



COMPARATIVE ANALYSIS OF EMPLOYEE ENGAGEMENT BETWEEN CROSS GENERATION EMPLOYEES

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Informasi Naskah	Abstract
Diterima: 2 Februari 2025	<i>This study aims to conduct a correlation analysis of cross-generational employees and the efforts made by the company to maintain/improve employee engagement at Bank X. This study is a qualitative study, data collection was carried out using questionnaires and interviews.</i>
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Terbit: 23 Juni 2025	<i>. The results showed that all employee engagement indicators based on Q12 (Gallup) in BANK X were included in the engaged category. Employee engagement in BANK X is included in the engaged category in accordance with the efforts made by the company to maintain/improve employee engagement.</i>
Kata Kunci: <i>Employee Engagement, Cross Generation, Comparative Analysis</i>	

INTRODUCTION

Humans are very important for the success of a company. The resources owned by a company determine their success. In business, HR management is an asset that functions as a non-material capital. High quality human resources can increase company competitiveness. Therefore, to achieve company goals, human resources must be specifically empowered and appropriate. The existence of a balance of life, such as promotion, the needs of human resources, health and occupational safety (K3) and the responsibilities of employees given by the company, are needed to improve the quality of human resources. Therefore, the company must evaluate the level of employee involvement, one of which is by assessing the level of employee involvement.

According to Martin & Tulgan (in Budiati et al., 2018), four generations consist of the workforce: the deserted generation (born between 1925-1942), the generation of Baby Boomers (born between 1946-1964), generation X (born between 1965-1977), and the Millennials (born between 1978- 2000). Born in a different era, each generation has different attitudes and goals. This study will concentrate on the Baby Boomers generation, generation X, and millennial generation. That is because the generation Z has only begun to enter the world of work, while the Baby Boomers generation, generation X, and millennial generation have been in the workforce

and have more significant experience in the context of work involvement. Research that only raised these three generations more relevant to study the dynamics of the world of work.

Based on Djastuti et al., (2022) research, it is stated that the level of millennial employee engagement is 63%, generation x is 66% and baby boomers are 70%. The study discusses more about employee engagement influenced by transformational leadership, organizational commitment, and loyalty. Based on QoesAtieq,(2019) employee engagement of generation x and y employees is not much different, this study concludes that employee engagement is only based on the duration of employee work time. So it can be concluded that there has been no research that examines the level of employee engagement in banking in Indonesia in depth for each generation of baby boomers, x, and millennials and the efforts made by companies to maintain or increase employee engagement. The author chose to study employee engagement of baby boomer, x and millennial generations because the three generations are still many in the workplace.

LITERATURE REVIEW

Employee Engagement

Employee engagement is an emotional bond that occurs between employees and companies, so employees have a concern for the company's future (Gallup). According to (Ellen Nita Vindriana et al., 2024) engagement is a complex concept and influenced by many factors, including culture in the place of work, organizational communication, managerial style that triggers trust and appreciation and leadership that is adopted and reputation of the company itself. Engagement is also influenced by organizational characteristics, such as reputation for integrity, good internal communication, and cultural innovation. Employee engagement indicators according to Gallup, namely:

1. Knowing what is expected of a job
2. Have the equipment and materials needed to do the work well
3. Having the opportunity to work, to do what is done well every day
4. Receive awards or praise for working well
5. There is a concern for the leadership or coworkers in the work environment with employees as individuals
6. The existence of people in the work environment that encourages individual development
7. Opinions are heard in the work environment
8. Mission and Objectives of the Company to Make Important Work
9. Feelings of coworkers who have a commitment to do quality work
10. Having good friends in the work environment
11. Colleagues Planting/Talking about Development
12. Have the advantage of learning and growing in a work environment

Q12 is a method of measuring the employee engagement that has been based on studies conducted for more than 30 years to examine behavioral economic research which includes approximately 17 million employees. Q12 is the most widely used Employee Engagement Measurement Method in the whole world and is proven accurately related to performance results (www.gallup.com).

