

UNDERSTANDING MILLENNIALS FRUSTRATION AT WORK FROM A LENS OF SELF-DETERMINATION THEORY

Saba Khan¹, Waqar Akbar^{1*}, Naila Imran¹, Mehreen Mansoor¹, Asna Usman¹

¹ Faculty of Management Science, Shaheed Zulfiqar Ali Bhutto Institute of Science & Technology, PAKISTAN.

ARTICLE INFO

Article history:

Received 14 March 2020
Received in revised form 20 August 2020
Accepted 01 September 2020
Available online 04 September 2020

Keywords:

Need frustration;
Autonomy frustration;
Emotional exhaustion;
Relatedness frustration;
Workplace autonomy;
Absenteeism; Somatic stress; Work stress; Job autonomy; Somatic symptom burden;
Competency frustration.

ABSTRACT

The study finds the millennials' perspectives of their workplace from the lens of self-determination theory, in which, the frustration of work leads to stress and somatic symptom burden, which resultantly produce emotional exhaustion and cause absenteeism. The study collects the data from 223 milliners working in the banking sector. Three components of the Self-determination Theory, namely autonomy, relatedness, and competency are measured as independent variables whereas stress and somatic stress are measured as mediating variables. Finally, absenteeism and emotional exhaustion were measured as dependent variables. Using partial least square structural equation modeling, the results reveal that need-frustration has a significant impact on emotional exhaustion but insignificant on absenteeism. Further, sequential mediators including stress and somatic stress have full mediation between need-frustration and absenteeism but insignificant with emotional exhaustion. The study is useful for crafting workplace policies for millennials.

Disciplinary: Management Science.

©2020 INT TRANS J ENG MANAG SCI TECH.

1 INTRODUCTION

Workplaces are diverse because of different generations and their specific roles of jobs that they perform at their workplaces (Bencsik et al., 2016) and it impacts on the communication, technology usage, workplace expectations, and stress level because there is potential among them to conflict on their tasks due to their different characteristics which lead to the need's frustrations (Becton et al., 2014). From the U.S. Bureau of Labor Statistics, 80 Million populations are born between 1976-2001, known as millennials and they would rule half of the percentage of their workplaces by 2020 through their numbers (Brack & Kelly, 2012). We realized that, due to generational gap, the needs of millennial at their respective workplaces are quite different than the other generations people need because millennial seeks for the challenging workplaces which excite them but baby boomers and generation x are the types of generations that believe in performing the task what is being given

(Cucina et al., 2018). So, at this point, the Self Determination Theory (SDT) helps at the workplace to understand the behaviors and frustration of millennials because millennial needs are different from other generations (Heyns & Kerr, 2018).

There are three factors for SDT, autonomy, relatedness, and competency. Studies found that the fulfillment of the three needs prompted less fatigue (Broeck et al., 2010), motivation is provided by SDT (Broeck et al., 2016). Due to this, the employees who feel relatively more prominent need fulfillment at work likewise reflect the autonomy and exertion consumptions (Cooman et al., 2013). If autonomy, relatedness, and competence of employees are not meet then need-frustration arises which accuses illness. Millennials want autonomy at the workplace, if millennial is not given autonomy then they take stress and ultimatum it affects their health, resultantly turnover, emotional exhaustion and absentminded (Williams, et al., 2014), as it is in their roots (Hurst & Good, 2009). If millennials are not being given such competency then need-frustrations would cause the energy depletion of the employees and if relatedness is not meet the millennials do not get a closed connection with others at their workplace, (Olafsen et al., 2017).

Thus, these three components of SDT if not meet among the employees, do create work-related stress and which causes the need-frustration at their respective workplaces which impacts the somatic symptom burden. need-frustration in the millennials have never been studied before, it was just generalized for all the generation employees. So, realizing the gap, this research fills the gap measuring the need-frustration to the millennials at their workplace using SDT and finding its impact on absenteeism and emotional exhaustion with sequential mediating stress and somatic stress. (Olafsen et al., 2017).

