

IT'S YOUR TIME TO SHINE: WORK VALUES AND WORK ENGAGEMENT ACROSS GENERATIONS

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Abstract

The researchers conducted a study to determine the work values and work engagement of Generation X and Millennial, to find out if there is a significant relationship between work values and work engagement, and to find which work values highly predict the work engagement of Generation X and Millennial. There were 200 respondents composed of 100 Generation X and 100 Millennial employees from different companies, organization, and institution in Baliwag and Bustos, Bulacan. The respondents were drawn through purposive sampling. Descriptive-correlational design was used in this study. The instruments used were Portrait Values Questionnaire (PVQ) and Utrecht Work Engagement Scale (UWES). Data analysis utilized were Pearson Product Moment Correlation to look for the relationship of the variables, and Multiple Regression analysis to determine which of the work values highly predict the work engagement of Generation X and Millennial. The findings showed that both Generation X and Millennial put more value on conservation. In terms of work engagement, Generation X are found to be dedicated at their work while Millennial are persistent and willing to invest effort at their work, The findings also showed that there is a significant relationship between work values and work engagement. Moreover, conservation and self-enhancement work values highly predict the work engagement of Generation X employees. On the other hand, openness to change, self-transcendence, and conservation highly predict the work engagement of Millennial employees.

Keywords: work values, work engagement, generation, generation x, millennial

Companies, organizations, and different institutions are now facing the challenges of understanding and integrating the diverse generations and their diverse work values and work engagement in the workplace (Arroyo, 2011; Hansen & Leuty, 2011; Bonnema & Hoole, 2015). According to Chi, Maier, and Gursoy (2013), each generation has its own unique characteristics, values, and set of skills. Thus, having employees from different generations has created its own challenges and opportunities for companies, organizations and institutions.

Hence, work values can be defined as generalized beliefs about the relative desirability of various aspects of work and work-related outcomes (Dose, 1997), an objective, either, a psychological state, a relationship, or material condition, (Super, 1980). In the theory of work adjustment, it is viewed facets of a job that are necessary to promote job satisfaction (Dawis, 2005) and serves as positive reinforcers (Zytowski, 2000).

Similarly, Society for Human Resource Management (2004) stated that work values are the causes of most significant differences among generations as well as the major causes of conflict in the workplace. It can be a conflict on status and autonomy (Hansen & Leuty, 2011), and compensation (Fernandez, Hyde, Ives, Fleisc, Evoy & Marrum, 2012). Likewise, work values can also be a source of significant strengths and opportunities if management and guide well across generations (Lancaster & Stillman, 2002).

On the other hand, work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Salanova, González-Romá, & Baker, 2002). The study of Bonnema and Hoole (2015), states that work engagement is the solution to improve and develop the overall functions of organizations, and the individuals with organizations. According to the same study, it is the difficulty of the human resources practitioners to retain highly engaged employees as they face different factors of their work life.

There are lack of studies that explored and aimed to determine the work values and work engagement across

generations. Therefore, in line with this, the purpose of this present study is to determine the work values and work engagement of Generation X and Millennial. All the more, this study wants to determine if there is a significant relationship between work values and work engagement, and look which work values predicts the work engagement of each generation.

Significance of the Study

The significance of this study is to highlight the work values and work engagement of Generation X and Millennial for their possible supervisors, co-workers, and other concerned people.

Students. This study may help the students to give them an idea about the work values of work engagement across generation since they will be working in the near future as well.

Employees. This study will be very beneficial to the workers for them to know what kind of work values and work engagement they may exhibit. This study may also help them understand their supervisors and co-workers who belong to different generations.

Human Resource Professionals. This study will give them an idea on how to improve and develop the work values and work engagement of the employees through creating and conducting an enhancement program for their employees.

Companies, Organizations, and other Institutions. This study will give an advantage to organizations, companies, and other institutions to help them identify the different kinds of work values and work engagement, and at the same time it may serve as their basis on how to improve and develop the overall function of their organization as well as their employees. In addition, this study will give a part in organizational development.

Future Researchers. The product of the research will be beneficial to the future researchers who want to explore work values and work engagement across generations. This study may help to be one of the bases for their future research paper.

