



Millennial workforce is influencing organizational workforce practices in Saudi Arabian market.

BY

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Abstract

There has been little research on employee engagement for millennial workers, despite the fact that it has been extensively studied by academics. The current study aims to investigate employee engagement among Saudi Arabia's millennial workforce in order to close the research gap. The relationship between work features, job satisfaction, and organizational commitment was found to be significantly and partially mediated by employee involvement. For the variable turnover intentions, the results weren't significant, nevertheless. There is a dearth of research on the millennial workforce in Saudi Arabia, which is revealing new strategies and attracting the attention of upper echelons of management by prompting them to consider and align corporate values with their dynamics. They are unwilling to combine.

Keywords: Millennial workforce; Saudi Arabian consumers; job satisfaction; influence on organization and data analysis.

INTRODUCTION

The millennial generation, which is already making a significant impact in the industry and was born between 1980 and 2000, will have a long-lasting impact on the workplace. Your company's future success depends on luring the best millennial talent. Their goals for their careers, attitudes toward their employment, and familiarity with emerging technologies will create the workplace culture of the twenty-first century. In addition to being different from earlier generations, millennials are notable because they are the largest generation since the Baby Boomer generation, which is ready to retire. Millennials make up more than half of the population in India and currently makeup 25% of the workforce in the US. 50% of the population will be millennials.

In a liberalized world where national boundaries are vanishing and a global village is growing, the labor force of the millennial generation is developing. During this period, students are exposed to a wide range of possibilities and must traverse brands, products, reviews, and opinions. students also encounter a turbulent cross-border exchange of people, goods, money, technology, and values. Their unfettered discussion and ideals to shift their loyalty while retaining their professional ambitions fuel their zest for life, which pulls

them forward in their careers. They don't feel judged if they get impatient waiting for anything that isn't perfect.

A wider grasp of the world, more aspirations for success, and higher expectations are all possible thanks to social media and information technologies. This young, motivated working age sees nothing wrong with transferring jobs in order to pursue their goals of obtaining a higher job profile, better assignment, and better income. By 2022, two-thirds of them plan to leave their existing employers. This tendency forces businesses to offer greater career advancement in an effort to keep employees from leaving their parent company and to implement an empathy-based communication strategy to close the gap between employee aspirations and business goals. It goes without saying that it is challenging to manage the demands of this generation of millennials. It is crucial to improve the regular contact between the working class and businesses in a more open and transparent manner.

Modern millennials: In light of the current economic situation, millennials have come to the realization that corporate dependability does not always translate to rewards or even long-term stability. Many millennials are undoubtedly searching for fresh opportunities and chances, even if they aren't actively seeking for a new job. 38% of the millennials surveyed who are employed indicated they were seeking for



new opportunities, while 43% said they were not actively looking but would be open to offers.

In order to carve out a stronger place in the working sector and handle the issues that develop throughout the growth period, it is essential to work diligently to preserve capabilities and enhance skills. Participating in a range of online learning programs can satisfy their thirst for information, and utilising this knowledge gives them a certain advantage at work. The reason for this is information technology. This generation is happy to invest in their personal progress because they are aware of the impact redundancy will have on their career path. Because of their ambitions, challenges, expertise, and talents, many of them went on to create successful businesses that fiercely competed with other well-known businesses of the time.

As the new ideals of the current generation become the norm, old values are fading away, and organizational authorities are becoming more flat, transparent, and communicative. These millennials prefer to address their bosses by their first names and show appreciation for them by helping them achieve their goals. The secret to success is reducing power imbalances at work and encouraging a setting devoid of hierarchical restrictions where new enterprises can flourish.

Liberty-based values necessitate a wide range of expression options. No matter one's rank, it should be encouraged to speak up and express one's personal opinion in order to foster the environment. Since liberalism, the human mind has become relatively independent and needs a place to express its thoughts. Multiple levels of platforms, including employee voice, cross-functional platforms, etc., must be developed to avoid drowning out the voices of millennials. Regardless of official stratification, they must have the courage to express their opinions, and when they triumph over their opponents, they never come across as helpless. They are implementing new strategies to promote harmony inside organizations and develop a pluralistic environment in society. As a result, millennials are now more significant and have a greater impact in the workplace. According to research from a business journal with American origins, the importance and impact of millennials in the workplace have grown as a result of workplace demographics. As the Baby Boomer generation increasingly leaves the workforce and Generation Z workers enter it, this trend paves the way for a multigenerational workforce (including Generation X as well) that will shift cultural norms in enterprises.

New cultural norms may be driven in part by the rise of Millennial managers as Millennials take on more senior responsibilities in American corporations. Over 60% of Millennial employees have direct reports, according to a research done by a technology company, reflecting their growing influence in the sector. A workforce made up of diverse generations is more likely to be managed by millennial managers in a variety of ways, such as by being more transparent, allowing employees to work from anywhere, and prioritizing meaningful work.