2 LITERATURE REVIEW

According to SDT, motivation is the most important source for the employee's psychological health. SDT which deals with human inspiration, in medicinal services. The key to SDT is autonomy, competence, and relatedness whose fulfillment is required for the workplace. Autonomy (Decharms, 1972) is very important because its dissatisfaction alludes to the experience of not performing up to the mark. Competence alludes to the experience of conduct as successful and its dissatisfaction alludes to unfit to accomplish wanted results. Relatedness indicates the experience of common association with and its disappointment refers to the experience of an absence of fellowship. Stress is the major cause of need-frustration in the employees. According to SDT, for employees to work properly and effectively, motivation is the greatest source but unfortunately, nowadays 69% of employees are attributing stress (Sholar, 2017).

Due to group works, conflicts do exist among them. Organizations are changing the pattern of success parameters due to the differences in the generations (Stewart et al., 2017). Because there are different mindsets. Millennials have a greater desire for higher careers. Millennial likes independence, innovation-focused, and having a positive attitude. Millennials are highly ambitious generations (Gong et al., 2018). They are anxious to build up their abilities. Millennials show more elevated amounts of independence than cooperation. If we study from literature, we come to the point that needs frustration in the millennials has never been studied before. However, it was just generalized for all the generation employees (Unanue et al., 2017). So, realizing the gap, this research is going to be conducted to study the need-frustration of the millennials at their workplace using the

self-determination theory.

Millennials being as largest generations in the labor force, they are more stressed out because their characteristics which are very different from other generation's people working in their organization. The millennials are different from their learnings styles, communications ways and working patterns in their workplace So, we study using Self Determination theory, of the three components which are crucial and best for the workplace because they are psychological needs for autonomy, needs for competence, and needs for relatedness (Ryan & Deci, 2017).

2.1 HYPOTHESIS DEVELOPMENT

There are various reasons which are causing the employee's frustrations. Whereas if the need-frustration arises then basic psychological needs are not meet because they face need-frustration, employees face ill-being and absenteeism. If the employee's needs of autonomy, needs of relatedness, and needs of competencies are not meet in the workplace then they create the need-frustration (Li et al., 2017), which result in the dis-functioning and ill-being at the workplace and it will be producing work-related stress in the millennial which in return will lead to the higher level of somatic symptom disorder, emotional exhaustion, turnover intention, and absenteeism (Mudaly & Nkosi, 2015) which ultimately reduce the effectiveness of the decision making and less productivity (Shneikat et al., 2016; Trépanier et al., 2016).

H1a: There is a significant positive impact of need-frustration on emotional exhaustion.

H1b: There is a significant positive impact of need-frustration on absenteeism.

Many studies support the fact that need-frustration marks a highly positive impact on the level of stress because when the employee's basic needs are not been fulfilled then the stress is created. need-frustration would automatically lead to the stress because if an employee is not satisfied with the workplace and due to certain reasons he/she has to continue then it would affect the mental health because these negative workplace conditions are creating a huge level of stress in employee (Li et al., 2019) and multiple generations work in organizations, it would definitely impact on the communication between them, technology usages, the development of professionalism, workplace expectations and stress level because there is a high level of potential among them to conflict on their tasks due to their different characteristics which leads to the need's frustrations thus creating stress (Adegoke, 2014; Uysal et al., 2019).

H2: There is a significant positive impact of need-frustration on stress.

Need-frustration has highly contributed to the ill-being of the employees resultantly there are various hindrances by the employees in their work, so if the motivation by the supervisors is fully provided then it creates the less somatic symptom burden (Pedersen et al., 2019). When employees are facing serious issues of need-frustration and low level of motivation at their workplace, stress is greatly seen in the employees which results in the ill-being and bad health conditions of the employees which is the negative consequence for the organizations as well as employee (Uysal et al., 2019).

Stress has largely impacted the psychological disorders and ill-being of the employees along with need-frustration (Trépanier et al., 2015). Employee Stress is negatively effecting the workplace

creating a negative impact on human health. Stress is the outcome of need-frustration inside the personnel, therefore personnel might also sense boundaries in their place of work rather than a supportive environment due to the fact they sense the workplace is not presenting a secure and mindful environment. According to the self-determination theory, for employees to work properly and effectively, motivation is the greatest source but unfortunately, now a day's employees are facing stress (Dagenais-Desmarais et al., 2014).