Related Literature

Generational Cohort

The generational cohort is developed by Inglehart (1977) and later made popular by Strauss and Howe (1991) because of their book entitled *The History of America's Future* (1991). They described the generation as "a cohort-group whose length approximates the span of the phase of life whose boundaries are fixed by peer personality" (p. 60). They proposed that the generation is a social construct in which individuals who were born during a similar time period experience, are influenced by historical and social contexts in such a way that these experiences differentiate one generational cohort from another generation. In another Straus and Howe's work which is *The Fourth Turning* (1997), explained the development and definition of generations. Generational cohorts are divided into four distinct cycles in which, when combined, last approximately the period of a human life (80-90 years) (Strauss & Howe, 1991). In addition, generation can also be defined as the "identifiable group that shares birth years, age location, and significant life events in critical developmental stages" (Kupperschmidt, 2000, p. 66). There are two generations included in the present study namely Generation X and Millennials. In the present study, Generation X is defined as the individuals who are born from 1976 to 1956 which ranges from 41 to 61 years of age while Millennial are the individuals who are born from 1997 to 1977 which ranges from 20 to 40 years of age.

The members of Generation X are described as cynical and skeptical (Lancaster & Stillman, 2002). who prefer a relatively informal work climate and have a weaker work ethic than previous generations. (Twenge, 2010). They are also seen as individuals who put workplace on top of the priorities over all non-work life, including family, and want a formal feedback, comment, praise from supervisors and management that yields financial compensation and/or promotion (Crumpacker & Crumpacker, 2007; Fogg, 2009).

The second generation that is included in the present study is Millennial. Millennial is also known as "Generation

Y" (Hansen & Leuty, 2011). They are commonly viewed as a technology-driven, individuals who work with multitasking group, committed and dedicated to generating a culturally sensitive, optimistic, and fun workplace (Sessa, Kabacoff, Deal, & Brown, 2007; Steele & Gordon, 2006). Since they grew up with technology, they are exposed to interactive media such as social networking, instant messaging, blogs, and especially multi-player games which have created new skills and styles of collaborating and in the Generation X with such degree that it has made them different from other previous generation (Kim, Knight, & Crutsinger, 2009). This generational cohort is presumed to prefer working with peers in a team-oriented work environment and with bosses with whom they can relate to and who value employee input (Crumpacker & Crumpacker, 2007; Lancaster & Stillman, 2002). In terms of work-life balance, members of Millennial are seen as desiring a balance that allows them to balance with work in a manner in which they still prioritize engagements with family and friends over work commitments (Myers & Sadaghiani, 2010).

Work Values across Generations

Smola and Sutton (2002), who conducted a time-lag method of study to investigate whether the work values of Baby Boomers in 1974 were similar to the work values of the same age of Generation X in 1999. The findings suggest that work values of Generation X are significantly different from Boomers. Generation X was generally found to be less loyal to the company and more 'me' oriented. This was evidenced by the answer of the members of Generation X on the survey in relation to the quickness of job promotions. Generation X also demonstrated a reduced emphasis on work, stating they would be more willing to quit work if they won a large sum of money. These findings were balanced by the result that the Generation X tend to hold a more idealistic view of work. They believe that one's work ethic is an indication of their worth (Smola & Button, 2002).

Work Values across Generations, a study conducted by Hansen and Leuty (2011), aimed to determine the work values of Silent Generation, Baby Boomer and Generation X. This study

revealed that differences among the three generations are small. However, generation influences work values more than age does. The additional finding suggests that both Baby Boomers and Generation X placed more value on compensation, co-workers, security, and working conditions. However, Silent generation placed more importance on status and autonomy than did Baby Boomer and Generation X employees (Hansen & Leuty, 2011).

On the other hand, a study conducted by Cennamo and Gardner (2008) investigated the differences in terms of work values between three generational groups which are Baby Boomers, Generation X, and Millennial who are currently in the workforce. This study had 504 Auckland employees which represent a range of industries. The result of the study suggests that both Generation X and Millennial put more importance on status and freedom than Baby Boomer (Cennamo and Gardner, 2008).

According to Lee, Hung and Ling (2012), who aimed to explore the Millennial or Millennial because there were only a few of research regarding Millennial or Millennial since it is the newest generation. The result revealed that Millennial pre-service teachers prefer quality supervisory relationships, good work environment, and quality relationships with co-workers. However, achievement, security, and intrinsic work values are secondary in importance (Lee, Hung & Ling, 2012).

