environment	Advance Communication Channels	.122*	.179*	0.016	.034
Working Environment	Part Time Options	.158**	-0.03	.137*	.000
Working Environment	Specialised Knowledge	.174**	.183*	0.12	.011
Working Environment	Work/Life Balance	.160**	0.15	.133*	.047

** Significant at 0.01 level

* Significant at 0.05 level

Table C.3: 3rd Priority Recommendations for Consideration

Construct	Observed Items of Construct	Both Generation	Generation Y	Generation Z	Sig. MW Test
Compensation & Benefits	Model of Pay Calculation	-.200 **	-0.13	-0.066	.000
Compensation & Benefits	Market Competitive Salaries	0.055	-.225 **	0.082	.043
Compensation & Benefits	Paid Time Off (Holidays)	.192 **	0.146	0.086	.001
Employees Relations	Manager's Self-Motivation Level	.119 *	0.122	-0.007	.004
Employees Relations	Manager's Openness to New Ideas	.117 *	0.149	0.027	.031
Organisational Behaviour	Flexible Working Location/Work from Home	.106 *	0.103	-0.005	.048
Performance Management	Opportunity for Creativity	.140 **	0.134	0.063	.017
Performance Management	Formal Career Development Programs	.143 **	0.074	0.076	.001
Recruitment & Selection	Career Advancement Opportunities	.122 *	0.121	-0.049	.010
Recruitment & Selection	Continuing Education	.103 *	0.058	0.034	.018
Working Environment	Knowledge Sharing	.127 *	0.078	0.101	.003

** Significant at 0.01 level

* Significant at 0.05 level

Table C.4: Least Priority Recommendations for Consideration

Construct	Observed Items of Construct	Both Generation	Generation Y	Generation Z	Sig. MW Test
Compensation & Benefits	Equity Based Compensation Options	-0.084	-0.117	-0.004	.001
Employees Relations	Manager's Decision Making Skills	0.063	0.07	-0.031	.017
Recruitment & Selection	Technologically Advanced Company	0.046	-0.036	0.001	.011
Working Environment	Office Bound Job	0.099	0.038	0.094	.038