

# Concerns And Influencing Factors For Millennial Workforce's Engagement In The Aviation Sector In Delhi/NCR Region

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## Abstract

Employees' attitudes and actions toward their jobs are major factors in the success of any business. The pilots, flight attendants, and ground service professionals who run an airline are key to its efficiency. This study aimed to determine what factors, if any, influence employee engagement. The goals of this research were to examine the factors that influence millennials' level of engagement at work in the Indian airline industry, and to determine how demographics influenced the research outcomes. We took a representative sample of 200 people and split them into three age categories: Baby boomers group (32-41 years old), generation X group(32-37 years old ) and generation Y group (26 -32 years old). Employee engagement was also divided down into five categories. The current research made use of a variety of methods, including analysis of variance (ANOVA), Chi-square testing, descriptive statistics, and percentages analysis. There is a strong correlation between the five chosen criteria of job engagement and job performance in the aviation industry, according to the research.

**Keywords:** Employee engagement, millennial, Indian airline industries etc.

## 1 Introduction

An organization can't succeed without its employees. As a result of their abilities and contributions to company culture, they maintain a competitive advantage. Workers must be content with their work and motivated to do so in order to believe they can effectively contribute to the company's goals. Creating a work atmosphere that is favourable to employee dedication is a must for every organisation. Individuals are driven by a variety of demands. According to [1], understanding the reasons why people work is enough to motivate them to do successfully. This means that employee performance is critical to the success of an organisation.

Human resource professionals and academics agree that employee involvement is critical to a company's success. [2] argues that an organization's 'human capital,' or its employees, are a non-replaceable asset that can boost the company's competitive advantage if given sufficient attention and focus. As stated by MacLeod and Clarke [3], organisations looking for long-term economic development after the financial crisis of 2008 should turn to employee engagement as a potential strategy for achieving that goal. Customer loyalty and customer satisfaction are directly linked to employee engagement As [4] mention, "job engagement is positively associated to career commitment," they are making the same conclusion. According to

these few excerpts from writings on employee engagement, the topic is highly valued by a wide range of authors. When it comes to employee engagement, the researcher considered that researching its determinants would be of academic interest. Employee engagement, initially characterised by [5] as "the harnessing of organisation members' identities to their work roles; in engagement, employees utilise and express themselves physically, intellectually, and emotionally throughout role performances," is a relatively recent phenomena in the business world.

Demand for pilots and airline staff will grow by the end of 2021, more than 260,000 additional pilots will be required globally during the following 10 years [6]. Future company depends on attracting the finest of this generation's workforce. Though employee engagement across the board is critical, retaining and energizing millennials is the greatest challenge.

Millennials are the largest living generation in the working population worldwide. Given the study's emphasis on the Millennial generation in the workplace, it's important to define and characterize this cohort. For the sake of this study, we will use the definition of "Millennial" as "everyone born between 1981 and 1996" [7]. In addition to being team-oriented and technologically adept, Millennials may be identified by a number of other characteristics, such as a demand for personalized feedback and a high valuation of their skills. Managers often struggle to understand the true motivations of their millennial employees [8] since their expectations are different from those of more experienced workers. The dynamic between employers and employees is shifting as a result of this generation's propensity to innovate in the workplace and adopt fresh perspectives on the job. However, millennials' lower tolerance for stressful jobs may lead to a decline in employee contentment and productivity. Moreover, this

discontent often leads young people to leave their jobs and hop from one company to another[9].

Gallup found in 2017 that just 13% of the world's workforce were fully engaged in their work. This is a worrying sign that should prompt managers to take corrective action in the form of preventative steps to increase employee enthusiasm. Though the topic of employee engagement has been studied by several academics, little attention has been paid to the factors that influence and are influenced by the millennial generation in the workplace. Not only in India, but globally, millennials make up a sizable chunk of the labor force. The value of their contributions to many fields is reaching its pinnacle. First, most academics have only looked at employee involvement in the workplace generally, rather than focusing on the millennial generation. Therefore, it is crucial to investigate millennial participation, especially in the context of India, which is now undertaking economic changes under Vision 2030 and has a millennial generation that constitutes the bulk of the country's population. There are 440 million millennials in India, or 34% of the overall population. Over the last several years, India has grown into the biggest millennial market on the planet, attracting interest from businesses and researchers throughout the globe[10]. This research aims to learn more about the level of participation among young workers in the aviation industry in India. This section provided background for the research, the next section provided a summary of the relevant literature review, third section presents the research methodology adopted for the research, the fourth section addressed the study's results, and the last portion examined the paper's limitations, its contributions to the field, and potential future directions for research.

## **2. Review of Literature**

### **2.1 Work-life compatibility concerns**

Kumar and Velmurugan [11] did a research to investigate the work-life balance of millennial professional. It examined the elements impacting millennials' work-life balance. It was shown that millennials under the age of 35 are better at maintaining their work-life balance than those under the age of 25. Furthermore, this study found that employees who are married, work on a rotational basis, work as trainees, and have a graduate educational qualification are good at managing their work-life balance, and that the socioeconomic background of these employees is a significant factor that influences work-life compatibility. Balaji [12] performed a research to determine how different demographic parameters such as family size, kid age, job hours, and social support impact work-life conflict among women working in the information technology industry. The study revealed that if firms wish to improve their workers' performance and job happiness, they must take steps at the organisational level to help their people attain work-life harmony. Sheahan [13] believes that Millennial workers are the most educated of all generations and have different expectations about their workplaces than previous generations. Millennials are thought to be very responsive to technology innovations that improve their workplace productivity. He believes that millennials are highly practical and are constantly looking for a reason to learn. According to him, the millennial generation is hypersensitive, extremely ambitious, creative, inventive, mature, resilient, rapid learners, entrepreneurial, and manipulative.