In the study of Wils, Saba, Waxin, and Labelle (2011) revealed that Millennial attached less importance to self-enhancement, but more importance to conservation and openness to change. On the other hand, Generation X were also found to give less importance to self-enhancement but more importance to self-transcendence (Wils, Saba, Waxin, & Labelle, 2011).

Work Engagement across Generations

A study conducted by Arroyo (2011), aimed to determine whether and to what degree a relationship existed between generational shifting at the workplace and the level of work engagement. The study findings revealed that overall work engagement varied slightly across generations. Average scores

for vigor, absorption, and dedication varied slightly among generations. Moreover, participants within Millennials has lowest mean in Vigor. However, highest mean across generational cohorts which are Generation X and Baby Boomer is dedication. Further, the average work engagement score for Millennial was slightly lower than Generation X, and the baby boomer (Arroyo, 2011).

Bonnema and Hoole (2015) determined whether there is a relationship between work engagement and meaningful work and whether there are significant variances between the levels of work engagement and meaningful work between different generational cohort. A relationship was found to exist between work engagement and meaningful work. The findings also suggest that the Generation X experiences the highest levels of engagement and meaningful work. Additional findings suggest that a significant difference were found between Baby Boomers and Generation X and Baby Boomers and Millennial. No significant difference was noted between Generation X and Millennial. Hlongwane and Ledimo (2015) has an objective of exploring generational differences on work engagement levels of employees in a South African government healthcare institution. A total of 289 government healthcare institution employees are the participant in this study. The results suggest that there is a high level of vigor and dedication displayed by Millennial cohorts. In addition, there is a high level of absorption in all three generational cohorts which suggest that a positive perception of this dimension is likely to influence employees' high levels of absorption at work.

Park and Gursoy (2012) examined the generation effects on work engagement among U.S. hotel employees. The study covered three generations only namely Baby Boomer, Generation X, and Millennial. Survey data were administered to 677 customer contact employees in the hotel industry. The findings suggest that the effects of work engagement on turnover intention were significantly moderated by generational differences. Vigor positively influences employee retention across generations. Moreover, Millennial employees who feel significantly higher intention to leave their organizations than do

older generations. In addition, Millennial employees were found to be more notable in term of the level of work engagement as well as the relationship between work engagement and turnover intention. Overall, findings of this study suggest that engaging employees are important to enhance employees' job satisfaction, and this is more instrumental in retaining Millennial employees.

The study of Mohsen (2016) aims to explore the hotel employees' perspectives towards the three categories of employee engagement: Vigor, Dedication, and Absorption according to their generational attributes and genders. The findings suggest that both employees of both generation X and Millennial and genders are engaged through the Vigor category. The study also found that only generation X female, male employees and generation Y male employees are engaged through both Dedication and Absorption categories (Mohsen, 2016).

Theoretical Framework

Theory of Basic Human Value

The theory states that values are beliefs that when activated, they become infused with feeling. Values also refer to desirable goals that motivate action, and transcend specific actions and situations. It also serves as standards or criteria for the selection or evaluation of actions, policies, people and events. And lastly, values are important in guiding actions and can characterized person as individuals (Schwartz, 1992, 2006).

They are all values, but what distinguishes them to each other is the type of goal or motivation that they express (Schwartz, 2012). The theory defines ten basic values according to the motivation that underlies each of them: the first one is the Power, the desire to exert control over people and resources. Achievement is the second one, it is the wanting to be competent and to be organized form one's accomplishments. Hedonism is the third one, it is the pursuing pleasurable experiences, especially sensual gratification. The fourth one is the Stimulation, it is the seeking arousal by participating in exciting, new, and challenging activities. The fifth one is the

Self-direction, it is the desire to be free from external control or constraints on one's thoughts or actions. Universalism is the sixth one, it is the desire to promote the welfare of all people (including strangers) and a concern for the protection of nature. The seventh value is the Benevolence, it is the desire to promote the welfare of people with whom one has frequent personal contact. Third to the last, the eight value is the Tradition which states that it is accepting the established patterns of thought and behavior that reflects one's culture. Conformity is the ninth value and it is the need to avoid violations of social norms and expectations. And last and the tenth stated value in this theory is the Security, it is the desire to avoid danger or instability. (Schwartz, 1992).