Type Employee Engagement

There are 3 different types of employees, based on Gallup, namely:

1. Engaged

An employee is said to be engaged when they work with their passion and feel a strong relationship with the company where he works. They can create innovation and move the organization going forward.

2. Not engaged

An employee is said to be not engaged when they pass their working days like sleepwalking or only present physically but his mind is not fixed on his job. They only use time in their work but do not use their energy or passion.

3. Actively disengaged

An employee is said to be actively when they feel unhappy with their work, even they try to cover up their displeasure. Every day, the resulting performance will be different from his colleague who is bound (engaged).

Efforts to Increase Employee Engagement

There are several efforts that can be made by companies / organizations to improve / maintain employee engagement (Lockwood, 2007):

1. Delivering the goals and objectives of the organization consistently and clearly.
2. Applying rules and activities that can improve employee engagement.
3. linking organizational goals with employee work.
4. Hold an open discussion with all employees.
5. Give appreciation to employees who can create and improve employee engagement.
6. Able to listen to what is needed and desired by employees.
7. Provide opportunities and challenges to explore the potential of employees.
8. Tell clearly how employees can contribute to the company.
9. Give an award to employees for their services and participation to the company.

Table Of Generation Differences

Table 1. Differences in Generations

Factor	Baby Boomers	Generation X	Millenials Generation
Attitude	Optimistic	Skeptical	Realistic
Overview	The generation that is too idealistic to make positive changes in the world and believe in opportunities, competitive to make changes from existing systems.	A generation that does not depend on others to help them, independent and have potential.	This generation solves pragmatic problems, rather than receiving orders, this generation chooses to work together.
Work habit	Believe in changes and self -development, hard workers who want appreciation personally, have a high sense of optimism.	Happy to work with new technology, want to have fun at work, using a practical approach at work, relying on yourself, aware of the diversity and global thinking, wanting to balance work with life, informal.	Respect for diversity, has a high sense of optimism, believe in moral and social values, focus on achievement.

Based on the background and literature review, the researcher suspects that there are differences in employee engagement types in baby boomer, generation x and millennial employees because each generation is unique, has different perspectives, different motivations and is different when completing its work. Then the researcher also suspects that the efforts made by the company to maintain or increase employee engagement have not considered the characteristics of employees across generations, namely the baby boomer, generation x and millennial generations.

METHOD

This study involved 61 employees from various generations, including generation X, millennial generation, Baby Boomer generation and Bank X Manager.

Samples are taken based on random sampling (probability sampling), with simple random sampling techniques. Because the population is known in number, to determine the number of samples using the formula so that the high results obtained 53 respondents.

In this study using primary data, data was obtained directly by dividing questionnaires or lists of questions to cross-generation employees as well as interviews with managers and employees across generations.

In this study a questionnaire will be distributed containing written questions to the cross - generation employees of Bank X. The results of the answers from the questionnaire that have been distributed to cross-generation employees can be used as a source of primary data because the answers are obtained directly from respondents.

Interviews will be conducted to managers and employees across generations of Bank X. The results of the interview directly with managers and employees across generations can be used as a source of primary data because data is obtained directly from the results of the interview.

This study uses descriptive statistical data analysis tools. Analyzing respondents/employee data across generations related to the type/category of employee employees across generations. Analyzing respondents/ managers' data related to efforts to maintain/ improve employee engagement in cross -generation employees.

RESULT

Table 2. The Result of Validity and Reliability Test

Item	Person Corelation	Sig
P1	0.568	0.000
P2	0.711	0.000
P3	0.521	0.000
P4	0.535	0.000
P5	0.586	0.000
P6	0.630	0.000
P7	0.684	0.000
P8	0.651	0.000
P9	0.648	0.000
P10	0.662	0.000
P11	0.470	0.000
P12	0.419	0.002
Q1	0.410	0.020
Q2	0.298	0.030
Q3	0.520	0.000

Item	Person Corelation	Sig
Q4	0.409	0.002
Q5	0.187	0.040
Q6	0.541	0.000
Q7	0.401	0.020
Q8	0.409	0.002
Q9	0.342	0.020