There is a lot of evidence that workplace stress is associated with employees' physical and mental state of wellbeing and employee's emotional exhaustion. Utilizing Self Determination Theory, this examination guessed that need-frustration in the work environment is related to larger amounts of work-related stress, which thusly is related to different markers of work related sick wellbeing and contributing to the mediating factor (Dunn, 2019). The stressful condition of the work environment (because of the presence of different generations and their specific roles of jobs that they perform at their workplaces (George & Zakkariya, 2015), these generations have different life's experiences according to their different times of birth, their values, characteristics and attitude towards the ways of working are also distinctive because of unique perspectives is known for the negative impact on the employee health, and the absenteeism.

H3: There is a significant positive impact of need-frustration on Somatic symptom burden.

H4a: There is a mediating effect of Stress between need-frustration and emotional exhaustion.

H4b: There is a mediating effect of Stress between need-frustration and absenteeism.

H5a: There is a mediating effect of stress and somatic symptom burden between need-frustration and emotional exhaustion

H5b: There is a mediating effect of stress and somatic symptom burden between need-frustration and absenteeism

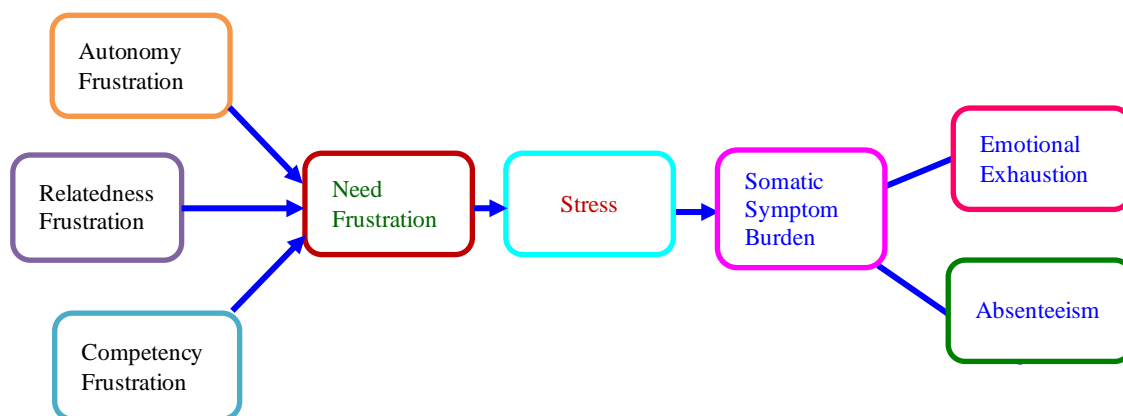


Figure 1: Conceptual framework.

3 RESEARCH METHODOLOGY

In this research, participants are the millennials working full time in the Pakistani banks with a sample size of 223 respondents. The questionnaire measurement scale is the Likert Scale. The software is smart PLS 3, integrating analysis of Construct validity and construct reliability, Discriminant validity, correlation of data, and multiple analysis regressions. Most participants are males 53.36%. The respondents' education ratios are bachelor's 70.85% and master's 29.14%.

3.1 MEASUREMENT OF VARIABLES

Basic psychological need-frustration: based on the frustration of the autonomy, frustration of the relatedness, and frustration of the competency, a questionnaire answer from 1 “Totally Disagree” to 5 “Totally Agree”.

Stress: The Tension and Effort Stress Inventory questions were adopted for the survey purpose. The millennial was asked questions about the stress based on the above-mentioned scale. The millennial related the level of stress to their workplaces. The responses were designed on the 5-point Likert scale from 1 “no stress” to 5 “very much stress”.

Somatic symptom burden: The Patient Health Questionnaire-15 was in terms of psychosomatics which included the responses based on three-point scales 1 “Not Bothered” to 3 “Strongly Bothered”. The millennial related the level of somatic symptom burden with their workplaces.

Emotional exhaustion: The emotional exhaustion, subscale regarding the Maslach Burnout Inventory was taken to access the emotional exhaustion state of the millennial at their workplace, and 5 point scale was adopted starting from 1 “Never” to 5 “Always”. The millennial related the level of emotional exhaustion with their workplaces and responded accordingly.

Absenteeism: A measuring scale was not taken in absenteeism because participants have to self-report the number of days absent for 3 months at the workplace. So, we developed a scale starting from 1 “5 days” to the 5 “Others”. The Participants were given an option other because if they have been absent for long other than our provided option so that they can mention it accordingly.

