

Project Specification: Employee Job Satisfaction in the New Era of Post-Pandemic across Different Generations

Topic overview:

This research aims to investigate how employee job satisfaction criteria over generations have changed a lot, especially in the new era of post-pandemic. Job satisfaction is a perceptual construct so its evaluation will differ from one to another based on the experiences and expectations. Post-pandemic there are many factors emerged that contribute to job satisfaction such as work-life balance and work arrangement types. In this paper, we focused on the previous two factors adding to them the contribution of gender diversity within a workplace to employee job satisfaction.

Background Research:

This research will investigate in more depth how the employee job satisfaction criteria are different across generations and the contributing factors to employee job satisfaction in terms of work arrangements and work-life balance, especially in the new era of post-pandemic crisis.

In addition, we will investigate the relationship between gender diversity within a workplace and how this will influence overall employee job satisfaction.

A survey was conducted to measure job satisfaction between Gen Y employees and older employees (baby boomers and Gen X) within a hospitality business environment in terms of employee delight, voice, loyalty, and turnover intent (Kim, Knutson & Choi, 2015). The effect of employee voice on Gen Y employees' satisfaction is lower than the older generation employees due to Gen Yers' lack of experience and knowledge so they don't participate much in business improvements. Based on the results, employee delight had a greater effect on Gen Y compared to older generations. Moreover, the older generations tended to be more loyal than the Gen Yers, and the same goes for the turnover intent. The turnover rate of Gen Yers is higher than the older generations due to their impatience.

Sanders and Karmowska (2020) conducted interviews with employees and managers to investigate the influence of flexible working arrangements on employees in terms of job satisfaction and well-being. The resulting findings

showed that flexible work practices positively influenced overall job satisfaction while flexible work practices had both positive and negative impacts on employee well-being such as work intensification and blurred work/home boundaries leading to overwork.

There are many researches and studies conducted on work-life balance to measure its influence on job satisfaction. Silaban and Margaretha (2021) discovered that there is an influence of work-life balance on job satisfaction of 8.3%. Mas-Machuca, Berbegal-Mirabent, and Alegre (2016) revealed when managers support and encourage work-life initiatives, employees perceive a higher level of work-life balance, which leads to their satisfaction.

The satisfaction level differs based on the employees' industry they work in. For example, in the medical industry (Anuradha and Pandey, 2016), women doctors when start their careers, their work-life balance is hard to maintain but after following some coping strategies such as hiring domestic help and prioritizing tasks, they can achieve a work-life balance and eventually their satisfaction level enhanced.

The findings discovered by FIELDS and BLUM (1997) show that higher job satisfaction level is observed in gender-balanced groups compared to groups that consist of mostly men or mostly women. The workgroup gender composition directly affects the job satisfaction level, which leads to its influence within a combination of variables in the work context such as co-worker satisfaction, salary levels, and job autonomy.

Domain Concepts:

Generations	<p>There are five generations:</p> <ul style="list-style-type: none">• Traditional generation: also known as the “Silent Generation”, they were born before 1945 and most of them are retired now (Tolbize, 2008)• The Baby Boom generation: were born between 1946 and 1964 (Tolbize, 2008)
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	<ul style="list-style-type: none"> • Generation X: were born between 1965 and 1980 (PEW research center, 2019) • Generation Y: also known as “Millennials” or “Echo Boomers”, were born between 1981 and 1996 (PEW research center, 2019) • Generation Z: were born between 1997 and 2012 (PEW research center, 2019)
Job satisfaction	Job satisfaction can be the feeling of contentment and pride experienced by individuals who are gratified by or fulfilled in their work and perform it effectively based on some factors (Castaneda and Scanlan, 2014)

Sample and population:

Our targeted population for this survey is the employees, regardless of whether they work for a big organization or a startup across different generations. However, surveying the whole population will not be practical or feasible as not all the population (employees) will participate in responding to this survey and we cannot reach all the employees in all possible workplaces so a sample must be taken. For this survey, the chosen sample will consist of sub-samples of employees from the current company I work for, from the previous companies I worked for too, employees studying our course and my friends as well working in various domains. Therefore, the respondents to our survey will be from different backgrounds, countries, roles, and generations, leading to a representational sample of the entire population. Having a representative sample is crucial to obtain reliable and valid results.

Although we are trying to survey a carefully chosen sample, there is a potential bias. Collecting answers from employees that work for the same company may lead to redundant records since they are almost facing the same circumstances, but this could be solved by including employees from other companies. There is a potential bias as well when considering the students from our MSc. program since

they are overwhelmed by the workload. However, considering different generations will help us to gain beneficial insights and reduce bias.

Motivation:

I experienced a high turnover rate in my previous company before quitting and the leaving reasons differ from one employee to another. I found that colleagues whose ages are close have almost similar leaving reasons. Therefore, the motivation is to explore the motives that lead to job dissatisfaction across different generations considering the new factors that emerged in the post-pandemic era: work arrangements and work-life balance adding the gender diversity.