Literature Review

The millennial workforce has recently been discussed and investigated by academics as well as practitioners (Lai et al., 2020; Mone & London, 2018; Saks & Gruman, 2014). Employee retention is challenging given the high employee turnover rate and rising absence rates in the present labor market (Reijseger et al., 2017), which is a must for any company. It is crucial and important to engage the millennial workforce since, according to prior research, doing so is associated with greater performance (Bakker & Albrecht, 2018), established social responsibility behavior, and employee happiness. Whether or not the Millennial workforce represents the largest group of workers in any given country is up for debate. The Millennial workforce is the study's primary area of interest. It is crucial to talk about the characteristics and meaning of this generation. According to the definition used in the current study, a Millennial is "anyone born between 1981 and 1996" (Dimock, 2019).

According to Facts, Millennial Careers, Millennials are expected to make up more than one-third of the global workforce. In his research work Sociological Impact of Advertisement on Saudi Consumers, Rahman, M.N. and Naaz Sabahat (2019), Journal of Economics and Business, Vol. 2 No. 3 874–8881.

It is believed that the millennial generation has distinctive traits and qualities. Managers find it challenging to fully understand what motivates millennials since they have different expectations than older, more seasoned workers (Meola, 2016). Employers must be careful to manage expectations and recognize and reward the young talent that they are eager to keep and nurture because so many people are aiming for the top, and it is inevitable that many will eventually be disappointed. One in five people who are presently employed reported that they were already unsatisfied with the prospects for advancement in their company, with graduates from Japan, Switzerland, France, and Brazil being the most likely to do so: 40% 0% 10% 20% 30% 13% very pleased Both felt a little unsatisfied. Because they are less tolerant of high levels of stress, millennials may experience lower levels of job satisfaction and engagement. Additionally, this discontent frequently leads millennials to quit their careers and change employers (Abate, 2016). The relationship between employers and employees is changing because of

Due to their penchant for working in groups, great multitasking skills, and ability to change the workplace, this generation is changing the employer-employee relationship (Swan, 2016). The study unequivocally shows that emerging millennials or younger workers think they can accomplish anything given the right concentration and access to knowledge. Younger workers and millennials in development are defined by their vigor and optimism.

The majority of people are very ambitious and seek rapid career advancement; 56% of those polled thought they could succeed at their current employer.

Hypothesis: -

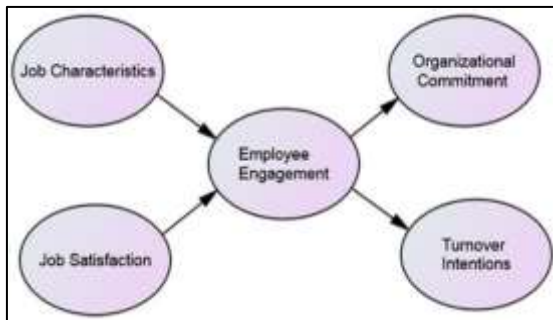
Hypothesis 1 (H1): Job characteristics are positively related to employee engagement.

Hypothesis 2 (H2): Job satisfaction is positively associated with employee engagement.

Hypothesis 2 (H2): Job satisfaction is positively associated with employee engagement.

Methodology

From April 2 to April 30, 2023, 399 Saudi respondents who agreed to participate in the poll were located in the Kingdom of Saudi Arabia. Respondents between the ages of 18 and 41 were deliberately targeted using screening questions and profile data to make sure the proper demographic was reached. This study proposes and investigates a model (Figure 1) to better understand how workplace factors like job characteristics and job satisfaction affect employee engagement and how employee engagement affects results like organizational commitment and turnover intentions. SPSS Amos 25.0 was used for data analysis.



Data Collection & Analysis

The study's participants are 400 full-time employees drawn at random from commercial businesses in Riyadh, Saudi Arabia. Employees from 20 different private sector companies were contacted and requested to participate in the study. A 1,000-employee survey was distributed, and 408 employees (N = 400) returned the completed form, resulting in a 41% response rate. Table 1 displays the respondents' demographic breakdown. The sample consisted of 240 men and 160 female respondents. 72% of respondents were married, and 75% of them were under the age of 35. As their minimum educational requirement, 31% of respondents had a high school diploma, while 69% had graduate and post-graduate degrees. The majority of the respondents had less schooling because they were younger.