4 RESULTS

The results generated through PLS-SEM are explained under two categories namely, measurement model and structural model.

4.1 MEASUREMENT MODEL

Before assessing the hypotheses, it is crucial to test the validity of the model. For construct validity, it is empirical that constructs behaved in their measurement, the way they were supposed to behave. The convergent validity in research for construct means that when each item used in the study shows a mutual relationship while measuring construct. By finding the reliability of each item of measurement used in the scale, is one of the means to conduct the convergent validity. If we found all the items used in the scale are significantly loaded on the respective constructs, then we can conclude that the convergent validity is for the research is satisfactory. In Table 1, we have shown the outer loading of the items by each construct. All items except SS3 meets the threshold level of 0.6. The loading threshold of the items is 0.5, so, if we follow that our all items are loaded correctly and meaningfully. Here, we are not reporting the absenteeism because it is a single item-based construct. The second way to appraise the convergent validity is through the composite reliability (CR) of the construct in our research model. All CR values greater than 0.7 indicate acceptable.

The average variance extracted (AVE) processes the amount of the variation that a construct grabs by its item when it is compared with the amount produced from error measured. The recommended value of AVE for every construct must exceed 0.50. Table 1, all constructs AVE is above 0.5, so our Convergent validity is satisfactory.

Table 1: Item Loadings, Composite Reliability, Average Variance Extracted, and Cronbach's Alpha

Construct	Items	Loading	CR	AVE	Cronbach's Alpha
Autonomy	AUTO1	0.734	0.882	0.715	0.903
	AUTO2	0.922			
	AUTO3	0.87			
Relatedness	REL 1	0.858	0.919	0.790	0.904
	REL 2	0.915			
	REL 3	0.893			
Competency	COM1	0.763	0.919	0.791	0.897
	COM2	0.905			
	COM3	0.886			
Emotional Exhaustion	EE1	0.859	0.916	0.730	0.902
	EE3	0.846			
	EE4	0.863			
	EE5	0.850			
Stress	ST1	0.753	0.893	0.738	0.910
	ST2	0.924			
	ST3	0.891			
Somatic Symptom Burden	SS1	0.892	0.872	0.638	0.905
	SS2	0.901			
	SS3	0.555			
	SS4	0.799			

Discriminant validity is used to assess that items of a construct are not related to any other construct in the model and it is not like convergent validity because the discriminant validity measures the biasness between the items of the constructs. The common measures of assessing discriminant validity are Fornell-Larcker Criterion and cross-loadings.

The Fornell-Larcker Criterion defines that construct in this study is different from other constructs used in this study. Even, the sub-factors of each construct must be dissimilar from supplementary constructs. In Table 2, there is a diagonal line which, so, the discriminant validity is quite significant if the values of each diagonal line are higher than columns and rows as given by the Fornell & Larcker (1981).

Table 2: Fornell-Larcker Criterion.

Variable	1	2	3	4	5	6
1. Autonomy	0.846					
2. Competence	0.810	0.889				
3. Emotional Exhaustion	0.326	0.368	0.855			
4. Relatedness	0.692	0.595	0.511	0.860		
5. Somatic Stress	0.583	0.682	0.336	0.698	0.799	
6. Stress	0.527	0.524	0.320	0.637	0.637	0.859

4.2 STRUCTURAL MODEL

R-Square value in our study for the Stress and Emotional Exhaustion is 0.405 and 0.209 which is moderate. The smart PLS software is basically run to check the significance and the strength of paths in the model and also to test the hypothesis of our research framework. Path coefficients show the significance and the strength of paths, and it demonstrates the contribution of the independent variable on the variance of our dependent variable.

Table 3 is about the path analysis and relationships of need-frustration, stress, somatic symptom burden with absenteeism, and emotional exhaustion along with stress and somatic symptom burden. We may find the significant impact of need-frustration on emotional exhaustion (H1a). However, we

do not find the need-frustration on absenteeism (H1b). Table 3 shows the significant impact of need-frustration on stress (H1c) and somatic symptom Burdon (H1d). We may also find the significant impact of stress on somatic stress (H2a) and absenteeism (H2b). however, the stress does not impact on absenteeism (H2c). Further, somatic stress does not impact on emotional exhaustion (H3a) but it significantly impacts on absenteeism (H3b).

