

**RARE**

**INVESTIGATION ON GENERATIONAL DIVERSITY IN THE ORGANIZATION:  
WORK CENTRALITY AND NARCISSISM, AND THEIR IMPACT TO WORKFORCE  
ENGAGEMENT.**

**BY**

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## ABSTRACT

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Dissertation Presented to the Senate of University of Kelaniya in partial fulfillment of the requirement for the degree of  
Master of Human Resource Management

### INVESTIGATION ON GENERATIONAL DIVERSITY IN THE ORGANIZATION: WORK CENTRALITY AND NARCISSISM, AND THEIR IMPACT TO WORKFORCE ENGAGEMENT

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In modern organizations, we observe exceptional four generations of workers work side by side. While this combination of generation's complements valuable diversity to the workforce, it also adds complications. In spite of prevalent interest in the focus of generations in the workplace, systematic research of the specific generational differences of work centrality, narcissism, and their relation to employee engagement is limited. It is vigorous to examine the possibility of significant generational differences in order for HRD practitioners and scholars to understand the focus and direction of approaches intended to improve individual and organizational performance. Using a quantitative research methodology, an online survey was conducted with of Baby Boomer, Generation X and Millennial generation employees ages 18 – 69 in small to mid-size organizations from fourteen different industry sectors in worldwide using social media and who are my students at HRMI.

The study did not find statistically significant generational differences regarding work centrality and narcissism among the Baby Boomer, Generation X, and Millennial generations, yet did determine significant generational differences regarding employee engagement among the Baby Boomer and Millennial cohorts.

Two striking findings of the study have the most significant implications for HRD: decreasing employee engagement for the Millennial generation and, that work centrality can predict employee engagement. These findings extend the current knowledge regarding work centrality and employee engagement and suggest HRD practitioners and scholars can best manage the different generations by developing and implementing strategies that increase and sustain high levels of work centrality and foster employee engagement to ensure optimum workforce performance.