Self-Determination Theory

The theory distinguished the difference between intrinsic and extrinsic team-level shared work values Vansteenkiste, Neyrinck, Niemic, Soenens, De Witte, Van den Broeck (2007). It proposed that individuals within teams that are characterized by more intrinsic, relative to extrinsic, work values will show higher levels of work engagement: That is, they will have a more persistent and pervasive work-related state of mind, characterized by vigor, dedication, and absorption (Schaufeli, Bakker, & Salanova, 2006). Moreover, they unravel the process through which shared work values exercise their impact and, propose that intrinsic, relative to extrinsic, team values are related to work engagement because they satisfy basic psychological needs, as defined in this theory. (Schaufeli, Bakker, & Salanova, 2006).

According to this theory attaching importance to intrinsic values reflects "employees' natural desire to actualize, develop and grow at the work place (i.e., self-development), to build meaningful and satisfying relationships with colleagues (i.e., affiliation), and to help people in need (i.e., community contribution)" (Vansteenkiste, Neyrinck, Niemic, Soenens, De Witte, & Van den Broeck, 2007 p. 253). Extrinsic work values, in contrast, pertain to striving for traditional success indicators, including prestige, status, and high income. Extrinsically orientated employees want to be superior to others and seek

social approval. (Vansteenkiste, Neyrinck, Niemic, Soenens, De Witte, & Van den Broeck, 2007).

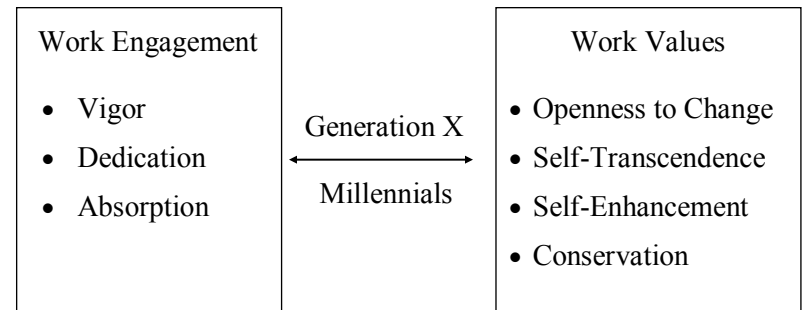


Figure 1. The study aimed to know the relationship between Work Engagement with subscales of vigor, dedication, and absorption, and Human Values with subscales of Openness to Change, Self-Transcendence, Self-Enhancement and Conservation.

Research Questions

This study aims to focus on the work values and work engagement between two different generations; the Generation X and the Millennial. Specifically, this study is directed to answer these following questions:

1. How do Generation X and Millennial differ in their work values?
 - 1.1 Openness to Change
 - 1.2 Self-transcendence
 - 1.3 Self-enhancement
 - 1.4 Conservation
2. How do Generation X and Millennial differ in their work engagement terms of:
 - 2.1 Vigor
 - 2.2 Dedication
 - 2.3 Absorption
3. Is there a significant relationship between work values and work engagement in Generation X and Millennial?

4. Which among the work values highly predict work engagement of the different generations?

4.1 Generation X

4.2 Millennial

Research Design

This study will use a descriptive-correlational design to organize and interpret data, as well as also to find out the connection of the variables (Gravetter & Wallnau, 2013). It will aim to prove and determine the differences of work values and work engagement of the Generation X and Millennial, and if there is any significant relationship between the two.

Sampling

The total participants in the study consist of 200 employees of different institutions and organizations around Baliuag and Bustos, Bulacan. Each generation has 100 participants who are qualified in the given age bracket of the specific generation. Generation X are the participants who were born from 1976 to 1956 which ranges from 41 to 61 years of age while Millennial are those who were born in 1997 to 1977 which ranges from 20 to 40 years of age. The sampling technique used in the present study is purposive sampling. It is a non-probability sampling in which the participants are selected based on the characteristics and objective of the study. (Ilker, Sulaiman, & Rukayya, 2015).