## **2.2 Organisation Commitment and Work-life Compatibility**

Akter et al., [14] investigated "the influence of work-life balance on the degree of commitment of university professors." According to the study, workers who are capable of creating good work-life compatibility are willing to go above and beyond for their organisation. The research closes

by stating that in order to increase an employee's dedication to both the firm and his or her family, both spheres must give the required support. The researcher [15] performed a research to investigate the influence of work-life compatibility on female workers' organisational commitment. The research discovered a high degree of commitment among female workers who can reach a high level of work-life compatibility, indicating a favourable relationship between work-life compatibility and organisational commitment. It is also stated that organisational commitment among female workers would rise as their degree of work-life fit improves. Berk & Gundogmus [16] discovered that parental status and incomes had a substantial impact on work-life compatibility and organisational commitment. Only work load and experience have a substantial impact on work-life compatibility, not organisational commitment. According to the this study , creating a better work environment via different work-life activities would undoubtedly have a good influence on organisational commitment.

## **2.3 Physical / Physiological Engagement**

For their study, Rubini and Viji [17] focused at employee engagement among stressed millennials. Based on the results of this research, it's clear that no business is immune to the effects of workplace stress on its employees. The term "physical engagement" refers to how invested an employee is in the growth and success of the company. Employees in the millennial generation can do meaningful work, can find productive outlets, and value immediate feedback, according to this research. The study's findings showed that workers who took part in physical activity at work were more productive, had lower stress levels, and were more satisfied with their jobs. When workers are emotionally disconnected from their work, they are unable to enjoy their work and instead experience high levels of stress as a result of the demands placed on them by their

organization. Employee engagement among millennials in the public sector was studied by Raza et al.[18]. Physical, emotional, and behavioral forms of employee engagement all exist. Leadership encouragement, professional growth opportunities, and positive reinforcements in the workplace are all effective ways to boost employees' enthusiasm for physical labor. Based on the findings, it was shown that monetary and non-monetary rewards are the most powerful motivators of employee engagement. Employees in their twenties and thirties were eager to switch jobs after hearing about the competitive salaries offered by competing companies. Workplace participation over three generations was studied by Mulyanti et al.[19]. Baby boomers are the oldest generation. After them came the Generation x, as they were afterwards dubbed. Generation Y, sometimes known as Millennials, is the most recent generation. Workers from the Millennial generation are more skilled and efficient, allowing them to finish their tasks on time. Research indicates that "employee engagement" refers to workers' attitudes on the job that boost a company's productivity and profits. Researchers discovered that workers who put in more effort across the board (both physically and mentally) had greater success. The study's results highlighted how generations X and Y care about their free time and are able to strike a work-life balance.

## **2.4 Cognitive / Intellectual Engagement**

Employee engagement was studied by Pillay and Singh [20] to see how it affects business results. Employees' level of mental involvement in their work may be influenced by many variables, as shown by this research. The study's results showed that an engaged workforce may significantly impact an organization's bottom line. Furthermore, the most important aspects in influencing employee engagement are believed to be employee participation, work design,

leadership, incentives and rewards, culture, and career development. There was a clear correlation between cognitive arousal and improved productivity in the workplace. Bhalla [21] investigated what factors influence IT workers to become invested in their companies. Workers in the millennial generation have a high degree of cognitive ability for their work. When workers give their all, businesses succeed in what they set out to do. Employee engagement, according to this research, is driven by sharing the company's vision, fostering an environment where employees can feel safe voicing their opinions, providing input on important matters, providing opportunities for professional growth, and providing financial rewards for hard work. Employees with a stronger sense of emotional investment in their work produce greater levels of dedication, it was found. The purpose of Liyanage and Gamage's [22] study was to examine the elements affecting employee engagement among millennials. According to the results of this survey, millennial workers are most motivated by opportunities for professional growth, exemplary conduct on the job, intellectually stimulating work aspects, a reasonable workload, and work-life harmony. The survey found that the most important predictors of Gen Y workers' engagement are opportunities for professional growth and exemplary conduct. It was recommended that the company establish its rules in a way that encourages millennials to work for the company.

## **2.5 . Emotional / Affective Engagement**

Bonilla[23] examined the effect that employees' satisfaction with their psychological contracts had in keeping them invested in their jobs and minimizing their likelihood of leaving their positions. The findings of this research underscore the importance of recruiting and maintaining high-quality workers at a time when the sector is undergoing rapid change, expanding rapidly, experiencing a talent gap, and seeing

high rates of employee burnout. The research found that when workers' psychological contracts are met, they are more invested in the success of their organization. We conclude that when the psychological contract is being met, employee engagement is strong and turnover intentions are low. Osborne and Hammoud [24] studied what it takes to motivate workers effectively in the office. According to the results, the quality of communication between managers and their subordinates is a key driver of employee engagement, which in turn increases business profits. The results of this research confirmed that an enthusiastic staff is directly correlated to improved business and personal outcomes. The necessity and value of millennial workers in resolving workplace difficulties, conflicts, and disagreements has been acknowledged by many companies. The findings of this research provide a foundation for businesses to enhance employee emotional involvement via initiatives including new or revised business processes, better employee wellness programs, and a more positive work environment.

