

GEN Y ENGAGEMENT AND BRANDING: AN INTEGRATED SEM-AHP APPROACH

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Competitors

Public pressure groups

Technological Change

Government regulations



CRISIS



Only 9% of employees in India are engaged with their employers
(Gall up study, 2014)

42% highly engaged employees in India potentially leave their jobs in next 2 years (Towers Watson, 2017)

32% of employed Indians are actively disengaged in their workplace (Gall up study, 2016)

RECENT STUDIES

Multigenerational nature of the workforce makes engagement more captivating as each generation has distinctive engagement drivers

However, Gen Y is found to be the least engaged segment of the workforce worldwide

70% of Gen Y employees are leaving their jobs resulting in high attrition rates worldwide due to massive competition (Schawbel, 2018)

With about half of India's one billion people under the age of 25, Generation Y in India is the world's largest compared out of total of 1,723,911,077.00 GenY population which is 25.47% of world population.

WHY GEN Y?? (Anderson et al., 2017; Hoole & Bonnema, 2015; Nayar, 2013; Thomas, 2019; Torsello , 2019)

- ◉ Don't seek a job as much as they seek an opportunity
- ◉ More fluctuating in terms of new growth opportunities & proposals
- ◉ Youthful idealism & energy : more innovative & creative ideas
- ◉ Ambitious, optimistic, embraces change
- ◉ Entrepreneurial and business savvy, as well as technologically capable and connected.

Gen-Y

spend friends technology confident questioning fun autonomy
school university college savvy anti-hype influence forward-thinking world-view
truthful authenticity goals distrust family

OBJECTIVES

- ⦿ To identify the factors which affect the engagement level of Gen Y
- ⦿ To develop a model of employer branding for Gen Y

LITERATURE REVIEW

[TABLE 1.pdf](#)

HYPOTHESIS

- ◉ Strategic learning capability has a significant relationship with GEN Y engagement
- ◉ Intrapreneurial orientation has a significant relationship with GEN Y engagement
- ◉ Ambidextrous leadership has a significant relationship with GEN Y engagement
- ◉ GEN Y engagement has a significant relationship with employer branding