Instrumentation

Portrait Values Questionnaire

Portrait Values Questionnaire (PVQ) was proposed by Schwartz (2006) and has been validated in diverse contexts. It is used to measure the ten motivationally distinct values which are under the four subscales of Openness to Change, Conservation, Self-Enhancement, and Self-Transcendence. This instrument contains 40 items which are scored using a five-point Likert-scale from 1 (“not like me at all”) to 5 (“very much like me”). Cronbach alpha coefficients for the four subscales ranging

between .75 and .81 (Schwartz, 2006). In addition, the researchers computed for the Cronbach alpha coefficients of PVQ which is .75. Some example items in this test are “*He/She thinks it is important that every person in the world be treated equally,*” and “*It is important to him/her to listen to people who are different from him/her. Even when he/she disagrees with them, he/she still wants to understand them.*”

Utrecht Work Engagement Scale

Work Engagement is measured by assessing Utrecht Work Engagement Scale (UWES) to the respondents. The scale consists of 17 items and measures three subscales which are vigor, dedication and absorption (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Items were scored using a five-point Likert-scale from 1 (“*Never*”) to 5 (“*Always*”). International and national studies reveal that the Cronbach alpha coefficients for the three subscales ranging between .68 and .91 (Goliath-Yarde & Roodt, 2011; Schaufeli, Salanova, González-Romá, & Bakker, 2002; Storm & Rothmann, 2003). The researchers computed for the Cronbach Alpha of UWES which is .75. Some example items in this test are “*I am enthusiastic about my job.*” Another sample item is “*I am proud on the work that I do.*” These two sample items are sample statement that fall under the subscale of work engagement which is dedication.

Data Collection and Analysis Procedures

The data gathered were analyzed using Pearson Product Correlation and Multiple Regression. Pearson product correlation is used to measure and describe the significant relationship between work engagement and work values. Multiple Regression technique is used to find out what specific work value would positively predict work engagement (Gravetter & Wallnau, 2013).

Results

Table 1. Profile of the respondents.

Profile	<i>f</i>	%
Gender		
Male	100	50
Female	100	50
	N=200	100
Generations		
Generation X	100	50
Millennial	100	50
	N=200	100

Table 1 shows the distribution of respondents in terms of gender and generation with the usage of purposive sampling. In terms of gender, 100 respondents are both males and females with the total of N=200 respondents. Both genders have the same percentage of 50% each, with the total of 100%. In accordance to generation, there were 100 respondents for Generation X that ranges from 41 to 61 years age. On the other hand, there were also 100 respondents for Millennial that ranges from 20 to 40 years of age with the total of N=200 respondents. Both generations have 50% each with the total of 100%. The participants were from private companies (Banks, Hotel, and Schools)

Table 2. Descriptive statistics of work values across generation x and millennial.

Work Values	Generation X		Verbal Description	Millennial		Verbal Description
	Mean	SD		Mean	SD	
Openness to Change	3.859	.725	Little	3.719	.785	Little
Self-Transcendence	3.904	.696	Like me	3.838	.719	Like me
Self-Enhancement	3.699	.634	Not like me	3.441	.837	Not like me

(continued)

Table 2. Continuation

Work Values	Generation X		Verbal Description	Millennial		Verbal Description
	Mean	SD		Mean	SD	
Conservation	3.948	.692	Very much like me	3.869	.791	Very much like me
Work Values	3.852	.560		3.714	.667	

Table 2 shows the descriptive statistics of work values across generations. Conservation has the highest mean for Generation X (M=3.948, SD=.692) and Millennial (M=3.869, SD=.791) It reveals that the employees under Generation X and Millennial have values that emphasize order, self-restriction, preservation of the past, and resistance to change. (Schwartz, 1992). Moreover, Self-Enhancement has the lowest mean for both Generations (Generation X- M=3.699, SD=.634; Millennials- M=3.441, SD=.837).

Table 3. Descriptive statistics of work engagements across generation x and millennial

Work Engagement	Generation X		Verbal Description	Millennial		Verbal Description
	Mean	SD		Mean	SD	
Vigor	3.953	.655	Always	3.718	.767	Always
Dedication	4.024	.726	Sometimes	3.715	.644	Often
Absorption	3.898	.498	Often	3.717	.646	Sometimes
Work Engagement	3.958	.563		3.716	.648	

In Table 3, the descriptive statistics of Work Engagement across Generation X and Millennial were presented. For Generation X, Dedication has the highest mean (M=4.024, SD=.726) and for the Millennials, it was Vigor who got the highest mean (M=3.718, SD=.767). The lowest is Absorption for the Generation X (M=3.898, SD=.498), and Dedication (M=3.715, SD=.644) for the Millennials.