## **2.6 Behavioural / Social Engagement**

The influence of employee engagement as a mediator between personal variables and organizational commitment was studied by Anindita and Seda [25]. Staff enthusiasm affects their dedication to the company, which in turn affects their demeanor on the job. Having an engaged workforce improves productivity and efficiency. Personal variables were shown to have a significant impact on engagement, with the results showing that increased behavioral engagement leads to a higher level of commitment. Employee engagement acts as a mediator between individual variables and organisational loyalty. Job happiness may be predicted in part by workers' levels of involvement and the support they get from their superiors, as Orgambidez-Ramos and Borrego-Ales[26] investigated. Behavioural engagement,

as emphasized in this research, is characterized by high degrees of vigor, devotion, and immersion in one's job, and is seen as a good emotional state associated to one's viewpoint in the workplace. The results showed that being involved in one's work and receiving social support from superiors and coworkers were both crucial to experiencing happiness in one's career. Positive results were found between employee engagement and social capital. These factors significantly affected how happy people were in their jobs.

Employee turnover intentions and claims of corporate social responsibility were investigated by Helton[27]. The study also tried to verify any connection between stated CSR practices and future financial outcomes. According to the findings, in light of the high turnover cost, it is crucial for businesses to have a firm grasp on the facts surrounding the retention and turnover of millennial workers. In the workforce, millennials now make up a sizable percentage. Younger workers are more likely to be actively engaged in work if they believe their company is committed to socially responsible practices such as timely reporting, social development, the mitigation of negative externalities, and the promotion of public welfare. Millennial workers worry a lot about taking on too much at work, but keeping a good working connection with the company helps ease their minds. This research found that millennial workers' intentions to leave the company were significantly impacted by CSR engagement elements.

## **3 Statement of the Problem**

The global employee engagement statistics [28] revealed the following: 15% of the employees were actively disengaged; 22% were passive, 39% were moderately engaged and 24% were highly engaged. The picture in Asia Pacific is a little better with 62% of the employees being engaged. However, this is 3% less as compared

with previous year (2016). The overall drop was attributed to huge drops in engagement in four countries, namely, China, India, Japan and Indonesia. Employees in the APAC were observed to be less satisfied. There were also drops in perceived quality of managerial relationships, work experiences, performance management and learning and development.

The current research therefore endeavours to ascertain the perception of Millennials about various aspects of employee engagement as its consequent impact on citizenship behaviour and commitment.

#### 4. Research Questions

RQ1: What are the various factors impacting millennial employee engagement?

RQ2: Does demography impact research variables?

#### 5 Research Objectives

a. To assess the determinants of millennial employee engagement in Indian airline industries.

b. To assess the effect of demographics on study variables.

#### 6. Methodology and Data Collection

##### 6.1 Data Collection

A sample size of 200 respondents was asked to fill in the questionnaire. Delhi was the selected region for our study. Respondents are divided into three group with respect to their age i.e. Baby boomers (32-41 years old) ,Generation X (32-37 years old ) and Generation Y (26 -32 years old) . In 200 sample size, 51 are of generation X group ,106 are of generation Y group and 43 are of baby boomers aged group . As we know that millennial are those group which are born between 1981 and 1996. So as per our objectives he survey was conducted in employees of airline

industries in Delhi region. Sample tool used is structured Questionnaire (Appendix 1). A random sample is picked to allow all samples of the same size to be chosen from the selected region population.

#### 6.2 Description of Variables

There are major three variables used in this analysis described below:

**6.2.1 Employee Engagement:** Employees who are enthusiastic and committed and well absorbed in their work and who endeavour to achieve organisational goals by performing the right initiatives employement engagement is further divided into following parts:

- Physical / Physiological Employee Engagement factors (PEF)
- Cognitive / Intellectual Employee Engagement factors(CEF)
- Emotional / Affective Employee Engagement factors(EEF)
- Behavioural / Social Employee Engagement factors (BEF)
- Millennial Employee Engagement practices (MEP)

##### 6.2.2 Demographic Variables

- Gender: In this study , author has taken sample of 98 female and 102 male .
- Age: Age of sample size is taken between 26 to 41 years of old.
- Age Group: Position of employees are categorised between three groups i.e. Baby boomers group (32-41 years old) , generation X group(32-37 years old ) and generation Y group (26 -32 years old).
- Education qualification: There are three groups of qualification i.e Post graduate ,Graduate, and under graduate.
- Experience of employees
- Monthly Personal Income

##### 6.2.3 : Job Performance:

An employee's performance on the job may be thought of as the whole of all the advantages derived to the business from the many little acts of service the employee does over some period of time.