While testing the mediating effect of stress between need-frustration and emotional exhaustion (H4a) we do not find the statistical support for the result but we find the significant impact of stress between need-frustration and absenteeism (H4b). the similar results we find for somatic stress as a mediator it does not mediate between need-frustration and emotional exhaustion (H4c) but mediate between need-frustration and absenteeism.

Finally, we tested the sequential mediating effect of stress and somatic stress. The result shows that there is no statistically significant effect between need-frustration and emotional exhaustion but significant with absenteeism.

Table 3: Path analysis results

Hypothesis	Beta	SD	p-values	Decision
H1a need-frustration → Emotional Exhaustion	0.414	0.070	<0.001	Supported
H1b need-frustration → Absenteeism	0.030	0.059	0.611	Not Supported
H1c need-frustration → Stress	0.637	0.050	<0.001	Supported
H1d need-frustration → Somatic Stress	0.491	0.070	<0.001	Supported
H2a Stress → Somatic Stress	0.324	0.073	<0.001	Supported
H2b Stress → Absenteeism	0.689	0.050	<0.001	Supported
H2c Stress → Emotional Exhaustion	0.043	0.109	0.693	Not Supported
H3a Somatic Stress → Emotional Exhaustion	0.020	0.103	0.843	Not Supported
H3b Somatic Stress → Absenteeism	0.164	0.045	<0.001	Supported
H4a need-frustration → Stress → Emotional Exhaustion	0.009	0.023	0.696	Not Supported
H4b need-frustration → Stress → Absenteeism	0.174	0.018	<0.001	Supported
H4c need-frustration → Somatic Stress → Emotional Exhaustion	0.004	0.021	0.851	Not Supported
H4d need-frustration → Somatic Stress → Absenteeism	0.026	0.008	0.001	Supported
H5a need-frustration → Stress → Somatic Stress → Emotional Exhaustion	0.002	0.009	0.849	Not Supported
H5b need-frustration → Stress → Somatic Stress → Absenteeism	0.011	0.005	0.017	Supported

5 DISCUSSION

Millennials are the type of generation that will double their number in the workplaces by 2020 (Brack & Kelly, 2012), so this generation is very crucial to be understood of their needs and behaviors and there is a high level of potential among them to conflict with their tasks due to their different characteristics and needs that lead to the need's frustrations. It creates a high level of frustration and less motivation in millennials because their needs and wants are very different from other generations and it creates skirmishes in workplaces. To cater to this problem, the SDT theory deals with employee motivation and morale (Ryan & Deci, 2017). Millennials need more autonomy, competency, and relatedness, if they are not given then it creates absenteeism and emotional exhaustion.

So, the purpose of this study was to examine the dark side of the work from the millennials' perspective because they are going to be the future of the workplace (Brack & Kelly, 2013). So, this research has studied the dark side of the work from the perspective of millennials in the banking sector. We studied frustration level of millennial from the perspective of SDT in three needs levels that are autonomy, relatedness and competency are under focus, and these are related to workplace

stress and if they are not met than somatic symptom burden and high level of stress arises which cause the absenteeism and emotional exhaustion. Our first objective was to know the change in basic Psychological need-frustration is related to the change in the stress in millennials with emotional exhaustion and absenteeism at their workplace. So, regarding results, we found significance as the p-value for all three components of need-frustration i.e. autonomy frustration, relatedness frustration, and competency frustration has a strong relationship with the absenteeism using the mediating effect of stress but we did not find mediating relationship of stress with need-frustration components with the emotional exhaustion.

This study's second objective finds out that, for the millennial at their workplaces, the mediating effect of stress and somatic burden with need-frustration components on emotional exhaustion and absenteeism. The sequential mediating effect of stress and somatic symptom burden of autonomy, competence, and relatedness on absenteeism have a strong relationship but the sequential mediating effect of stress and somatic symptom burden of autonomy, competence, and relatedness on emotional exhaustion have a weak relationship so in this scenario we can use other factors for emotional exhaustion of millennials at their workplace so that the sequential relationships should be shown. The third objective of this research was to investigate, in the generation of millennials, what are the possible outcomes of the somatic symptom's burdens on emotional exhaustion and absenteeism. We found that the mediating effect of somatic symptom burden with autonomy, relatedness, and competency on absenteeism is significant which means they have a strong relationship but with emotional exhaustion, there is not a significant relationship. Our last objective, the relationship of the self-determination theory, three components of the frustration level of millennials at their workplaces with emotional exhaustion and absenteeism. We found that need-frustration has a strong relationship with emotional exhaustion. On the other hand, need-frustration has a weak relationship with absenteeism.

