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## ENGAGEMENT OF EMPLOYEES OF GENERATION Y – THEORETICAL ISSUES AND RESEARCH EXPERIENCE

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In the conditions of a turbulent environment, of the fast development of technology, and of the increasing role of innovativeness in the success of enterprises, the mutual expectations of employees and employers have been changing. Employers expect from employees not only high motivation, but as great engagement as possible in the completion of business objectives. Employees have been changing as well. The labour market is being entered by Generation Y, who as employees present a different approach to work and duties. This forces employers to focus greater attention and use a different approach in selecting motivational instruments and building engagement. The purpose of this article is to identify the problems related to building the engagement of employees of the youngest generation. The authors point out the specific qualities of Generation Y based on literature, mainly from western countries, and then, based on their own research involving 382 managers and 1505 Generation Y employees from 16 Polish enterprises, indicate the distinguishing characteristics of the youngest employees. The research shows that according to the self-evaluation of Generation Y employees and the manager's opinion the level of engagement of the youngest employees is not significantly different from their older co-workers, but the research confirms the dissimilarity of Generation Y interviewee's approach to work and tasks. It brings to their supervisors as well as human resources departments a new task to search for a new organizational solutions and ways of improving work conditions to support the engagement development of young employees.

**Keywords:** Generation Y, motivating, motivation, engagement, human resources management, managers

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### 1. INTRODUCTION

Knowledge-based conditions of economics carry a change of expectations towards employees, and innovativeness, enterprise, self-reliance, and initiative have already become desirable qualities of a modern employee. In these conditions in the field of human resources management, the problem of building the high motivation of employees and their engagement is in the foreground and constitutes a priority for managers and HR department employees (European HR Best Practice Report 2011). On

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the other hand, both research and practice indicate other problems emerging in human resources management. Companies hire employees of the young generation, defined as Generation Y, which presents a different approach to work and duties and has different expectations towards work and employers than the previous generations. Research conducted in western countries confirms that Generation Y employees are a real challenge for employers who need to revise their approach to motivating and building employee engagement.

This article is the voice in the discussion on the issue whether the traits of Generation Y and its specific approach to work and duties mean at the same time lower engagement in work, and its goal is to identify problems connected with building engagement of the youngest generation' employees. Nevertheless, in order to speak about the engagement of employees of the young generation, it seems necessary to establish the range of meaning of such terms as "motivation" and "engagement" often used interchangeably and to indicate any associations, but also any differences, between those categories. In this article, based on the review of the subject-related literature, the association of two categories, motivation and engagement, has been characterized and the analysis of available research and own research results have become the basis to answer the question: is Generation Y less work engaged in comparison with the older generations?

## **2. ENGAGEMENT OF EMPLOYEES AS A MOTIVATIONAL CATEGORY**

The subject-related literature gives a number of definitions and concepts not only of engagement itself, but also its various categories, e.g. employee engagement, engagement in work (job engagement), organizational commitment. In the study, the focus was on the category of "engagement in work" (work engagement) which determines the specific state of the employees' mind, their personal attitude to work meaning enthusiasm and attachment to a performed job or the involvement of hands, mind and heart during work performance (Roberts and Davenport 2002).

It is basically impossible to point out one generally accepted concept and definition of engagement based on the literature review. Apart from the previously mentioned problem connected with the multitude of types of engagement (job engagement, work engagement, employee engagement, organizational commitment), an explanation of its nature itself, the essence of this category and its connection with employee motivation presents

difficulties. Shuck and Wollard (2010) when making the meta-analysis of the existing achievements in the scope of engagement identified a number of definitions used in literature (table 1).