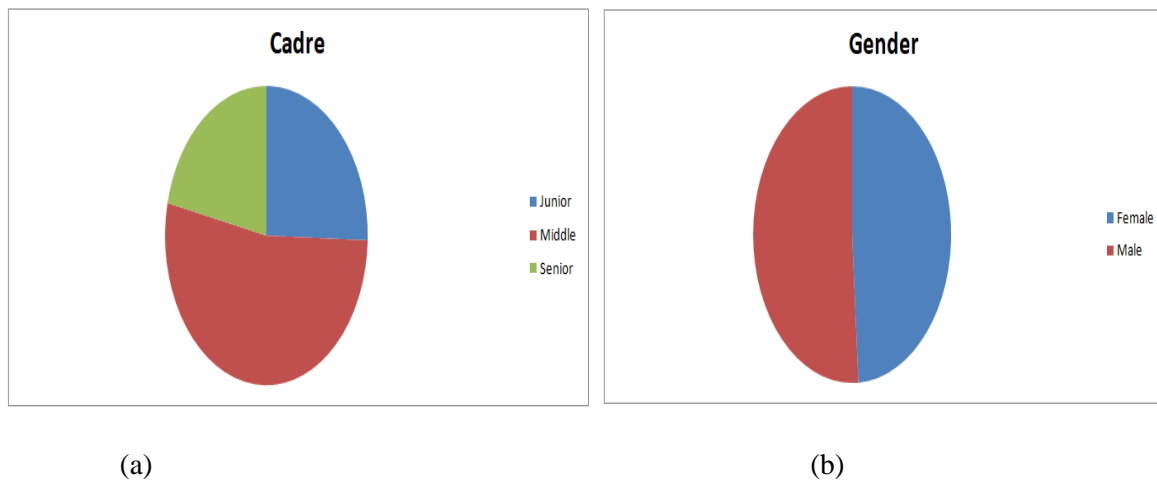
### 6.3 Research Instrument

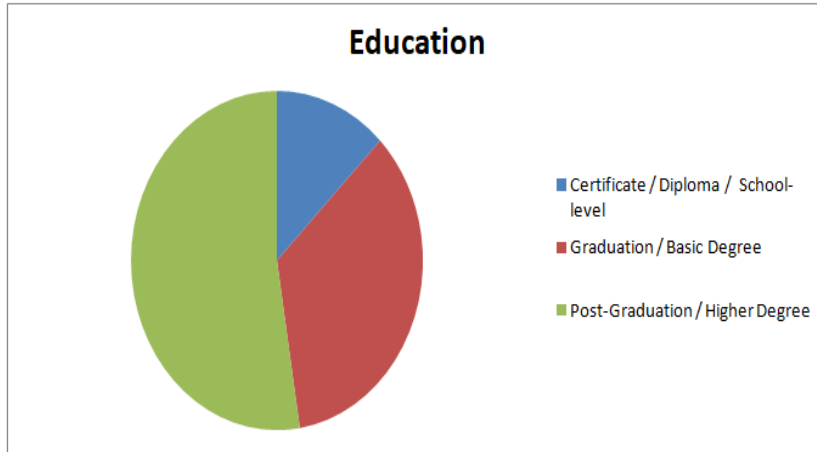
The survey results were analyzed using a number of different methods. Large amounts of data are often summarized using descriptive measures such as means and standard deviations. Various types of charts were used to graphically display the collected data. The researchers in this study utilized a mix of parametric and nonparametric tests, such as the Chi-square and ANOVA, to get at the study objectives.

The Chi Square Test is only applicable to discrete data that has been counted rather than measured values. It is a test of independence, which means that one variable is not influenced or linked to another. The Chi Square Test does not indicate the strength of a relationship. It was mainly utilised in the current research to assess the probability that something other than chance (sampling error) accounted for the observed connection. The test simply assesses the likelihood that the observed connection is due to chance. A statistically significant Chi Square Test result does not always imply a cause-and-effect connection, which was discovered while evaluating a coefficient of correlation in the current statistical study.

### 7 Results and Discussion

In this study (see appendix 1) author has employment engagement into five category i.e. PEF ,CEF, EEF , BEF and MEP.



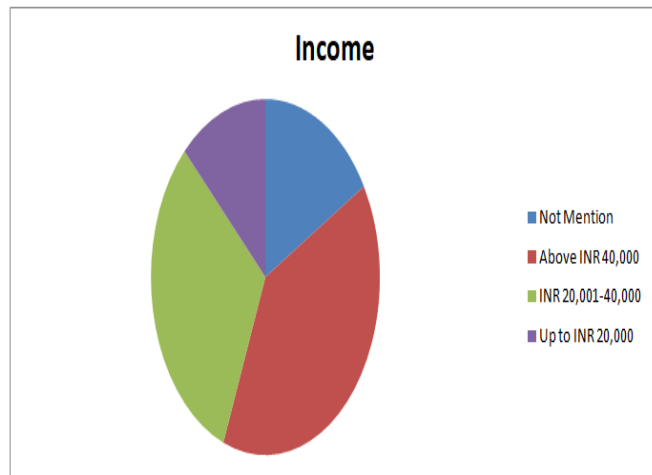


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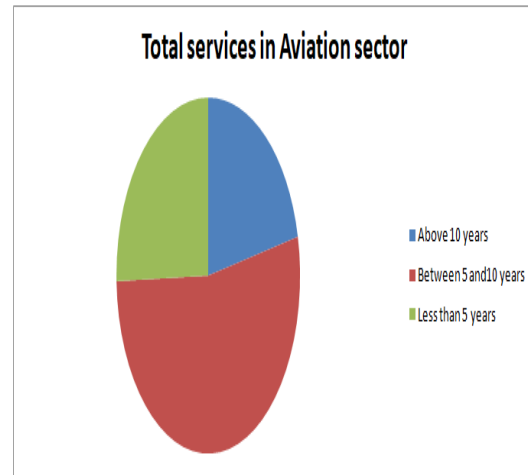
**Figure 1**(a) Frequency on cadre of respondents (b) Frequency on gender of respondents and (c) Frequency on millennial’s age (years) of respondents.