Reliability Statistics

Cronbach's Alpha	N of Items
.834	21

Based on Table above, it shows that all questionnaires to measure the Employee Engagement Level and the Company's Efforts to improve and maintain employee engagement of baby boomer, x and millennial generation employees are valid and reliable. It can be said to be valid because the Significance Level is all no more than 0.05. It can be said to be reliable because the Cronbach's Alpha value is greater than 0.6

Table 3. Types of Employee Engagement Across Generations of Bank X employees

No	Statement	<i>Baby Boomers</i>		<i>X Generation</i>		<i>Millenials Generation</i>	
		Average	Category	Average	Category	Average	Category
1	I know what to expect from the job	4.5	<i>Engaged</i>	4.28	<i>Engaged</i>	4.34	<i>Engaged</i>
2	I have the equipment & materials needed to do the job well.	4.5	<i>Engaged</i>	4	<i>Engaged</i>	4.31	<i>Engaged</i>
3	I have the opportunity in my work to do my job well.	5	<i>Engaged</i>	4.14	<i>Engaged</i>	4.31	<i>Engaged</i>
4	I received an award or compliment for doing a good job.	4.5	<i>Engaged</i>	3.85	<i>Engaged</i>	4.04	<i>Engaged</i>
5	My boss and coworkers care about me	4.5	<i>Engaged</i>	4.42	<i>Engaged</i>	4.36	<i>Engaged</i>

No	Statement	Baby Boomers		X Generation		Millennials Generation	
		Average	Category	Average	Category	Average	Category
6	People in my work environment support me to continue to develop.	4.5	Engaged	4.14	Engaged	4.5	Engaged
7	My opinion is heard in the work environment	4.5	Engaged	4	Engaged	4.20	Engaged
8	Companies have missions and goals that make the work important.	4.5	Engaged	4.28	Engaged	4.34	Engaged
9	I have a commitment to doing quality work	4.5	Engaged	4.28	Engaged	4.29	Engaged
10	I have good friends in the work environment	4.5	Engaged	4.28	Engaged	4.52	Engaged
11	Coworkers ask/talk about my personal development	4.5	Engaged	4	Engaged	4.15	Engaged
12	I have the advantage to learn and grow in a work environment.	5	Engaged	5	Engaged	4.18	Engaged
Total		4.58	Engaged	4.2	Engaged	4.29	Engaged

Source: Processed primary data

Based on Table 3, it can be seen that overall, employees across generations consisting of baby boomers, X generation and millennials generation are included in the engaged category, meaning that respondents work with their passion and feel a strong connection with the company. Baby boomers generation employees are included in the engaged category with the highest average score of 4.58, this is in line with the characteristics of the baby boomers generation, namely idealists, hard workers, competitive to make changes, want personal appreciation and believe in their own development (Lancaster & Stilman in Putra 2016). Then millennial generation

employees with an average score of 4.29 and generation X employees with an average score of 4.2.

The first statement stating that employees across generations know what is expected from the job as a whole is included in the engaged category. Baby boomer generation employees are included in the engaged category with the highest average value of 4.5, then millennial generation employees are included in the engaged category with an average value of 4.34, generation X employees have the engaged category with the lowest average value of 4.28. In this first statement, overall employees across generations are included in the engaged category because based on the interview results, respondents have known the expectations of the work they do, namely completing work according to their respective job descriptions completely and achieving targets set by the company, getting a salary according to the professionalism of each employee and togetherness with coworkers.

The second statement stating that cross-generational employees have the equipment & materials needed to do their jobs well is included in the engaged category. Baby boomer generation employees are included in the engaged category with the highest average value of 4.5, then millennial generation employees are included in the engaged category with an average value of 4.31. Generation X employees are included in the engaged category with the lowest average value of 4. In this second statement, cross-generational employees as a whole are included in the engaged category because based on the interview results, each respondent has equipment & materials used to support them in working, for example, private vehicles as their mobility in working, office stationery and books as sources of knowledge and support in working, smartphones, for wifi and laptops/computers have been facilitated by the company. However, specifically for field employees, namely with the initials AR, they get supporting facilities from the company in the form of gasoline money and two-wheeled vehicles.