Table 1  
Review of definitions of engagement

Author	Definition
Kahn	Personal engagement is the simultaneous employment and expression of a person's 'preferred self' in task behaviours that promote connections to work and to others, personal presence, and active full role performances
Maslach et al.	A persistent, positive affective-motivational state of fulfilment in employees that is characterized by high levels of activation and pleasure
Harter et al.	Employee engagement refers to the individual's involvement and satisfaction with as well as enthusiasm for work
Saks	A distinct and unique construct that consists of cognitive, emotional, and behavioural components that is associated with individual role performance
Czarnowsky	[Engaged] employees are mentally and emotionally invested in their work and in contributing to their employer's success
Macey & Schneider	<i>Trait engagement</i> is defined as the "inclination or orientation to experience the world from a particular vantage point. <i>Psychological state engagement</i> is defined as an antecedent to behavioural engagement (encompassing the constructs of satisfaction, involvement, commitment, and empowerment). <i>Behavioural engagement</i> is "define[d] in terms of discretionary effort"

Source: Shuck B., Wollard K., *Employee engagement and HRD: A Seminal Review of the Foundations*, "Human Resource Development Review", 9 (1), pp. 89-110, 2010

Based on the conducted analysis, Shuck and Wollard indicate common, but also contradictory aspects of the analyzed definitions of engagement (table 2).

Employee engagement concerns the individual, and is a personal decision that cannot be mandated or forced, a personal experience inseparable from the individualistic nature of being human. It is rooted in the psychology of the employee and observed through behaviour (Shuck and Wollard 2010). What is more, the behaviour of an engaged employee is desirable from the point of view of an organization because it means overall satisfaction, commitment, intention to stay, employee health and well-being, in-role and extra-role behavioural performance, and, finally, customer satisfaction, customer loyalty, productivity, profitability, and actual financial returns are the main outcomes of engagement and finally, the significant impact of engagement on actual financial returns has emerged (Jeung 2011). The

Table 2  
Similarities and differences in definitions of employee engagement

<b>Differences</b>	
The moment of decision making to become engaged	a) some definitions say it is a personal decision, it concerns the individual employee b) some definitions speak only of engagement in generalities, suggesting that that engagement is an organizational-level variable
The types of engagement	a) only one type of engagement b) different types of engagement (e.g. cognitive, emotional, behavioural)
<b>Similarities</b>	
The nature of the engagement	it has no physical properties, is manifested and measured behaviourally
The consequences of the engagement	adapting behaviours purposefully focused on meeting or exceeding organizational outcomes

Source: own study based on Shuck B., Wollard K., *Employee engagement and HRD: A Seminal Review of the Foundations*, "Human Resource Development Review", 9 (1), pp. 89-110, 2010

perceived positive consequences of engagement are the main reasons of the growth of interest in this subject however, the unavoidable question arises: what is the relationship between motivation and engagement?

In one of the analyzed above definitions by Macey and Schneider, engagement is treated as three separate categories: as a trait, a state and a behaviour connected with engagement. Engagement, understood as a trait, refers to character traits such as conscientiousness, initiative, tendency to positive interactions, whereas engagement understood as a state comprises feelings of energy, being absorbed, satisfaction, participation, attachment and empowerment. But engagement in reference to behaviours is understood as the fulfilment of any assigned roles beyond any imposed requirements, organizational citizenship behaviour, personal initiative, role expansion and adaptive behaviours (Inceoglu and Fleck 2010). The relationship of engagement and motivation is explained by placing engagement as one of the elements of model presentation of motivation. In this interpretation, motivation is presented as the continuum whose beginning is the constant characteristic of motivation (being motivated by something), through a situation of a specific state of motivation (a sense of being engaged) leading to showing behaviours being the outcome of motivation, e.g. effort, extra-role behaviours (Inceoglu and Fleck 2010). In such an understanding engagement means a state of high motivation demonstrated by the positive and expected behaviours of an employee.

Other interpretation of associations of motivation and engagement made in Mercer's Employee Engagement Model® is also based on the idea of the continuum where motivation is a stage in the continuum of a growing engagement (figure 1).