The above chart depicts the cadre position of the two hundred respondents: 51 respondents are junior, 166 respondents are middle aged , and 43 respondents are senior. Ninety-eight percent of

the community's two hundred responses are female, while one hundred and two percent are male. Among the two hundred responders, twenty-five had a certificate/diploma/school-level education, seventy had a graduation/basic degree level education, and one hundred and five had a post-graduation/higher degree level education.



(a)



(b)

**Figure 2** (a) Frequency on monthly personal income(INR) of respondents (b) Frequency on total services in aviation sector.

The above figure shows the monthly personal income (INR) of the two hundred respondents. Thirty-three respondents did not mention their

income because they were students, seventy-nine respondents had income above INR 40,000, sixty-three respondents had income between INR 20,000 and INR 40,000, and twenty-five respondents had income up to INR 20,000. Among the two hundred responders, forty-three



perform total services in the aviation industry for more than ten years, one hundred six do total

services between five and ten years, and fifty-one do total services for less than five years.

**Table 1: One-way ANOVA: PEF versus Demographic**

Demographic Variables		Sum of Squares	df	Mean Square	F	Sig.
Cadre	Between Groups	72.695	4	18.174	168.878	.000
	Within Groups	20.985	195	.108		
	Total	93.680	199			
Gender	Between Groups	14.833	4	3.708	20.574	.000
	Within Groups	35.147	195	.180		
	Total	49.980	199			
Millennia's Age(years)	Between Groups	72.695	4	18.174	168.878	.000
	Within Groups	20.985	195	.108		
	Total	93.680	199			
Educational Level	Between Groups	24.185	4	6.046	15.973	.000
	Within Groups	73.815	195	.379		
	Total	98.000	199			
Monthly Personal Income(INR)	Between Groups	5.756	3	1.919	3.871	.010
	Within Groups	80.783	163	.496		
	Total	86.539	166			
Total service in Aviation sector	Between Groups	72.695	4	18.174	168.878	.000
	Within Groups	20.985	195	.108		
	Total	93.680	199			

The one-way ANOVA of PEF VS demographic factors in the above table demonstrates that all demographic variables had a significant influence on the PEF. All of the variables obtained a

significance level of less than 1% (sig. 0.000), which is the best and great outcome for our research.

**Table 2: One-way ANOVA: CEF versus Demographic**

Demographic Variables		Sum of Squares	df	Mean Square	F	Sig.
Cadre	Between Groups	66.325	5	13.265	94.077	.000
	Within Groups	27.355	194	.141		
	Total	93.680	199			
Gender	Between Groups	22.625	5	4.525	32.092	.000
	Within Groups	27.355	194	.141		
	Total	49.980	199			
Millennia's Age(years)	Between Groups	66.325	5	13.265	94.077	.000
	Within Groups	27.355	194	.141		
	Total	93.680	199			
Educational Level	Between Groups	24.136	5	4.827	12.679	.000
	Within Groups	73.864	194	.381		
	Total	98.000	199			
Monthly Personal Income(INR)	Between Groups	28.275	4	7.069	19.655	.000
	Within Groups	58.264	162	.360		
	Total	86.539	166			
Total service in Aviation sector	Between Groups	66.325	5	13.265	94.077	.000
	Within Groups	27.355	194	.141		
	Total	93.680	199			

The one-way ANOVA of CEF vs demographic variables in the table above shows that all demographic variables had a substantial influence on the cognitive aspects. All of the variables

obtained a significance level of less than 1% (sig. 0.000), which is the best and great outcome for our research.

**Table 3: One-way ANOVA: EEF versus Demographic**

Demographic Variables		Sum of Squares	df	Mean Square	F	Sig.
Cadre	Between Groups	93.680	7	13.383	55.430	.000
	Within Groups	.000	192	.032		
	Total	93.680	199			
Gender	Between Groups	36.772	7	5.253	76.367	.000
	Within Groups	13.208	192	.069		
	Total	49.980	199			
Millennia's Age(years)	Between Groups	93.680	7	13.383	55.430	.000
	Within Groups	.000	192	.032		
	Total	93.680	199			
Educational Level	Between Groups	45.170	7	6.453	23.451	.000
	Within Groups	52.830	192	.275		
	Total	98.000	199			
Monthly Personal Income(INR)	Between Groups	73.331	6	12.222	148.060	.000
	Within Groups	13.208	160	.083		
	Total	86.539	166			
Total service in Aviation sector	Between Groups	93.680	7	13.383	55.430	.000
	Within Groups	.000	192	.032		
	Total	93.680	199			

All of the demographic parameters in the above table significantly influenced EEF, as shown by a one-way ANOVA of EEF vs Demographic

variables. The significance level of all variables was less than 1% (sig. 0.000), which is the best possible outcome for the purpose of our research.