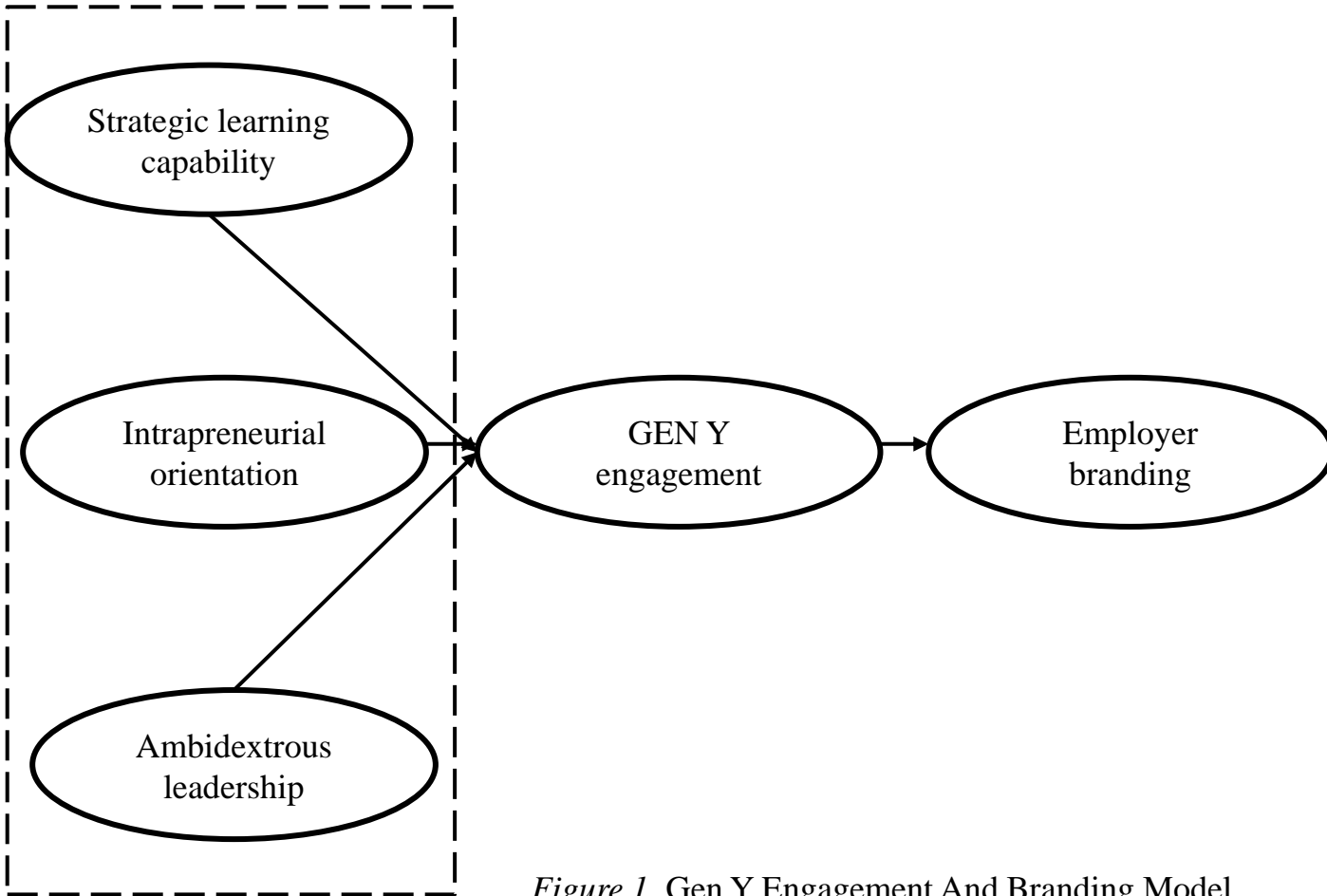


Figure 1. Gen Y Engagement And Branding Model

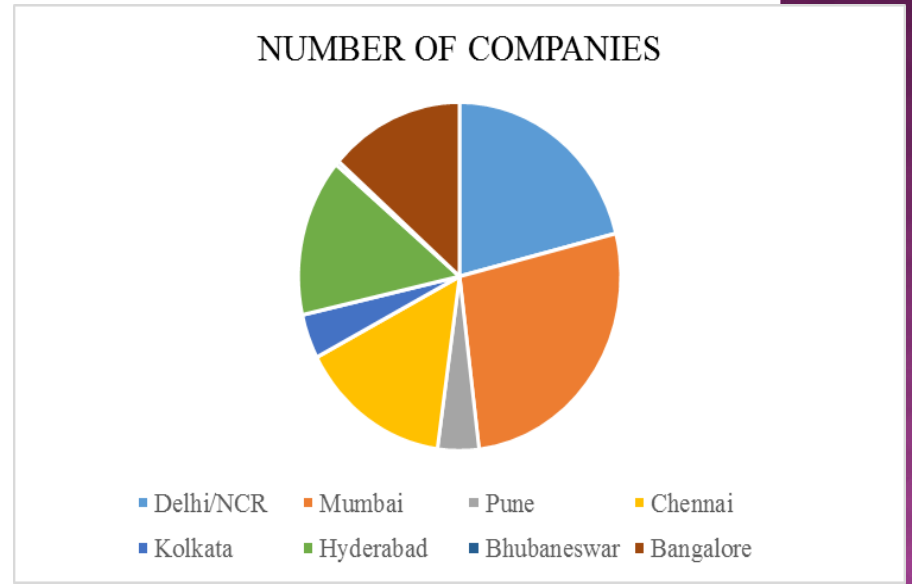
Research Methodology

SAMPLE AND PROCEDURE

- 1233 companies in the IT/ITES sector were operating in India as per the year 2015
- Lists of companies registered in the National Stock Exchange were procured from Centre for Monitoring Indian Economy (CMIE), Prowess database
- Companies were distributed in eight geographical hubs, 30 percent of these companies have been selected at random, approximately 370, from the eight regional hubs in order to give equal representation
- A large majority of companies were from Bangalore, Mumbai, Delhi/NCR regions, Chennai, and Hyderabad respectively

Table 5: Distribution of companies in eight geographical hubs

Cities	Number of companies
Mumbai	288
Delhi/NCR	224
Chennai	161
Hyderabad	156
Bangalore	144
Pune	44
Kolkata	44
Bhubaneswar	4



- From the Prowess database, list of companies, their address, and contact details were gathered
- The concerned HR managers were called and e-mails were sent to them individually
- Appointments were fixed with the HR manager to discuss about the impact of recent technological changes on the business of IT/ITES companies, and discuss the major problems of employee engagement

MEASURES

- ◉ Rosing et al.'s (2011) Ambidextrous leadership
- ◉ Sirén (2012) Strategic learning capability
- ◉ Antoncic & Hisrich (2001) Intrapreneurial orientation
- ◉ Kahn (1990); Macey & Schneider (2008) Employee engagement
- ◉ Ambler & Barrow (1996); Backhaus & Tikoo, (2004) Employer branding

ANALYSIS

- ◉ Exploratory factor analysis is performed to identify the items that disagree with common core of items to produce a multidimensional construct (Churchill, 1979)
- ◉ EFA was performed using SPSS 21.0 software to examine underlying factor structure of the constructs
- ◉ Kaiser-Meyer-Olkin test of sample adequacy was found to be 0.78, Bartlett's test of sphericity was also found to be significant at $p < .001$
- ◉ The two tests have indicated that current data is appropriate for subsequent analysis
- ◉ Reliability and validity of all the variables are measured using SPSS 20.0 and AMOS 21.0 software packages