The third statement stating that cross-generational employees have the opportunity to work to get a good job overall is included in the engaged category. Baby boomer generation employees are included in the engaged category with the highest average value of 5, then the millennial generation is included in the engaged category with an average value of 4.31. Generation X employees are included in the engaged category with the lowest average value of 4.14. In this third statement, cross-generational employees are overall included in the engaged category because based on the interview results, respondents have various opportunities to do their jobs well because before respondents go directly to work, respondents have been given training so that respondents can do their jobs well, in addition respondents are also given the opportunity to take a promotion test. Then respondents are supported by the existence of work tools and supported by monitoring applications so that it is easier for respondents to work.

The fourth statement stating that cross-generational employees receive awards or praise for doing their work is included in the engaged category. Baby boomer generation employees are included in the engaged category with the highest average value of 4.5, then the millennial generation is included in the engaged category with an average value of 4.04. Generation X employees are included in the engaged category with the lowest average value of 3.85. In this fourth statement, overall cross-generational employees are included in the engaged category because based on the interview results, respondents feel happy to be appreciated by their leaders and co-workers. Leaders and co-workers express their gratitude to employees who are able to achieve/exceed company targets and usually employees who excel will be promoted by their superiors. Employees who excel will receive a year-end bonus.

The 5th statement stating that leaders and coworkers care about employees across generations is included in the engaged category. Baby boomer generation employees are included in the engaged category with the highest average value of 4.5, then generation X employees are included in the engaged category with an average value of 4.42. Millennial generation employees are included in the engaged category with the lowest average value of 4.36. In this 5th statement, cross-generation employees as a whole are included in the engaged category because based on the interview results, if respondents experience problems or difficulties in working, coworkers and leaders are willing to help and provide input. In addition, leaders and employees greet each other, communicate with each other, discuss each other in terms of work, environment, family.

Statement 6, which states that people in the work environment support employees to continue to develop, is included in the engaged category. Baby boomer and millennial generation employees are included in the engaged category with an average value of 4.5. Then generation X employees are included in the engaged category with an average value of 4.14. In this 6th statement, employees across generations are generally included in the engaged category because based on the interview results, coworkers always provide support and encouragement, when they are going to take a promotion test, coworkers help provide clues to learn, remind each other and inform each other about everything related to the business.

The 7th statement stating that employees' opinions are heard in the work environment is included in the engaged category. Baby boomer generation employees are included in the engaged category with the highest average value of 4.5, then millennial generation employees are included in the engaged category with an average value of 4.20. Generation X employees are included in the engaged category with the lowest average value of 4. In this 7th statement, employees across generations are generally included in the engaged category because based on the interview results, coworkers and superiors are able to listen to various opinions from respondents, even providing input and solutions to each other. Expression of opinions is usually done during morning briefings and meetings. The opinions expressed usually concern HR, business and welfare issues.

Statement 8, which states that the company has a mission and goals that make work important, is included in the engaged category. Baby boomer generation employees are included in the engaged category with the highest average value of 4.5. Then millennial generation employees are included in the engaged category with an average value of 4.34. Generation X employees are included in the engaged category with the lowest average value of 4.28. In this 8th statement, employees across generations are generally included in the engaged category because based on the interview results, with the company's mission, namely to provide optimal benefits and advantages to stakeholders and the company's goal of becoming a leading commercial company that always prioritizes customer satisfaction, so respondents must work effectively and productively.

Statement 9 which states that cross-generation employees have a commitment to do quality work is included in the engaged category. Baby boomer generation employees are included in the engaged category with the highest average value of 4.5, then millennial generation employees are included in the engaged category with an average value of 4.29. Generation X employees are included in the engaged category with an average value of 4.28. In this 9th statement, cross-generation employees as a whole are included in the engaged category because based on the interview results, respondents have a commitment from themselves to always work well, provide optimal abilities when working so as to be able to achieve the targets set by the company, all work is done sincerely, monitor the process & results, always conduct evaluations.