| Profile | Frequency | Percentage |
|---------|-----------|------------|
| Gender | | |

| | | |
|--------------------|-----|----|
| Male | 240 | 60 |
| Female | 160 | 35 |
| Age (years) | | |
| 21–25 | 72 | 18 |
| 26–30 | 128 | 32 |
| 31–35 | 96 | 24 |
| 36–40 | 52 | 13 |
| 41–45 | 40 | 10 |
| 46 and above | 10 | 2 |
| Education | | |
| Diploma | 125 | 31 |
| Graduate | 150 | 38 |
| Post-Graduate | 125 | 31 |
| Marital Status | | |
| Married | 295 | 74 |
| Single | 115 | 28 |
| Working Experience | | |
| 0–2 years | 91 | 23 |
| 2–4 years | 110 | 27 |
| 4–6 years | 80 | 20 |
| 6–8 years | 72 | 18 |
| 8–10 years | 45 | 11 |
| More than 10 years | 6 | 1 |

Table 1

The current study utilized a multi-scale questionnaire to measure the study variables. Millennial worker engagement is measured using the 17-item UWES scale (Schaufeli et al., 2002). This measurement is comprised of three subscales: energy, devotion, and absorption. On a scale of 0 to 6 for severity, a sample item would say, "At my work, I feel bursting with energy," as it did in the original instrument. The 15 items of the job dimension scale developed by Hackman and Oldham (1980) were used to measure five aspects of a job, with the item "My job allows me the opportunity to complete the work I start" serving as an example. It was determined using a 5-point Likert-type scale (1 = Strongly Disagree to 5 = Strongly Agree)

Table 2: Mean, Standard Deviation, Reliabilities, and Inter-Correlations Among Variables (N = 400).

| Variable | M | SD | 1 | 2 | 3 | 4 | 5 |
|------------------------|------|-------|-------|-------|-------|---|---|
| 1. Job characteristics | 3.91 | 0.725 | (.79) | | | | |
| 2. Job satisfaction | 4.24 | 0.708 | .411* | (.89) | | | |
| 3. Employee engagement | 4.47 | 1.177 | .603* | .504* | (.93) | | |

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| | | | | | | | |
|------------------------------|------|-------|---------|---------|--------|--------|-------|
| 4. Organizational commitment | 3.86 | 1.086 | .562* | .549* | .763* | (.81) | |
| 5. Turnover Intentions | 2.71 | 1.002 | -.186** | -.219** | -.178* | – | (.60) |
| | | | | | | .263** | |

Note. Reliabilities are presented on the diagonal.
 $p < .01$. ** $p < .05$.

Results

Convergent validity is achieved when the loadings of the measurements to their respective conceptions are at least 0.60 (Kline, 2005). Composite reliability (CR) of all components was found to be greater than 0.6 and average variance extracted (AVE) values were found to be above 0.5. If the constructions did not meet the cut-off loading, they were not subjected to further examination. As a result, the subsequent step eliminated seven job characteristics construct items (JCM4, JCM7, JCM9, JCM10, JCM14, and JCM15), one intention to quit construct item (IQ3), one job satisfaction construct item (JS3), and two employee engagement construct items (VI4 and AB6) from further analysis. screening data for missing values and determining the normalcy of all variables were assessed in the initial stages of data analysis. Confirmatory factor analysis (CFA) was conducted with AMOS 25 to examine the psychometric properties of the measures utilized in the study. Next, structural equation modeling was used to test the suggested model as well as the relationships between the variables. The results of the confirmatory factor analysis (CFA) demonstrate that each research variable was significant and possessed psychometric characteristics. CMIN 2 = 1,188.39; $p > .05$; $df = 493$; GFI = 0.931; NFI = 0.952; TLI = 0.958; CFI = 0.963; and RMSEA = 0.058 are estimates for the model's fit. The SRMR (standardized root mean square residual) was calculated since the questionnaire includes questions with a variety of levels (for example, with ranges 0-6, and others with ranges 1-5). Each loading value was significant at $p < .001$. A model fit is deemed satisfactory when the 2/df ratio is lower than 3.00 (CFA: 2.41), and the values for the CFI and other incremental fit indices are higher than 0.90. according to Kline (2005). Additional criteria include an RMSEA value of less than 0.08

Discussion

The results demonstrate that the study's objectives, which included figuring out employee engagement among Saudi Arabia's millennial workforce and testing the proposed model of employee engagement, were met. First, the study gathered insightful data that was useful in determining the level of engagement of young Saudi employees by evaluating a number of crucial aspects, such as the work environment, recognition, perks, and growth opportunities that increase employees' dedication, vigor, and absorption at work. Employee engagement in the Saudi millennial workforce was found to be moderate. According to several employees who claimed to be less engaged, they lacked the motivation to put out the time and effort necessary to complete their work, and they weren't motivated to keep going for long periods of time.