Figure 1. Model of engagement

Source: Sanches P., Maccauley D., *Measuring and Managing Engagement in a Cross-Cultural Workforce: New Insights for Global Companies*, "Global Business and Organizational Excellence", November/December 2006, pp. 41-50.

This model presents the evolution of employee motivation being a kind of the continuum of going through four psychological states or stages of employees' perception of their work and situations, the people around them and the expected effects arising out of participation in an organization, starting with a sense of satisfaction and finishing with full engagement (Inceoglu and Fleck 2010). Satisfied employees find pleasure in performed work, they are not dissatisfied with their work conditions, but at the same time they tend not to go "above and beyond" in their efforts. Employees with a low level of satisfaction are most often focused on things not connected with their work (e.g. family, goals out of work). The next stage in the continuum of engagement is Motivating. Besides the traits of satisfied employees, the motivated employees are extremely focused on their participation in an organization, however, they care more about the fulfilment of their own goals than those of their team or of the organization. At the Commitment stage, employees have thoroughly internalized the values and behaviours represented by the previous stages of the engagement model but have also forged a strong identification with the organization. They are loyal to the company and optimistic about its future. Above all,

they have a sense of true belonging to the organization, feeling valued and involved, and are thus resilient in response to any short-term setbacks or dissatisfactions. Advocate-stage employees have a vested interest in the organization's success. They freely contribute discretionary effort – a willingness to go the extra mile in executing projects and even the most routine work, are motivated to perform to the highest standards, and apply creative energy to their work and the work of their teams.

To sum up, it may be concluded that both motivation and engagement are the categories describing a specific approach of an employee to work. Both these concepts are tinged with a pejorative meaning, to be motivated or engaged is good, but the lack of both, motivation and engagement, is unwelcome. Both these categories are also dynamic in character: they alter due to changes of circumstances, of situations or changes in the way of thinking of employees (reevaluation). It seems however, that the basic factor differentiating these two categories is an impulse, a causative factor or, in other words, a source of both these states. In the case of motivation, the perspective to achieve the specified benefits (to satisfy the needs felt) resulting from situations is the main driver. The employee feels a specified lack, notices in the environment the possibility of its limitation or elimination and takes appropriate actions (e.g. in relation to material needs, social needs, but also to self-realization). But when the quest for fulfilment of appreciated values is the driver to act, then the term of motivation is closer to the meaning of the word “engagement”. The motives of actions undertaken by employees do not have the form of material goods or personal benefits, but they originate from the beliefs of employees and are somehow a kind of obligations arising out of the value system believed in.

The second factor differentiating these two categories are their consequences. In so far as motivation leads to decision making that brings benefits to an individual employee, the benefits in a much broader, organizational perspective are the effects of engagement.

Apart from the firm setting in values, engagement is also a category strongly associated with the emotional sphere of the employees. Within the meaning of Kahn's definition it is expressing oneself, so for an employee it may be felt as a pleasure, while in the event of motivation based on needs only, just the reward for a certain action brings pleasure. Nevertheless, it is acknowledged that engagement sets the trend for employee behaviours and may lead to keeping up their actions even in a situation of conflict of motives and attitudes. What is more, it may also incline employees towards behaviours which may seem contrary to their own interest from a point of view of an outside observer (Herrbach 2006).

### **3. CHARACTERISTICS OF GENERATION Y AND ITS ENGAGEMENT IN THE SUBJECT-RELATED LITERATURE**

One of the tasks within human resources management is caring about generational continuity in an enterprise. Young people enter the labour market with a totally different approach to employers, companies, superiors and work itself from that of their older colleagues. In western countries, the issue of generational differences and their organizational consequences has already attracted attention for many years. The results of research indicate that the traits of young employees are an extreme challenge for the managers and employees of human resources departments. Despite the high rate of unemployment, young people are willing to quit their jobs only if they do not get what they expect. They will work longer in a relevant organization, but only when the conditions and work itself suit them (*Generation Y: What they want from work* 2008).