Statement 10 stating that employees have good friends in the work environment is included in the engaged category. Millennial generation employees are included in the engaged category with the highest average value of 4.52, then the baby boomers generation is included in the engaged category with an average value of 4.5. Generation X employees are included in the engaged category with the lowest average value of 4. In this 10th statement, employees across generations are generally included in the engaged category because based on the interview results (attachment page Y), respondents have good friends in the work environment who are very friendly, help each other if they have difficulties, and give each other encouragement, solve problems together and share joy.

Statement 11 which states that coworkers ask/talk about employee self-development is included in the engaged category. Baby boomer generation employees are included in the engaged category with the highest average value of 4.5. Then millennial generation employees are included in the engaged category with an average value of 4.15. Generation X employees are included in the engaged category with the lowest average value of 4. In this 11th statement, employees across generations as a whole are included in the engaged category because based on the interview results, fellow coworkers often ask/talk about work results, talk about the future, for example, if they retire, what needs to be prepared, ask about health and talk about family.

Statement 12, which states that employees have the advantage of learning & growing in a work environment, is included in the engaged category. Baby boomers and generation X employees are included in the engaged category with an average value of 5, then millennial generation employees are included in the engaged category with an average value of 4.18. In this 12th statement, employees across generations are generally included in the engaged category because based on the interview results, respondents have higher career opportunities, get the opportunity to continue learning, hone their skills, and gain experience through various activities provided by the company.

Table 4. Efforts Made By The Company To Improve/Maintain Employee Engagement Across Generations Of Bank X Employees

No	Statement	Respondents' Responses					Average	Category
		SA	A	N	NA	SD		
1	The company conveys the organization's goals and objectives clearly and consistently during training / briefings / FGD / FPK	1 (5)	0	0	0	0	5 (5)	High
2	The company implements regulations and activities that can increase employee work engagement, such as gathering activities (outbound,	1 (5)	0	0	0	0	5 (5)	High

	healthy walks) & wearing casual clothes every Friday.						
3	Companies link organizational goals such as productivity and effectiveness to employees' day-to-day work.	1 (5)	0	0	0	0	5 (5) High
4	The company holds open discussions between senior managers, managers and employees.	1 (5)	0	0	0	0	5 (5) High
5	The company rewards managers and employees who are able to create and improve work engagement.	1 (5)	0	0	0	0	5 (5) High
6	Companies are able to listen to what employees need and want.	1 (5)	0	0	0	0	5 (5) High
7	The company provides opportunities and challenges such as promotion tests to explore the potential of employees.	1 (5)	0	0	0	0	5 (5) High
8	The company clearly states how employees can contribute to the company.	1 (5)	0	0	0	0	5 (5) High
9	The company provides awards in the form of salaries, bonuses, allowances, and job openings to employees for their contributions.	1 (5)	0	0	0	0	5 (5) High
	Total					5	High

Source: Processed primary data

Table 1.4 shows the results of the questionnaire responses from the Manager of Bank X which show that the efforts made by the company to increase employee engagement across generations have a high average value of 5.

The company has made various efforts to improve/maintain employee engagement across generations, such as in the first statement, namely conveying the goals and objectives of the organization when training/briefing/FGD/FPK is included in the high category. Based on the results of interviews with the Manager, the morning briefing activity is a routine activity carried out by all employees, carried out every day before work hours start, namely between 07.30-08.00. With the morning briefing, leaders and all employees can exchange information and conduct brief evaluations and motivate employees to work to achieve company goals. Training activities are education that involves the learning process to improve skills. Training activities must be attended by all employees. Training is carried out after employees are accepted to work and before they enter the world of work they are provided with training first. Bank X also carries out training activities for old employees every year to improve skills, usually held at the Corporate University. FGD (Focus Group Discussion) is an annual routine activity that must be attended by all employees, aimed at conveying targets to be achieved, presenting annual performance, commitment to achieving targets and conveying the vision and mission. FPK (Performance Improvement Forum) is an annual routine activity that must be attended by all employees with the aim of increasing employee work productivity so that planned targets/goals can be achieved. FPK activities are usually in the form of team building and outbound.