The findings, millennials when not met with autonomy, relatedness, and competence, it has an impact on absenteeism at the workplace. The sequential effect of stress and somatic symptom burden has a strong mediating effect of autonomy, relatedness and competency with the absenteeism. On the other hand, the frustration of autonomy, the frustration of relatedness and frustration of competency have strong relationships with emotional exhaustion.

6 CONCLUSION

This study's basic question was to know whether the need-frustration level of the millennials produces emotional exhaustion and absenteeism using the mediating effect of stress and somatic symptom burden. We found significance for all the three components of need-frustration i.e., autonomy frustration, relatedness frustration, and competency frustration have a strong relationship with the absenteeism using the mediating effect of stress but we did not find a mediating relationship of stress with need-frustration components with the emotional exhaustion. When there is a need-frustration of millennials in terms of autonomy, relatedness and competence, it has an impact on absenteeism at the workplace. sequential effect of stress and somatic symptom burden has a strong mediating effect of autonomy, relatedness and competency with the absenteeism this if the millennials at the workplace face the need-frustration, they go through stress and many symptoms of somatic which will ultimately lead to the emotional exhaustion and absenteeism.

7 AVAILABILITY OF DATA AND MATERIAL

The corresponding author will be liable to provide information regarding this paper.

8 REFERENCES

- Adegoke, T. G. (2014). Effects of occupational stress on psychological well-being of police employees in Ibadan metropolis, Nigeria. *African Research & Review*, 8(1), 302-320.
- Becton, J. B., Walker, H. J., & Jones-Farmer, A. (2014). Generational differences in workplace behavior. *Journal of Applied Social Psychology*, 44(3), 175-189.
- Bencsik, A., Horváth-Csikós, G., & Juhász, T. (2016). Y and Z Generations at Workplaces. *Journal of Competitiveness*, 8(3).
- Brack, J., & Kelly, K. (2012). *Maximizing Millennials in the workplace*. UNC Executive Development.
- Broeck, A. V., Ferris, D. L., Chang, C. -H., & Rosen, C. C. (2016). A Review of Self-Determination Theory's Basic Psychological Needs at Work. *Journal of Management*.
- Broeck, A. V., Vansteenkiste, M., Witte, H. D., Soenens, B., & Lens, W. (2010). Capturing autonomy, competence, and relatedness at work: Construction and initial validation of the Work-related Basic Need Satisfaction scale. *Journal of Occupational Psychology*.
- Cucina, J. M., Byle, K. A., Martin, N. R., Peyton, S. T., & Gast, I. F. (2018). Generational differences in workplace attitudes and job satisfaction. *Journal of Manager Psychology*.
- Dagenais-Desmarais, V., Forest, J., Girouard, S., & Crevier-Braud, L. (2014). The importance of need-supportive relationships for motivation and psychological health at work. In *Human Motivation and Interpersonal Relationships* (263-297), Springer, Dordrecht.
- Decharms, R. (1972). Personal Causation Training in the Schools. *Journal of applied social psychology*.
- Dunn, S. (2019). *Self-Determination and Its Relationship to Intrinsic Motivation in Novice Middle-School Teachers*. Doctoral dissertation, Northeastern University.
- Fornell, C., & Larcker, D. F. (1981). *Structural equation models with unobservable variables and measurement error: Algebra and statistics*. DOI: 10.1177/002224378101800313
- George, E., & Zakkariya, K. A. (2015). Job-related stress and job satisfaction: a comparative study among bank employees. *Journal of Management Developments*.
- Gong, B., Ramkissoon, A., Greenwood, R.A., & Hoyte, D.S. (2018). The generation for change: Millennials, their career orientation, and role innovation. *Managerial Issue*, 30(1), 82-6.
- Heyns, M. M., & Kerr, M. D. (2018). Generational differences in workplace motivation. *Journal of HRM*, 16(1), 1-10.
- Hurst, J. L., & Good, L. K. (2009). *Generation Y and career choice: The impact of retail career perceptions, expectations and entitlement perceptions*. Career Development International.
- Li, C., Ivarsson, A., Lam, L. T., & Sun, J. (2019). Basic psychological needs satisfaction and frustration, stress, and sports injury among university athletes: A four-wave prospective survey. *Frontiers in psychology*, 10, 665.
- Mudaly, P., & Nkosi, Z. Z. (2015). Factors influencing nurse absenteeism in a general hospital in D urban, South Africa. *Journal of nursing management*, 23(5), 623-631.
- Olafsen, A.H., Niemiec, C.P., Halvari, H., Deci, E.L., & Williams, G.C. (2017). On the dark side of work: a longitudinal analysis using self-determination theory. *European journal of work & psychology*.
- Pedersen, C., Halvari, H., & Olafsen, A. H. (2019). Worksite physical activity intervention and somatic symptoms burden: The role of coworker support for basic psychological needs and autonomous motivation. *Journal of occupational health psychology*, 24(1), 55.