The generation includes individuals who share common historical and social life experience leading to a belief in the same values, and consequently a similar perception of the world (Saks 2006). The generational differences draw attention due to the fact that the common experience for a relevant generation group shapes personalities, the value system, the beliefs and expectations of their members, which having been formed once, stay that way also at the stage of adulthood. According to Howe and Strauss (as cited by Reeves and Oh, 2008), belonging at the generation is decided by: a sense of belonging, common beliefs and behaviours relating to family, career, personal life, etc., and common historical placement, making people being shaped by similar historical events. Arsenault asserts that the generational values and preferences are the effect of life experience and as such remain unchanged in time and resistant to changes despite social and cultural impacts (as cited by Hutchings and McGuire, 2006).

Nowadays three generations meet in the workplace, of which the youngest, called Generation Y, defined also as Millennials or Echo Boomers, comprises people born in 1981 and later (Glass 2007). The basic differences between the generations of employees noticed in practice mean the differences in expectations of employees, their attitude to work, to duties, to superiors and to co-workers in organizational conditions. This leads to actions heading to changes in the incentive schemes of companies taking into consideration the expectations of young employees. It has to be noted as well that building engagement takes place in other conditions and may

require other instruments to be applied than those having been proven appropriate so far.

The problem of generational differences remains in a close relationship with motivating and engaging employees. Therefore, the following questions arise: whether generational differences are also observed at the level of engagement, whether young people with their totally different approach demonstrate lower engagement, and what is most important at work for Generation Y, what will decide about their engagement?

The level of engagement of Generation Y arouses many concerns, especially in context of the observed tendency to give up jobs. The results of research conducted by The Gallup Organization showing that barely 13% of employees were fully engaged in work in 2011-2012 (*State of the Global Workplace 2013*) may be used as a point of reference and of assessment of the engagement level. The largest number of engaged employees are in the USA and Canada (29%) and Australia and New Zealand (24%), whereas in the countries of central of eastern Europe the share of such employees is only 11%. Poland has considerably higher proportions than other countries because, according to the report, 17% of Polish employees are engaged, whereas 15% of Polish employees are those least actively engaged. To compare, those values are 11% and 33% for Hungary and 8% and 30% for the Czech Republic, respectively.

In research carried out in the United States in autumn 2013 by Modern Survey among 1000 employees working under employment contracts in companies hiring more than 100 employees, the fully engaged employees are 13% of the surveyed, while 26% was determined as those moderately engaged (*State of Engagement 2013*). Assessing engagement with a chosen method by Modern Survey did not show any significant discrepancies between the engagement of the employees of different generations. What is more, the largest number of the fully engaged employees was found just among those of Generation Y (14%), whereas there was 11% of such employees in Generation X and Baby Boomers.

In research conducted in Poland by a team of M. Juchnowicz, the average percentage value of work engagement in the surveyed companies was 62% (Juchnowicz 2012), while the percentage value was differentiated in the separated age ranges. It is not possible to make a generational division in this research, however it may be accepted that Generation Y comprises two separate age groups within it. One includes employees up to 25 years old and for them the rate of work engagement was 56%. In the second age group of those from 26 to 35 years old work engagement was at the level of 64%.

Thus in this research, the rate of engagement for the youngest employees was 60% on average. So the assumption that the engagement of Generation Y is much lower than in the older generations has not been confirmed.

As to the priorities of Generation Y, the research results available in the subject-related literature indicate several major factors. Research carried out in the companies of the financial sector of the 17 most developed countries in the world allowed to conclude that in their jobs the employees of Generation Y first of all look for satisfaction, the main source of which is their sense of being independent, respect and conviction to be an important somebody (*Beyond the Baby Boomers* 2007). The possibility to cooperate with their peers whom they treat as friends and with whom they are eager to spend time, also outside work, is very significant as well. Other researchers confirming those findings to some extent point to good leadership, the possibility of development and a possibility to present their advantages as an essence of employment of Generation Y (*Generation Y: What they want from work* 2008). Flexible work hours (differences among the individual countries were revealed) and conditions to reconcile work with personal life despite of the great focus on self-development are also important for them. Young employees also pay attention to the transparency of communication and interrelations, and remuneration is a kind of feedback from the employers – the remuneration shows the value of an employee. For Generation Y the phenomenon called “job hopping”, i.e. the frequent changes of jobs, is also natural. For young people this is not a problem, and in contrast to the older generations they do not see the security of employment as a value.