**Table 4: One-way ANOVA: BEF versus Demographic**

Demographic Variables		Sum of Squares	df	Mean Square	F	Sig.
Cadre	Between Groups	4.430	3	1.477	3.243	.023
	Within Groups	89.250	196	.455		
	Total	93.680	199			
Gender	Between Groups	23.879	3	7.960	59.774	.000
	Within Groups	26.101	196	.133		
	Total	49.980	199			
Millennia's Age(years)	Between Groups	4.430	3	1.477	3.243	.023
	Within Groups	89.250	196	.455		
	Total	93.680	199			
Educational Level	Between Groups	35.364	3	11.788	36.887	.000
	Within Groups	62.636	196	.320		
	Total	98.000	199			
Monthly Personal Income(INR)	Between Groups	45.724	3	15.241	60.869	.000
	Within Groups	40.815	163	.250		
	Total	86.539	166			
Total service in Aviation sector	Between Groups	4.430	3	1.477	3.243	.023
	Within Groups	89.250	196	.455		
	Total	93.680	199			

All demographic variables in the above table were shown to have a significant effect on BEF. The significance level of all variables was less

than 1% (sig. 0.000), which is the best possible outcome for the purpose of our research.

**Table 5: One-way ANOVA: MEP practices versus Demographic**

Demographic Variables		Sum of Squares	df	Mean Square	F	Sig.
Cadre	Between Groups	80.935	6	13.489	204.267	.000
	Within Groups	12.745	193	.066		
	Total	93.680	199			
Gender	Between Groups	37.235	6	6.206	93.975	.000
	Within Groups	12.745	193	.066		
	Total	49.980	199			
Millennia's Age(years)	Between Groups	80.935	6	13.489	204.267	.000
	Within Groups	12.745	193	.066		
	Total	93.680	199			
Educational Level	Between Groups	47.020	6	7.837	29.668	.000
	Within Groups	50.980	193	.264		
	Total	98.000	199			
Monthly Personal Income(INR)	Between Groups	86.539	5	17.308	59.490	.000
	Within Groups	.000	161	.130		
	Total	86.539	166			
Total service in Aviation sector	Between Groups	80.935	6	13.489	204.267	.000
	Within Groups	12.745	193	.066		
	Total	93.680	199			

The results of a one-way analysis of variance (ANOVA) between millennial engagement practices (MEP) and demographic factors are shown in the table above. The significance level of all variables was less than 1% (sig. 0.000),

which is the best possible outcome for the purpose of our research.

**Table 6: One-way ANOVA: Job performance versus Demographic variables**

		Sum of Squares	df	Mean Square	F	Sig.
<b>Cadre</b>	Between Groups	56.704	16	3.544	17.54	0
	Within Groups	36.976	183	0.202		
	Total	93.68	199			
<b>Gender</b>	Between Groups	27.196	16	1.7	13.652	0
	Within Groups	22.784	183	0.125		
	Total	49.98	199			
<b>Millennia's Age(years)</b>	Between Groups	56.704	16	3.544	17.54	0
	Within Groups	36.976	183	0.202		
	Total	93.68	199			
<b>Educational Level</b>	Between Groups	17.275	16	1.08	2.448	0.002
	Within Groups	80.725	183	0.441		
	Total	98	199			
<b>Monthly Personal Income(INR)</b>	Between Groups	40.615	14	2.901	9.602	0
	Within Groups	45.924	152	0.302		
	Total	86.539	166			
<b>Servicein current organization</b>	Between Groups	25.165	16	1.573	6.72	0
	Within Groups	42.835	183	0.234		
	Total	68	199			

The one-way ANOVA of work performance vs demographic factors in the table above shows that all demographic variables had a significant influence on job performance. All of the variables

obtained a significance level of less than 1% (sig. 0.000), which is the best and great outcome for our research.

**Table 7 Millennial's Gender effect**

<b>GENDER</b>		N	MEAN	SD	SEM	F	Sig.
<b>PEF</b>	<b>MALE</b>	102	2.34	0.023	0.0043	48.374	.000
	<b>FEMALE</b>	98	2.14	0.013	0.05355		
<b>CEF</b>	<b>MALE</b>	102	2.15	0.0235	0.0023	25.163	.000
	<b>FEMALE</b>	98	2.2	0.10	0.0024		
<b>EEF</b>	<b>MALE</b>	102	2.4	0.151	0.242	58.889	.000
	<b>FEMALE</b>	98	3.34	0.192	0.342		

<b>BEF</b>	<b>MALE</b>	102	2.39	0.103	0.2324	1.142	.095
	<b>FEMALE</b>	98	2.34	0.104	0.535		
<b>MENG</b>	<b>MALE</b>	102	2.65	0.173	0.034	26.617	.000
	<b>FEMALE</b>	98	2.47	0.102	0.234		
<b>JP</b>	<b>MALE</b>	102	2.56	0.102	0.212	180.850	.000
	<b>FEMALE</b>	98	2.345	0.123	0.212		

The table shows that p is significant at 0.1% for PEF, CEF, EEF, MENG, and JP. As a result, with the exception of BEF, male and female

millennials interpret PEF, CEF, EEF, BEF, MENG, and JP differently.