The causes and effects of employee engagement were used in the study to test the model. The results show that job

happiness and work characteristics predict employee engagement and that this relationship between job satisfaction and organizational commitment is mediated by employee engagement. First, a positive association between work characteristics and employee engagement was hypothesized. The results are consistent with this hypothesis. Therefore, when given access to sufficient resources, a variety of tasks, proper feedback, and autonomy at work, employees are more likely to be committed to, interested in, and active in their work. Organizations must boost the resources available for the tasks in order to increase employee engagement. As the proportion of Millennial managers increases, organizational culture and norms for people management may change. Millennial managers may be more receptive to a culture that more closely matches their personalities and preferred working styles. Through the implementation of important worker initiatives by the various HR departments, this may produce a culture that values transparency, purpose, well-being, and trust. Organization development experts, HR process consultants, and change management experts may be in high demand to help businesses with executing these cultural transformations. the study proved that employees who perceive their job and work environment to be satisfactory would recompense this by exerting more involvement and engagement at work.

A third hypothesis holds that there is a positive correlation between corporate commitment and employee engagement. Results complement Ibrahim and Al Falasi's (2014) research, which found a strong correlation between organizational commitment and employee engagement. When employees are engaged at work, one should take into account how devoted and involved they are to the organization. Therefore, organizations that value employee loyalty must foster engagement among employees by providing them with adequate workplace tools and making sure that everyone is content with their work. The fourth hypothesis states that employee involvement is inversely connected to intentions to leave the organization.

Companies may develop employer branding initiatives that highlight their inclusion and sustainability initiatives in order to draw applications from younger worker groups. Gen Z and Millennial employees place a high value on purpose-driven employment. Organizations can use the following four strategies to establish a work environment that may appeal to Millennial employees' demands and retain them, particularly those in managerial roles. Companies should support a variety of flexible benefits, foster Millennials' extracurricular interests, monitor burnout, invest in their physical and psychological well-being, and promote a healthy work-life balance by moving away from traditional work requirements (such as 9 to 5 shifts, attendance tracking, dress codes, and

leaves) and concentrating on their accomplishments and strengths.

Giving Millennials opportunity and recognition, engaging with them, and keeping them updated on the state of the business are all ways a leader may show they care about the development of this generation. Meetings held once a week or once a month can accomplish this. Regularly asking for and providing feedback is another way to show that a business cares about this demographic. In order to influence change, receive helpful criticism from their bosses, and be rewarded for trying something new even if it doesn't work out as long as it furthers a broader goal, millennials need an innovative work environment.

For the Millennial generation, who want accelerated professional and personal development, growth, learning, and development are all crucial. Technology, social learning, self-learning, and on-the-go coaching are all beneficial.

Conclusion

Given the presence of the millennial generation in the workforce, any organization's survival and profitability depend on its ability to maintain a high level of employee engagement. One of the world's emerging economies, Saudi Arabia has a growing youth population that must be involved if the country is to achieve its 2030 vision and increase employee engagement. Employee satisfaction increases when given meaningful, targeted work, and the firm is better able to accomplish its objectives, making worker engagement a win-win situation. After analysis of the data, one may claim that the majority of young Saudi workers are just marginally interested in their employment. Additionally, it was shown that the relationship between job qualities, job happiness, and organizational commitment was made easier by employee involvement. It is crucial for managers to comprehend the elements that would motivate and inspire their staff to invest not only time but also energy and effort in their task.

The organizations that were chosen to be on the list of Best Workplaces for Millennials shared a number of characteristics. The goal that is most important to Millennials is giving back to the community. Businesses have given their employees a sense of pride by ensuring that they are having a beneficial impact on society through their employment.

Employees seek for management that respects and relies on them to carry out their duties. Because of this, Millennials emphasize how crucial it is to have supervisors who go out of their way to make them feel welcome and who give them important assignments. When new hires and all other employees alike are treated with respect and made to feel like team members, everyone gains confidence.

Discrimination will be addressed by any company that is willing to put out the effort necessary to establish a friendly workplace culture. In any situation, discrimination is an ongoing struggle. Regardless of whether it is driven by race, age, or any other factor, millennials maintain their rights and are against it in the workplace.

Suggestions

1. Make sure all aspects of your talent strategy contribute value and effectively support your overall business plan. Align your business strategy plan with its goals, objectives, and talent.
2. Consider the future; concentrate on where your business is going rather than where it has been. Continue to have doubts about your talent management pipeline's capacity to deliver what you need when you need it. Consider how millennials will help you fill your future skills needs. Do you use a systematic approach to planning your human resources to help you spot any potential shortages?
3. Pay close attention to fundamental positions; give the right skills to individuals who occasionally contribute to the company's value (or detract from it).
4. Ensure that measurement, benchmarking, and analytics are part of your plan. Pay attention to the components and problems related to money. Always think of your employees as a ROI. Keep an eye on the costs associated with hiring and replacing young talent.

Centralized authoritative procedures are essential for the success of the business world, therefore there is no need to live in an ivory tower and rest on an inflated ego. It is crucial to understand the changes occurring in the current period of liberalization and the values of the labor force since these millennials will do anything to help the respectable growth of their organization.

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