#### **4. ASSESSMENT OF GENERATION Y AND THEIR ENGAGEMENT IN OPINION OF THE SURVEYED MANAGERS**

The presented research results are the outcome of a research grant whose goal was to identify the problems related to motivating and engaging employees of Generation Y seen from the perspective of two parties, i.e. both, the employees themselves and managers. Therefore, two surveys in an electronic version were the research instruments, one of them addressed to the employees of Generation Y, the second to their managers. Research was carried out in the period from March 2013 to January 2014 among the employed in 16 companies located in the Dolnośląskie Voivodeship and the Podkarpackie Voivodeship.

The survey addressed to the managers was completed by 382 persons, comprising 50% of women and 50% of men. Persons with university education (82%) predominated, and 18% of the respondents had a secondary education. The largest number of the surveyed managers were in the age group of 35 to 45 years old (45%), and not much less, 44% were persons up to 35 years old, 11% of the respondents were more than 45 years old. Managers participating in the research had a 14-year general employment service, and as persons holding managerial positions they had almost a 7-year experience on average. Among those surveyed, 91% were managers employed in the human resources departments, and 9% of the respondents held managerial positions in HR departments. The managers were informed about the age of employees representing the Generation Y cohort during the survey.

In the conducted research the strengths and weaknesses of Generation Y perceived by their superiors were identified, while in pointing them out they took into consideration the perspective of the company they work for (figure 2). It turns out that each element of a 'cafeteria-style' checklist, prepared on the basis of literature concerning such 'cafeteria-style' checklists, was assessed positively by more than half of the surveyed. The following traits of the employees of Generation Y gained the lowest percentage of the positive indications of the managers: difficulties in acceptance of company objectives (54%), difficulties in non-standard problems solution (56%) and difficulties in compliance with the rules, principles and project attitude (59% each).

The analysis of the responses of the surveyed managers allowed to find that most often they notice the following traits in the employees of Generation Y: openness to new challenges (90%), a sense of self-confidence (88%), ease of finding themselves in across-cultural environment (86%), the need of self-development (85%) and activeness (81%). Considering only the responses "yes", it turns out that a sense of self-confidence (48%) and the need of self-development (41%) were the most supported, while both those traits were placed among the most often pointed out by the surveyed (aggregate responses "yes" and "rather yes"). Demanding attitude turned out to be the third trait of Generation Y most often indicated by the response "yes". This trait of the young employees was pointed to very often in the descriptive responses as well. The analysis of these responses allow to conclude that for managers such an attitude means an exaggerated individualism; taking care only of one's own good; excessive and unrealistic