**TABLE 7 Total service in Aviation sector**

<b>Total service</b>		<b>N</b>	<b>MEAN</b>	<b>SD</b>	<b>SEM</b>	<b>F</b>	<b>Sig.</b>
<b>PEF</b>	Less than 5years	45	3.2452	0.0453	0.00021	1.5422	0.3452
	Between5 and10 years	130	3.2331	0.0031	0.0001		
	Above10 years	25	3.209	0.0206	0.0021		
<b>CEF</b>	Less than 5years	45	2.468	0.165	0.0211	3.694	0
	Between5 and10 years	130	3.191	0.352	0.002		
	Above10 years	25	3.312	0.209	0.002		
<b>EEF</b>	Less than 5years	45	2.4667	0.319	0.0039	1.335	0.3536
	Between5 and10 years	130	3.213	0.492	0.00309		
	Above10 years	25	3.177	0.197	0.00409		

<b>BEF</b>	Less than 5years	45	2.119	0.12	0.0031	3.455	0
	Between5 and10 years	130	2.181	0.187	0.003		
	Above10 years	25	2.27	0.176	0.00209		
<b>MENG</b>	Less than 5years	45	2.38	0.12	0.0203	4.3563	0
	Between5 and10 years	130	2.087	0.12	0.017		
	Above10 years	25	3.356	0.201	0.0019		
<b>JP</b>	Less than 5years	45	3.473	0.201	0.0282	3.4546	0
	Between5 and10 years	130	3.49	0.301	0.0001		
	Above10 years	25	2.393	0.101	0.0321		

The table shows that p is significant at 0.1% for PEF, CEF, EEF, MENG, and JP. As a result, with the exception of EEF and PEF , male and female

millennials interpret BEF, CEF, MENG, and JP differently.

**TABLE 8** Millennia's Age(years)

Age		N	MEAN	SD	SEM	F	Sig.
<b>PEF</b>	26 -32years	51	3.12	0.013	0.0005	482.09	0.000
	32-37years	106	3.26	0.003	0.0021		
	32-41years	43	3.21	0.002	0.0043		
<b>CEF</b>	26 -32years	51	3.87	0.321	0.0021	391.108	0.000
	32-37years	106	3.42	0.100	0.0025		
	32-41years	43	3.26	0.405	0.00353		
<b>EEF</b>	26 -32years	51	2.86	0.283	0.0023	1.054	0.321
	32-37years	106	2.76	0.136	0.0024		
	32-41years	43	3.4	0.165	0.0035		
<b>BEF</b>	26 -32years	51	3.2	0.187	0.0024	1.546	0.546
	32-37years	106	3.1	0.27	0.0045		
	32-41years	43	3.7	0.354	0.0054		
<b>MENG</b>	26 -32years	51	2.8	0.165	0.0035	170.462	0.000

	32-37years	106	2.9	0.146	0.0024		
	32-41years	43	3.6	0.450	0.00535		
<b>JP</b>	26 -32years	51	3.5	0.179	0.0034	195.876	0.000
	32-37years	106	3.2	0.125	0.0036		
	32-41years	43	2.4	0.265	0.03434		

The table shows that p is significant at 0.1% for PEF, CEF, EEF, MENG, and JP. As a result, with the exception of EEF and PEF, male and female

millennials interpret BEF, CEF, MENG, and JP differently.

**Table 9 Results of chi square test**

Variables	Statistic
<b>Cadre</b>	35.290
Significance	2
Degree of freedom	.000
<b>Gender</b>	.080
Significance	1
Degree of freedom	.777
<b>Millennia's Age(years)</b>	35.290
Significance	2
Degree of freedom	.000
<b>Educational Level</b>	48.250
Significance	2
Degree of freedom	.000
<b>Monthly Personal Income(INR)</b>	27.641
Significance	2
Degree of freedom	.000
<b>Service in current organization</b>	93.250
Significance	2
Degree of freedom	.000
<b>Total service in Aviation sector</b>	35.290
Significance	2
Degree of freedom	.000
<b>PPF</b>	35.350
Significance	.000
Degree of freedom	4
<b>CEF</b>	227.980
Significance	.000
Degree of freedom	5
<b>EEF</b>	65.920
Significance	.000
Degree of freedom	7



<b>BEF</b>	38.240
Significance	.000
Degree of freedom	3
<b>MEE</b>	42.900
Significance	.000
Degree of freedom	6
<b>Job Performance</b>	161.590
Significance	.000
Degree of freedom	16

The chi square test on numerous demographic characteristics and contributing factors for millennial workforces is shown in the table above. Except for the gender variable (chi square value: 0.080, significant level: 0.777, more than%5), all of the variables studied were significant. It indicates if two variables are independent of one another. Chi square cannot determine the link between two variables.

If the chi square test score is 0.000, it means that the observed and anticipated frequency were the same. The frequency (seen and predicted) must be between 5 and 30 according to the chi square rule.