Research Objectives:

1. To explore the factors influencing job satisfaction across different generations.
2. To describe the impact of flexible work arrangements on job satisfaction
3. To explore the influence of work-life balance on job satisfaction
4. To explore the effect of gender diversity within a workplace on different aspects of job satisfaction such as productivity, pay and benefits

Research Questions:

1. Is there any job satisfaction and preferences across different generations?
2. Do flexible work arrangements (such as WFH, hybrid, and flexible scheduling) impact employee satisfaction?
3. Does work-life balance influence employee perceptions of overall job satisfaction?
4. Is there a relationship between job satisfaction and gender diversity within the workplace?

Research questions map to survey questions:

The below table maps the research questions to the survey questions.

Research Question	Survey Question(s)
Is there any job satisfaction and preferences across different generations?	Q6. How do you prefer to receive feedback and recognition from your supervisor?

	<p>Q7. What is the communication method you prefer to discuss stuff related to work?</p> <p>Q8. What motivates you the most in your job?</p>
Do flexible work arrangements (such as WFH, hybrid, and flexible scheduling) impact employee satisfaction?	<p>Q11. What is the work arrangement type you prefer/wish for your current job?</p> <p>Q12. What is your current work arrangement type for your job?</p> <p>Q13. To what extent do you think that your current work arrangement provides you with the resources and tools needed that help you to fulfill your job effectively? (Example: you were given a MyFi/Mobile Bundle while working from home, while working from the office it's calm and quiet which helps you focus on your daily tasks)</p> <p>Q14. Do you feel that your current work arrangement positively influences your work-life balance and overall job satisfaction?</p>
Does work-life balance influence employee perceptions of overall job satisfaction?	<p>Q4. What is your company size?</p> <p>Q5. What is your current employment status?</p>

	<p>Q9. To what extent do you feel that your current job helps you to achieve a healthy work-life balance (meeting up with friends, playing sports, reading books, doing a hobby, meeting up with family members)?</p> <p>Q10. To what extent do feel that management/supervisor support (such as encouraging personal time off and work breaks, setting reasonable workloads) influences your work-life balance?</p> <p>Q14. Do you feel that your current work arrangement positively influences your work-life balance and overall job satisfaction?</p>
Is there a relationship between job satisfaction and gender diversity within the workplace?	<p>Q15. To what extent do you feel that gender diversity within your organization positively affects collaboration, innovation, problem-solving, and overall productivity?</p> <p>Q16. Do you feel your current workplace provides equal pay and benefits rights between genders or it is biased towards a particular gender?</p>

Operational Definitions:

Working from home (WFH)	The employee works at their own home
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Survey structure and questions' flow:

The survey was intentionally designed concisely to ensure that the survey taker remains engaged and focused throughout the process. In the first page, we

introduced our intention and what data we aim to gather while emphasizing that the respondents' answers will be anonymous to reassure the survey takers so they can answer as truthfully as possible.

Then in the following page we started by collecting some demographics:

1. In which industry do you work?
2. What is your age group?
3. What is your sex?
4. What is your company size?
5. What is your current employment status?

The third page has questions about generations' preferences:

6. How do you prefer to receive feedback and recognition from your supervisor?
7. What is the communication method you prefer to discuss stuff related to work?
8. What motivates you the most in your job?

Then the following page has questions related to work arrangements and work-life balance:

9. To what extent do you feel that your current job helps you to achieve a healthy work-life balance (meeting up with friends, playing sports, reading books, doing a hobby, meeting up with family members)?
10. To what extent do feel that management/supervisor support (such as encouraging personal time off and work breaks, setting reasonable workloads) influences your work-life balance?
11. What is the work arrangement type you prefer/wish for your current job?
12. What is your current work arrangement type for your job?
13. To what extent do you think that your current work arrangement provides you with the resources and tools needed that help you to fulfill your job effectively? (Example: you were given a MyFi/Mobile Bundle while working from home, while working from the office it's calm and quiet which helps you focus on your daily tasks)
14. Do you feel that your current work arrangement positively influences your work-life balance and overall job satisfaction?

15. To what extent do you feel that gender diversity within your organization positively affects collaboration, innovation, problem-solving, and overall productivity?
16. Do you feel your current workplace provides equal pay and benefits rights between genders or it is biased towards a particular gender?
17. What is your overall job satisfaction assessment?

The intention behind keeping question 17 at the end of the survey is to let the participants consider and respond to the preceding questions before reaching question 17, as it would help create a context and prepare them for providing a truthful response.

Our survey questions are closed-ended questions to easily convert respondents' responses into data, however, not all answers fit into the provided categories. This might be fixed by providing additional categories instead of providing an 'other' category, but this might also increase the cognitive load of the questions. However, the usage of secondary data can enhance the reliability and validity of our survey data.

Secondary Data:

The secondary dataset provided by IBM Data Scientists (2023) has been extensively used in many research questions about HR analytics. The dataset measures the employee's satisfaction in relation to aspects which we have questioned in the survey such as age, work arrangement, learning and development, work-life balance, gender, etc. It would be of great interest to check whether the results from the dataset compare with the results of our survey as the dataset has been compiled very recently

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