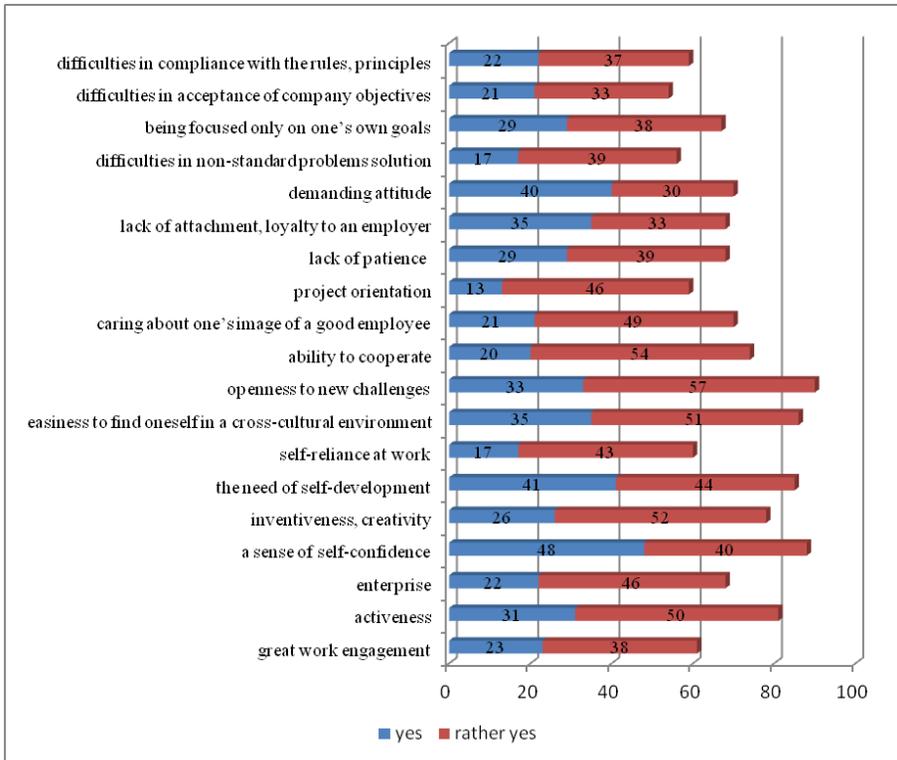


Figure 2. Strengths and weaknesses of the employees of Generation Y in managers' opinion (in %)

Source: based on the conducted research

expectations (inappropriate for this stage of career); unreasonable expectations as to the amount of remuneration, work hours; but also impatience and the will to have everything straight away, along with a huge tendency to quit the job. In the opinion of the surveyed, the employees of Generation Y show a tendency to notice things due and entitled to them, and forget the things they should give themselves.

In the process of analysis of the collected research material there were also statistical calculations in order to check the relationship between the managers' responses as to the perceived strengths and weaknesses of the employees of Generation Y and their gender, level of education, type of position held and place of work (employment in the relevant organization), and also age, total length of employment service and length of employment

service in a relevant company<sup>1</sup>. It turns out that two factors influenced the responses of the surveyed most often, that is place of work and total length of employment service. Both those factors showed a relationship with the managers' assessment of 14 (out of 19 offered) weaknesses and strengths of the employees of Generation Y. This may mean that work conditions encourage (or not) displaying specific qualities by employees, but also the significant impact of the organizational and cultural conditions of an organization on managers' opinions as well as their experiences, is visible.

One of the traits assessed by the managers in the conducted research was the work engagement of the employees of Generation Y. The research results show that a great engagement was not the trait of the employees of Generation Y noticed by the superiors most often. Among the surveyed 61% notice their exceptional engagement, but only 23% decidedly express such an opinion (response "yes").

The surveyed managers were asked twice to assess the engagement of the employees of Generation Y. They were to give one assessment from the perspective of the company they currently work for, while the second was the result of their personal experience (also this one outside current work). The responses are presented in figure 3.

Differences in the assessment of Generation Y employees' engagement by managers are visible with respect to the positive opinion, however, the total difference is small (4.7%). Yet the percentage of responses where the respondents assess that the employees of Generation Y do not show any great engagement is similar in both cases. So it may be said that more than 60% of the respondents (61% and 66%, respectively) assess the engagement of the employees of Generation Y positively.