## 7 Conclusion

The factors that influence millennial employee engagement were investigated. The levels of perception (satisfaction) of millennial workers working in the aviation industry were investigated. To analyze the causal relationships between millennial employee engagement and job performance was presented. The impact of demographic factors on study variables was also investigated. According to the findings, all demographic variables had a substantial effect on all employee engagement parameters. In the table above, the one-way ANOVA of job performance against demographic characteristics demonstrates that all demographic variables had a significant effect on job performance. Except for the gender variable (chi square value: 0.080, significance level: 0.777, greater than %5), all

factors investigated were significant. It determines if two variables are independent of one another. Chi square cannot establish a relationship between two variables. The researcher suggests using a questionnaire and aiming to gather a larger sample in order to get a more accurate evaluation of the company-wide involvement level. Male and female millennials read PEF, CEF, EEF, BEF, MENG, and JP differently, with the exception of BEF. Male and female millennials read BEF, CEF, MENG, and JP differently, with the exception of EEF and PEF. Male and female millennials read BEF, CEF, MENG, and JP differently, with the exception of EEF and PEF. Except for the gender variable (chi square value: 0.080, significant level: 0.777, more than%5), all of the variables studied were significant. It indicates if two variables are independent of one another. Chi square cannot determine the link between two variables. The researcher recommends utilizing a questionnaire and attempting to collect a bigger sample to collect more engagement levels so that a more accurate assessment of the company-wide engagement level may be made. Taking into account the findings of this study, the researcher has some suggestions for the aviation industry and any other businesses that may be experiencing a similar problem with their employees. The primary suggestion is to improve lines of communication between upper-level management and staff.

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## Appendix 1

Concerns and influencing factors for millennial workforce's engagement in the Aviation sector in Delhi/NCR region

Q1. Generation	Baby boomers	Generation X	Generation Y
Q2. Gender	Male/female	Male/Female	Male/female
Q3. Millennia's Age (years)	26 -32 years	32-37 years	32-41 years
Q4. Educational Level	Certificate / Diploma / School-level	Graduation / Basic Degree	Post-Graduation / Higher Degree
Q5. Monthly Personal Income (INR)	Up to INR 20,000	INR 20,001-40,000	Above INR 40,000
Q8. Service in current organization	Less than 3 years	Between 3 and 6 years	Above 6 years
Q7. Total service in Aviation sector	Less than 5 years	Between 5 and10 years	Above 10 years

Q No. 8 How would you rate the **Physical / Physiological Employee Engagement factors** in your organization? Please choose an option for each row with the help of the 5-point scale provided.

PEF1	I work with intensity on my job	Never	Rarely	Sometimes	Often	Always
PEF2	I exert my full effort to my job	Never	Rarely	Sometimes	Often	Always
PEF3	I devote a lot of energy to my job	Never	Rarely	Sometimes	Often	Always
PEF4	I try my hardest to perform well on my job	Never	Rarely	Sometimes	Often	Always
PEF5	I strive as hard as I can to complete my job	Never	Rarely	Sometimes	Often	Always
PEF6	I exert a lot of energy on my job	Never	Rarely	Sometimes	Often	Always

Q9. How would you rate the **Cognitive / Intellectual Employee Engagement factors** in your organization? Please choose an option for each row with the help of the 5-point scale provided.

CEF1	At work, my mind is focused on my job	Never	Rarely	Sometimes	Often	Always
CEF2	At work, I pay a lot of attention to my job	Never	Rarely	Sometimes	Often	Always
CEF3	At work, I focus a great deal of attention on my job	Never	Rarely	Sometimes	Often	Always
CEF4	At work, I am absorbed by my job	Never	Rarely	Sometimes	Often	Always
CEF5	At work, I concentrate on my job	Never	Rarely	Sometimes	Often	Always
CEF6	At work, I devote a lot of attention to my job	Never	Rarely	Sometimes	Often	Always

Q10. How would you rate the **Emotional / Affective Employee Engagement factors** in your organization? Please choose an option for each row with the help of the 5-point scale provided.

EEF1	I am enthusiastic in my job	Never	Rarely	Sometimes	Often	Always
EEF2	I feel energetic in my work	Never	Rarely	Sometimes	Often	Always
EEF3	I am interested in my job	Never	Rarely	Sometimes	Often	Always
EEF4	I am proud of my job	Never	Rarely	Sometimes	Often	Always
EEF5	I feel positive about my job	Never	Rarely	Sometimes	Often	Always
EEF6	I am excited about my job	Never	Rarely	Sometimes	Often	Always

Q11. How would you rate the **Behavioral / Social Employee Engagement factors** in your organization? Please choose an option for each row with the help of the 5-point scale provided.

BEF1	I share the same work values as my colleagues	Never	Rarely	Sometimes	Often	Always
BEF2	I share the same work goals as my colleagues	Never	Rarely	Sometimes	Often	Always
BEF3	I share the same work attitudes as my colleagues	Never	Rarely	Sometimes	Often	Always

Q12. How would you rate your satisfaction with overall **Millennial Employee Engagement practices**? Please choose an option for each row with the help of the 5-point scale provided.

MENG1	At my work, I feel bursting with energy.	Never	Rarely	Sometimes	Often	Always
MENG2	At my job, I feel strong and vigorous.	Never	Rarely	Sometimes	Often	Always
MENG3	I am enthusiastic about my job.	Never	Rarely	Sometimes	Often	Always
MENG4	My job inspires me.	Never	Rarely	Sometimes	Often	Always
MENG5	When I get up in the morning, I feel like going to work.	Never	Rarely	Sometimes	Often	Always
MENG6	I feel happy when I am working intensely.	Never	Rarely	Sometimes	Often	Always
MENG7	I am proud on the work that I do.	Never	Rarely	Sometimes	Often	Always
MENG8	I am immersed in my work.	Never	Rarely	Sometimes	Often	Always
MENG9	I get carried away when I'm working.	Never	Rarely	Sometimes	Often	Always