- ◉ Reliability was measured checking internal consistency of items representing each factor using cronbach α (Nunnally, 1978)
- ◉ Convergent and discriminant validity of the construct was tested using confirmatory factor analysis (Gerbing & Anderson, 1988)
- ◉ Items with factor loadings less than 0.7 were considered as poor performing items and were eliminated (Hair *et al.*, 1998).
- ◉ Composite reliability (CR) scores values ≥ 0.6 and average variance extracted (AVE) ≥ 0.5 show consistency of measures underlying the theoretical latent construct
- ◉ Descriptive statistics and absolute fit indices of GFI (Goodness-of-fit index), CFI (Comparative fit index), NFI (Normed fit index), and RMSEA (Root-mean-square error of approximation) have been measured
- ◉ The acceptable values of all the fit indices are GFI, CFI, and NFI are >0.90 and for RMSEA <0.08 (Bollen, 1989), confirming validity of the measurement scales

FUZZY SCALE USED FOR RANKING OF DIMENSIONS

Linguistic variables	Triangular fuzzy number (TFN)	Inverse fuzzy triangular number
Equally preferred ($\tilde{1}$)	(1, 1, 1)	(1, 1, 1)
Weakly preferred ($\tilde{2}$)	(1, 3, 5)	(1/5, 1/3, 1)
Strongly preferred ($\tilde{3}$)	(3, 5, 7)	(1/7, 1/5, 1/3)
Very strongly preferred ($\tilde{4}$)	(5, 7, 9)	(1/9, 1/7, 1/5)
Extremely more preferred ($\tilde{5}$)	(7, 9, 11)	(1/11, 1/9, 1/7)

PRIORITISATION OF FACTORS

Pair-wise comparison matrix

	IO	SLC	AL
IO	(1, 1, 1)	$\bar{4}, \bar{5}, \bar{3}, \bar{4}, \bar{5}$	$\bar{2}, \bar{3}, \bar{4}, \bar{3}, \bar{2}$
SLC		(1, 1, 1)	$\bar{3}^{-1}, \bar{2}^{-1}, \bar{3}^{-1}, \bar{2}^{-1}, \bar{3}^{-1}$
AL			(1, 1, 1)

Average Matrix (for five experts)

	IO	SLC	AL
IO	(1, 1, 1)	(5.4, 7.4, 9.4)	(2.6, 4.6, 6.6)
SLC	(0.106, 0.135, 0.185)	(1, 1, 1)	(0.166, 0.253, 0.6)
AL	(0.152, 0.217, 0.385)	(1.67, 3.95, 6.03)	(1, 1, 1)

CONTINUE...

Geometric Mean Matrix

Factors	Lower TFN	Middle TFN	Upper TFN
IO	2.410311911	3.2370732	3.95329939
SLC	0.260449091	0.3248181	0.48094183
AL	0.633458984	0.9499657	1.32374425
Total	3.304219986	4.511857	5.75798548
Inverse	0.302643288	0.2216382	0.17367185

Relative Fuzzy Weights of Each Criterion

Factors	Lower TFN	Middle TFN	Upper TFN
IO	0.419394272	0.7186303	1.19784972
SLC	0.045318142	0.0721096	0.14572537
AL	0.110221863	0.2108924	0.40109451

CONTINUE...

○ Average and Normalized Weights

Factors	Average weights	Normalized weights	Ranking order
IO	0.778625	0.703365	1
SLC	0.087718	0.079239	3
AL	0.240736	0.217467	2

PRIORITISATION OF SUB-FACTORS

Factor s	Normalized priority weights	Ranking order	Sub-Factors	Normalized priority weights	Ranking order	Overall priority weights	Ranking order
IO	0.703	1	Knowledge interpretation	0.308	2	0.217	3
			Knowledge distribution	0.128	3	0.900	1
			Knowledge creation	0.042	4	0.030	7
			Knowledge implementation	0.522	1	0.367	2
SLC	0.079	3	Innovation	0.707	1	0.056	6
			Pro-activeness	0.091	3	0.007	9
			Risk taking	0.207	2	0.016	8
AL	0.218	2	Closing behavior	0.341	2	0.074	5
			Opening behavior	0.659	1	0.144	4