The issue of engagement of Generation Y employees was the subject of the opinions of the individual surveyed managers as well. In so far as the analysis of the percentage values allows us to state unanimously that more than a half of the surveyed evaluates engagement of the young employees positively, the open responses are not that unanimous. Some respondents praise Generation Y for its energy, enthusiasm for work, a high level of

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<sup>1</sup> The qualitative variables were tested for independence using Pearson's  $\chi^2$  test – where the null hypothesis  $H_0$  states that the variables are independent. Assuming the level of significance  $\alpha = 0.05$ , test probability  $p$  was calculated for the assumed hypotheses. If  $p > \alpha$ , then the collected empirical material does not justify the rejection of the null hypothesis that the variables are independent; if  $p < \alpha$ , then the tested null hypothesis was rejected based on the collected empirical material. The quantitative and qualitative variables were tested for independence using the Kruskal–Wallis ANOVA test.

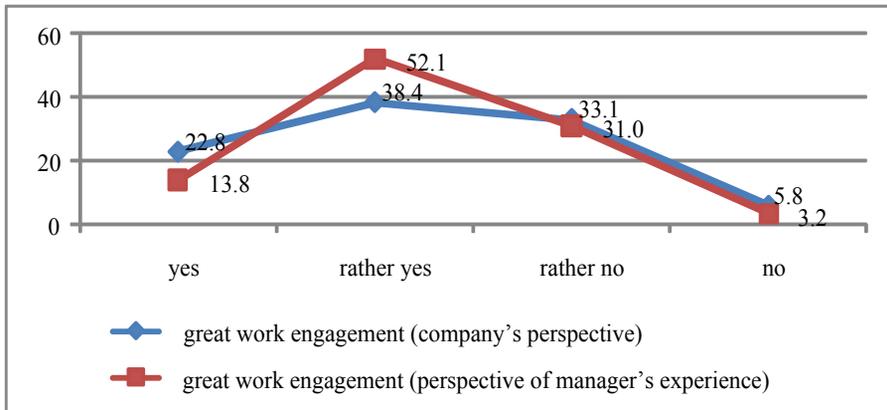


Figure 3. Managers' assessment of work engagement of the employees of Generation Y (in %)

Source: based on the conducted research

engagement. However, in descriptive opinions the negative utterances predominated in which the managers indicated the following weaknesses of Generation Y: lack of engagement, minimalism (*following the line of least resistance when performing tasks*); indifference while implementing entrusted objectives (*they do what they were told to do, but that's not their problem*); initial eagerness, enthusiasm which burns out in a short time; lack of responsibility and loyalty towards company and co-workers; reluctance to do anything out of work hours for the company and a desire to obtain profits with the least effort. In the managers' responses there were also opinions pointing out the difficulties in determination of vices and virtues of Generation Y due to an enormous difference in approach to work, and duties between the young generation and the older generations. One may not speak about the same expectations towards young employees who grew up in totally different conditions and who have a different idea of work which should make sense for them, and not only be a source of income.

The assessment of engagement of the employees of Generation Y by their superiors is diversified. Managers notice eagerness, and enthusiasm, although they also point to certain phenomena characteristic for Generation Y, and difficult for them to accept at work.

## **5. SELF-ASSESSMENT OF ENGAGEMENT OF GENERATION Y – OWN RESEARCH RESULTS**

The survey for the employees of Generation Y was completed by 1505 persons born in 1981 and later. Among the respondents females were 54%, and males 46%. The average length of employment service of the surveyed employees was 6 years, while the length of employment service in their current place of work was 4 years. Among the respondents, 55% were single and 45% married. In the surveyed group, persons with university education predominated (67%), there was a far lower number of persons with secondary education (28%) and a small percentage of those with basic vocational education (5%). The structure of respondents regarding their positions was as follows: 49% of the surveyed were employed in executive positions, 42% – in specialized positions, and 9% held managerial positions (8% of a lower level and 1% of a higher level). Among the respondents, 45% have experienced unemployment during their career, while 55% have never had such experience.

The surveyed employees of Generation Y were asked to assess whether they are more engaged in work compared to the older generations. In their responses 55% agreed with that statement, and 45% did not see any generational differences in the level of engagement. Hence in terms of the level of engagement only 5% more of the employees of Generation Y assess engagement of their generation as higher than that of older persons. This means that young employees do not notice significant differences in the level of engagement in comparison with the older employees.