Statement 2 is that the company implements regulations & activities that can increase employee engagement including in the high category. Based on the results of interviews with the Manager, the activities carried out such as gatherings that include healthy walks usually on Company X's birthday, outbound, picnics with all employees, religious studies, worship, every Friday wearing casual clothes so that employees enjoy serving customers more and are more enthusiastic in working.

Statement 3 is that the company relates company goals such as productivity & effectiveness with employee work, including in the high category. Based on the results of interviews with the Manager of Bank X, it has a goal of always working productively and effectively, prioritizing customer satisfaction and becoming a leading commercial company. The way for company goals to be related to employee daily work is to find quality human resources, provide salaries according to their respective professionalism and provide a guarantee of a better future.

The 4th statement stating that the company holds open discussions between leaders, senior managers, managers & employees is included in the high category. Based on the results of interviews with Managers, Open discussions between senior managers, managers & employees are conducted during monthly meetings, socialization activities, FGD & FPK.

The 5th statement stating that the company gives awards to employees who excel and are able to create/increase employee engagement to the company is included in the high category. Based on the results of the interview with the Manager, the form of awards is in the form of bonuses, job openings, salaries and gratitude from the leadership to employees if they succeed in achieving the targets set by the company.

Statement 6 stating that the company is able to listen to what employees want and need is included in the high category. Based on the results of interviews with the Manager, the Company has a way to be able to listen to what employees want and need, such as holding morning briefings so that employees can convey what they need & want, direct communication with employees and having a Workers Union that functions to channel the aspirations of all employees.

Statement 7 which states that the company provides opportunities & challenges such as promotion tests and various activities to explore the potential of employees is included in the high category. Based on the results of interviews with Managers, the Company has a way to explore the potential of employees such as providing routine training and followed alternately by each division in the company, providing performance assessments as an appreciation to employees so that they are more motivated and doing job rotation.

Statement 8 stating that the company clearly informs how employees can contribute to the company is included in the high category. Based on the results of the interview with the Manager, the way the company clearly informs how employees can contribute to the company by holding regular meetings to discuss the steps that must be taken according to each job and followed by the process and evaluation.

Statement 9 stating that the company provides awards in the form of praise, salary, bonuses, allowances and job openings for employee contributions is included in the high category. Based on the results of interviews with the Manager, Awards in the form of salary, bonuses, allowances are given every month, then job openings are opened when the company needs them, and gratitude from the leadership is given when employees have worked well and achieved the targets set by the company.

CONCLUSION

The results of the research and discussions conducted in the previous chapters resulted in the following conclusions:

1. Employee engagement of cross-generational employees consisting of baby boomers, generation X and millennials of Bank X is included in the engaged category, as can be seen from the Q12 statement (Gallup) which consists of the following statements:
 1. Knowing what is expected of the job
 2. Having the equipment & materials needed to do the job well
 3. Having the opportunity to work to do the job well
 4. Receiving awards or praise for doing a good job
 5. Having concern from leaders and co-workers
 6. People in the work environment support to continue to develop
 7. Opinions are heard in the work environment
 8. The company has a mission and goals that make work important
 9. Having a commitment to doing quality work
 10. Having good friends in the work environment
 11. Co-workers ask/talk about personal development
 12. Having the advantage of learning and growing in the work environment

Efforts made by Bank X to maintain/improve employee engagement are included in the high category. Efforts made include:

1. Conveying organizational goals and objectives clearly and consistently during training/briefing/FGD/FPK
2. Implementing regulations & activities that can increase employee engagement such as gathering activities, outbound, healthy walks & wearing casual clothes every Friday
3. Linking company goals such as productivity & effectiveness with employee work
4. Holding open discussions between leaders, senior managers, managers & employees
5. Giving awards to employees who excel
6. Being able to listen to what employees want and need

7. Providing opportunities & challenges such as promotion tests and various activities to explore employee potential
8. Clearly informing employees how to work well
9. Giving awards in the form of praise, salary, bonuses, allowances and job openings for employee contributions

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