Table 4. Correlation of work values and work engagement in generation x and millennial.

Variables	Generation X		Millennial	
	<i>r</i>	<i>Sig.</i>	<i>r</i>	<i>Sig.</i>
Work Value and Work Engagement	.57	.005*	.91	.005*

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

The result shown by table 4 indicated that Generation X has moderate correlation in Work Values and Work Engagement ($r=.57$) ($p < .05$), while the Millennial has strong correlation in Work Values and Work Engagement ($r=.91$) ($p < .05$).

Table 5. Regression analysis of work engagement towards the subscales of work values.

Work Values	Generation X				Millennials			
	<i>B</i>	β	<i>T</i>	<i>Sig</i>	<i>B</i>	β	<i>T</i>	<i>Sig</i>
Openness to Change	.066	.085	.65	.515	.325	.393	6.654	.000*
Self-Transcendence	.058	.071	.55	.582	.291	.323	5.101	.000*
Self-Enhancement	.231	.260	2.21	.029*	.046	.059	.992	.324
Conservation	.236	.290	2.33	.022*	.241	.294	4.881	.000*

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

Table 5 reveals the regression analysis of work values. Based on the result in Generation X, the regression is significant in Conservation ($Sig=.022$); thus, it may be concluded that the Conservation work value predicts the work engagement of members of Generation X. In Beta coefficients, for every unit increase of Conservation, Work Engagement increases by .236 and t-value of 2.33. In addition, it also shows that regression is significant in Self-Enhancement ($Sig=.029$); thus, it may also be concluded that Self-Enhancement predicts the work engagement

of members of Generation X. In Beta coefficients, for every unit increase of Self-Enhancement, Work Engagement increases by .231 and t-value of 2.21

Based on the result in Millennial, the regression is significant in Openness to Change ($Sig = .000$); thus, it may be concluded that the Openness to Change highly predicts the work engagement of Millennial. In Beta coefficients, for every unit increase of Openness to Change, Work Engagement increases by .325 and t-value of 6.654.

Table 5 also shows that Self-Transcendence also predicts the work engagement of Millennial. Based on the result, the regression is significant ($Sig = .000$) in Self-Transcendence; thus it may be concluded that the Self-Transcendence work value highly predicts the work engagement of Millennial. In Beta coefficients, for every unit increase of Self-Transcendence, Work Engagement increases by .291 and t-value of 5.101. Conservation also predicts the work engagement of Millennial. Based on the result, the regression is significant ($Sig = .000$) in Conservation; thus, it may also be concluded that the Conservation work values highly predicts the work engagement of Millennial. In Beta coefficients, for every unit increase of Conservation, Work Engagement increases by .241 and t-value of 4.881.

Discussion

The present study utilizes quantitative method to gather necessary information from the employees who are under Generation X, and Millennial of different companies, schools, and other institutions in Baliwag and Bustos, Bulacan. The quantitative method was used to determine the work values and work engagement of Generation X and Millennial. This study also aims to find the relationship between work values and work engagement.

Based on the result, both Generation X and Millennials have high value of conservation. In Theory of Basic Human Values, conservation is one of the human values that emphasize order, self-restriction, preservation of the past, and resistance to

change. It is also described as having the desire to avoid danger or instability, accept the established patterns of thought and behavior that reflects one's culture, and avoid violations of social norms and expectations. (Schwartz, 1992). This is also supported by Wong, Gardiner, and Lang (2008) compared scores of different generations on the Motivation Questionnaire, the results state that Generation X and Millennial are both less motivated by power and prefer work affiliation and this results to workplace fun and prone to job engagement. It is also supported by the study of Hansen and Leuty (2011) that Millennial put more value on security which is a facet of conservation. Therefore, employees who are under Generation X and Millennial from Baliwag and Bustos Bulacan put more value on conservation. They try to conform in the workplace by accepting the established tradition to avoid violation of social norms and expectations.