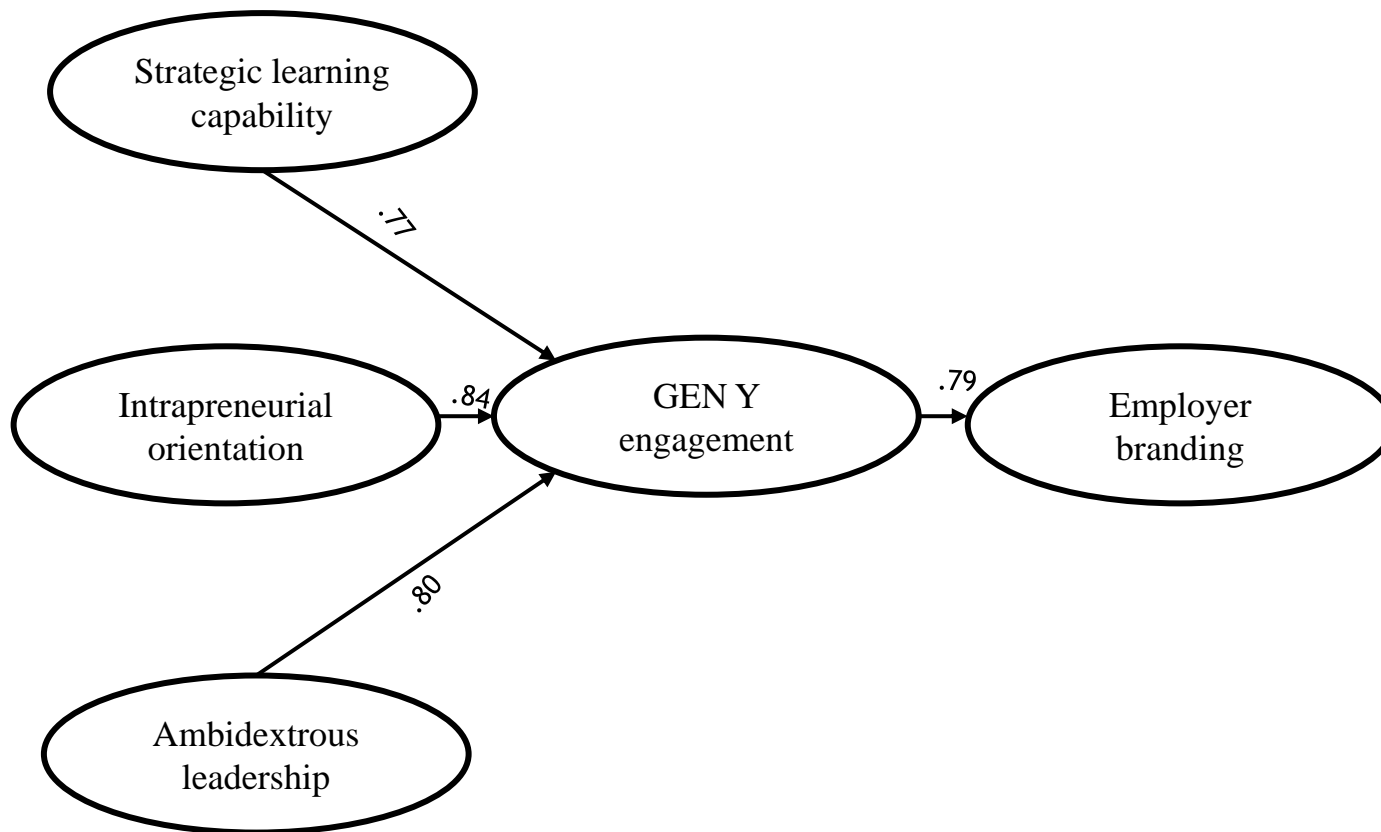


Figure 2. Hypothesized Model

Fit Measures of the Model

Conceptual model	χ^2/df	GFI	CFI	NFI	RMSEA
Hypothesized model	2.23	0.90	0.96	0.91	0.07

RESULTS

- ◉ Strategic learning capability (SLC) have a significant effect on employee engagement
- ◉ Intrapreneurial orientation (IO) have a significant effect on employee engagement
- ◉ Ambidextrous leadership (AL) have a significant effect on employee engagement.
- ◉ FAHP results illustrate that knowledge interpretation, knowledge implementation, innovation, risk-taking, and opening behaviour of ambidextrous leaders are most important in engaging millennials in IT/ITES sector.

RESEARCH CONTRIBUTION

- ◉ This framework emphasizes on the significant roles of knowledge sharing, and learning in rebuilding the psychological contract of employees.
- ◉ It highlight the importance of creativity and innovation for retaining GEN Y.
- ◉ Organizations need to make a selective cut by removing chronically poor performers, employees whose competencies are redundant
- ◉ Second, locate business and product lines that are profitable in the present and in the long term and identify key capabilities required for business and develop talent accordingly

FUTURE PLANS

- ◉ Each enabler of employee engagement identified for the present study need to be explored further and studied in details.
- ◉ A mixed method approach with both qualitative and quantitative analysis can verify the phenomenon of engaging GEN Y in a better way.

THANK YOU....