- Ryan, R.M., & Deci, E.L. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Publications.
- Shneikat, B., Abubakar, M.A., & Ilkan, M. (2016). Impact of Favoritism/Nepotism on Emotional Exhaustion and Education Sabotage: The Moderating Role of Gender. Harvard Academic Forum.
- Sholar, B. (2017). *Getting the Work Out of Workouts: Evaluating the Effectiveness and Outcomes of a Physical Exercise Motivational Intervention for Older Workers*. Doctoral dissertation, University of Central Florida.
- Stewart, J. S., Oliver, E.G., Cravens, K.S., & Oishi, S. (2017). Managing millennials: Embracing generational differences. *Business Horizons*, 60(1), 45-54.
- Unanue, W., Rempel, K., Gomez, M.E., & Van den Broeck, A. (2017). When and why does materialism relate to employees' attitudes and well-being: the mediational role of need satisfaction and need-frustration. *Frontiers in psychology*, 8, 1755.
- Uysal, A., Aykutoglu, B., & Ascigil, E. (2019). Basic psychological need-frustration and health: Prospective associations with sleep quality and cholesterol. *Motivation & Emotion*, 1-17.
- Williams, G.C., Halvari, H., Niemiec, C.P., Sørenbø, Ø., Olafsen, A.H., & Westbye, C. (2014). Managerial support for basic psychological needs, somatic symptom burden and work-related correlates: A self-determination theory perspective. *Work & Stress*, 28(4), 404-419.



Saba Khan is an Assistant Product Manager at Faysal Islamic Banking. She got her Master's degree in Management Science from SZABIST PAKISTAN. She is interested in HRM and development.



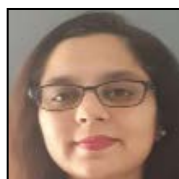
Dr. Waqar Akbar is an Assistant Professor at SZABIST, PAKISTAN. His research includes Workplace Psychology, Workplace Sustainability, Human Resource Management and Human Behavior. He provides training and consultancy on Workplace Design, Ergonomics and Human Development, manages Workshops on Structural Equation Modeling and Survey Research.



Naila Imran is associated with SZABIST, as a Visiting Faculty for business courses. She is a soft skill trainer and content developer and has trained employees of Oil and Gas Sector, banking, FMCG and service sectors such as Habib Bank Limited, Coca-Cola, Pakistan Petroleum, United Bank.



Mehreen Mansoor is associated with Postgraduate universities in Pakistan as a Visiting faculty for management courses. She is interested in the Organizational Behavior & Psychology, HRM of different corporate sectors such as Banking, HR Consultancy, and Textile Buying House.



Asna Usman is associated with the Faculty of Business Administration, Institute of Business Administration (IBA) and Iqra University Pakistan. She is interested in Management, Business Communication, Marketing Communication and HRM

Trademarks Disclaimer: All product names including trademarks™ or registered® trademarks mentioned in this article are the property of their respective owners, using for identification and educational purposes only. The use of them does not imply any endorsement or affiliation.