However in the question regarding self-assessment of one's own engagement in task completion, 67% of the surveyed responded "definitely yes", while only 30% responded "rather yes". At the same time, a significant percentage of respondents (78%) admitted that the employees of Generation Y are less attached to their employers than their older colleagues. The surveyed employees of Generation Y as far as engagement is the question, do not assess themselves significantly higher, but recognize the fact they are less attached to their companies, which means a greater tendency to leave their job.

As has already been shown in theoretical deliberations, job engagement results in specific behaviours going somehow beyond a standard task completion. In our research, the surveyed were asked about readiness to take such actions (figure 4).

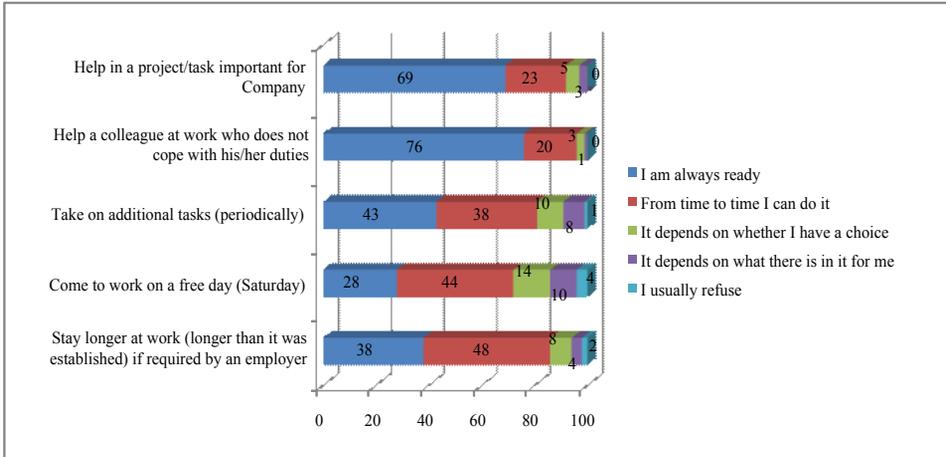


Figure 4. Readiness of the employees of Generation Y to additional effort (in %)

Source: based on the conducted research

Most often the surveyed employees of Generation Y declare readiness to help their colleagues at work (76%), but also a significant percentage is interested in helping their company in completion of an important task/project (69%). The lowest percentage of the respondents is ready to sacrifice a free day (Saturday) for work (28%), but already 38% of them are willing to stay at work longer if required.

### SUMMARY

The level of engagement of the employees of Generation Y does not diverge significantly from the engagement of the older generation, which is confirmed by the subject-related literature, available research as well as own research results. Employees of the young generation are willing to help their colleagues, understand the need of extraordinary situations in the company, but they are not committed to an extraordinary effort in a longer period of time and by sacrificing their own free time. The qualities which distinguish young people from their older colleagues are openness to new challenges, a sense of self-confidence, ease of finding themselves in a cross-cultural environment, the need of self-development, activeness, but also inventiveness, creativity, ability to cooperate, caring about their own image and a demanding attitude. The perception of engagement of the employees

of Generation Y by their superiors depends largely on the specific organizational conditions and its organizational culture.

No significant differences in the levels of engagement of the employees of Generation Y vs. older generation have been found. This was also supported by the self-assessment of the employees of Generation Y presented in our research despite the fact that the surveyed managers do not point out engagement as a strength of the employees of Generation Y. The presented research confirms the dissimilarity of Generation Y's approach to work and tasks, which means that improving the practices in scope of human resources management requires the constant monitoring of the values and of the expectations of young employees and searching for new organizational solutions in which the mutual cooperation of an employer with an employee would bring expected benefits to both parties. This will increase employee engagement and their job satisfaction.

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