However, both Generation X and Millennial have lowest mean for Self-Enhancement. In Theory of Basic Human Value, self- enhancement is the value that emphasize pursuit of one's own interests and relative success and dominance over others. It is supported by the study of Wils, Saba, Waxin, and Labelle (2011), which revealed that both Generation X and Millennial are lower in Self-Enhancement. Therefore, both Generation X and Millennial do not emphasize pursuit of one's own interests and relative success and dominance over others.

In terms of work engagement, dedication has the highest mean for Generation X. According to Schaufeli and Bakker (2004), dedication refers to being strongly involved in one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. In addition, it is also supported by the study of Mohsen (2016), which indicated that Dedication is significant to the employees of Generation X. This is also supported by the study of Arroyo (2011) which revealed that members of Generation X have highest mean for Dedication. It proved that employees under Generation X from Baliwag and Bustos, Bulacan have higher work engagement in terms of dedication therefore this generation wanted formal feedback, comment, praise from supervisors and management that yields

financial compensation and/or promotion as a return for their determination. It also implies that they are dedicated at their work because they put it on top of their priorities.

On the other hand, Millennial employees have the highest mean in Vigor. Schaufeli and Bakker (2006) indicated that Vigor describes the willingness to invest effort in one's work and refers to high levels of persistence, energy, and mental resilience while working. It is almost the same by the definition of Dietrich, Parker, and Salmela-Aro (2012), which describes that feelings of vigor has involvement in mental resilience to overcome problems and persistence. It is also supported by the study of Hlongwane and Ledimo (2015), which suggest that there is a high level of vigor displayed by Millennial cohorts in terms of work engagement. Steels & Gordon (2006) stating that this generation is commonly viewed as a technology-driven, individuals who work with multitasking group, committed and dedicated to generating a culturally sensitive, optimistic, and fun workplace. Therefore, Millennial shows their work engagement by being persistent and having an effort to invest in one's work because they are seen as optimistic and capable of working with multitasking group. It also implies that they are fun at workplace because of their high level of energy while working.

Moreover, both Generation X and Millennial have high level of work engagement but Generation X yield a better level of work engagement. For the correlation of Work Values and Work Engagement as shown in table 4, the Millennial gathered a higher score than Generation X. This is supported by Generation Theory stating that Generation X wanted balance between work and their personal lives and they also have a nontraditional orientation about time and space, that for them they don't need to be in the workplace from 9 in the morning to 5 in the afternoon as long as they are getting their work done as stated by the study of Drago (2006). Millennials are seen as employees that work within multitasking group which is supported by Self-Determination Theory stating that individuals within teams that are characterized by more intrinsic, relative to extrinsic work values will show higher levels of work engagement. They will have more persistent and pervasive work-related state of mind,

characterized by vigor, dedication, and absorption (Schaufeli, Bakker, & Salanova, 2006).

The regression analysis of Work Values revealed significance on both Self- Enhancement and Conservation for Generation X. But the regression analysis of Work Values for Millennial is Openness to Change, Self- Transcendence, and Conservation. These values that show significant levels for each generation act as predictor for their Work Engagement.

Self-Enhancement is proved to be predictor of Work Engagement by the study of Kuvaas and Dysvik (2009), which states that when an organization offer opportunities and challenges for employee development, employees become motivated, having increase their work effort in return. For the value of Conservation, the study of Twenge (2010) states that the enjoyment of the employees at work and expect social events promoted by organization every once in a while, to enhance peer interactions and social relationships is connected to job engagement. This is also agreed by O' Driscoll and Randall (1999) stating that employee's level of comfort with social interactions is connected with their level of engagement. The last value is Self- Transcendence which is another predictor of Work Engagement, the study of Sonnentag and Spychala (2012) proved this by their study saying that generalized self- efficacy, an appraisal of one's competence, has been shown to be related to proactive work behaviors such as personal initiative or taking charge.

Recommendation

It is recommended that this study be conducted in other place and larger participants to get more relevant findings of the results. It is also recommended to the future researchers to explore the work values and work engagement of specific field of work or industry.

The present study also recommends to the future researchers to explore the possible solutions to what can the companies, organizations, and other institutions do to improve

the work values and work engagement of different generations that are currently present in the workforce. The future researchers can explore different variables in connection with the work values and work engagement of different generations.

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