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From Employment to Meaningful Work: Addressing the Changing Expectations of the Current Generation

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KEYWORDS

Meaningful Work, Changing Workforce Expectations, Millennials, Generation Z, Employee Engagement, Work-Life Balance, Career Autonomy, Employee Well-Being, Organizational Culture, Employee Motivation, Job Satisfaction, Human Resource Management, Purpose-Driven Work, Talent Retention;

ABSTRACT

Now, workers are getting ready to enter a new, different work environment—a workplace that offers experiences beyond monetary ones and those that are conventional. Current generation strives for meaning, growth, work life balance, flexibility, purpose, wellbeing and personal values that are aligned with organisational values, particularly millennials & Generation Z. The study offers analyses of the expectations of the current generation and the shift in developments from being employed in work to work with meaning and purpose. The research areas that are emphasised include areas of career autonomy, culture of organisation, employee engagement, learning & development, recognition, social impact, psychological well-being and flexibility and opportunities for personal fulfilment. It says that now enterprises cannot afford to hire and keep talented employees at any cost of only job security. Rather it is meaningful work experiences that have turned into one of the significant determinants of motivation, engagement, satisfaction and retention. Literature review studies represent a conceptual and analytical study, dealing with changing expectations of the workforce, Employee motivation, and meaningful work and Contemporary human resource management practices. The results highlight a need for organisations to rethink jobs, further empowering these employees, providing an ongoing development opportunity, and building purposeful culture. The results of this study show that firms with a successful strategy to strengthen the link between employment and meaningfulness are more likely to cultivate an engaged, resilient and future-proof workforce.

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1. Introduction

The basic transformation that is really taking place in the world of work is that what work means, continues to change. What work means continues to change and there is a basic transformation that is taking place in the world of work. Traditionally, employment was viewed in the same way as income, employment security, contribution to family's food security and livelihoods, and it was seen as bringing social and economic stability. Stable career paths, regular pay, better prospects for growth and job security with a company were all common things that were expected from employees. The expectations placed on today's modern workforce are growing by leaps and bounds, though. They want job to provide more than just pay, purpose, growth, autonomy, advancement, appreciation, mental and wellbeing, engagement and meaningful relationships with others, meaningful differences to their communities, and more. So the definition of employment is slowly changing to become the definition of meaningful work, where individuals are looking for a way to understand the relationship between their work and the other people's meanings for their life and work. With such a shift, things have changed for the better for organizations, managers and HR folks as well because work experiences are now becoming more attractive – and they're more meaningful – than monetary bonuses.

The demands of jobs and workers closely follow variables of greater economic, technological, demographic, and social change. Employees' involvement in the relationship with the organization has evolved thanks to digitalization and automation, global access to broadband Internet, to more and more global job opportunities, to new career structures or to the new way of work, now remote and hybrid. Geographic and technological constraints have been removed and widowed peoples have had the opportunity to try out different types of work: social media and websites have contributed to the shift in attitudes to workplace realities, employment cultures and work experiences. Others, meanwhile, younger people, have started working on other grounds, different expectations of authority, hierarchy, promotion, flexibility, loyalty, etc. In the work world today, no one thinks that the job they have is going to be a lifelong one with a particular company; rather, employment is a very dynamic process with learning, experimenting, moving around and growing. This has resulted in a fresh approach to the working model, and the awareness to come up with new concepts and employee value propositions, making sure to include the economic and psychological needs.

One aspect of this change of the nature of the job is a meaningful job. The wider sense of meaningful work is: work considered meaningful by individuals, valued, purposeful, and reflecting their beliefs & aspirations. If there is some aspect of their job that they feel they are contributing to, that their job matches their skill set, that their job is doing something good, and that their organization has their values, it is highly likely that they will feel meaning in their job. Different sources of meaning include the contents of the jobs, working relations with colleagues, leadership, learning opportunities, as well as the meaning that the organization gives to the jobs through its purpose, social contribution and autonomy. So meaningful work is not so much about work that is social in nature, but about what is meaningful and valuable to the worker in relation to a greater end in all sectors of work. The emergence of the importance of meaningful work is experienced by workers' growing interest in being more involved in their work than only to generate income from it.

One of the most prominent aspects with the current generation is the integration of work into life and employee well-being. Traditionally, in work place, it has been the norm that work must adapt to personal life. However, in the modern world, the staff members understand that the company should recognize their duties, mind, families' requirements, and their lives. This has therefore created a culture of flexible working arrangements (such as hybrid working), reasonable workloads and leave flexibility alongside supportive managers or healthy workplace working relationships as part of worker expectations. The COVID-19 Pandemic proved the viability of employment flexibility and remote work in various jobs, driving these patterns even more. The growing autonomy of its employees over the when and where of work impacted forever workers' expectations of workplace flexibility across a number of sectors. This will help organisations

struggle to hire and keep younger employees if they don't offer flexibility or a more employee-friendly working culture.

Another one is an increase in the community of organisational objectives and values is becoming more relevant. In today's world, apart from salaries and career paths, employees value the integrity of the company, its social responsibility, environmental, diversity, inclusion and contributions to society. If values match the mission/vision of the organization, it can make employees feel more attached to the organization. This has created relevance and importance of corporate purpose and corporate culture to HRM. Organizations will thus be challenged to communicate a vision and evidence that all of their values are embodied in living practice. Your employees might be unhappy, mistrustful and disengaged if notidences are noted by employees and not communicated as agreed. Thus, opportunities to involve employee in the decision making process within an organization is not all enough since meaningful employment also demands authenticity and transparency, as well as fairness in the organization.

Staff members' aspirations for change also play an important role in how well they are able to grow and to be hired. Previous scenarios based defined on progression in a structure that slowly evolved from young to old. The opportunities to be always learning, growing and developing skills and to be able to move sideways, undertake projects and has an opportunity for professional mobility are a typical feature within the Course for the present century. There is an expectation within the workforce that their organisation will provide them with the opportunity to be trained, mentored, reskilled, upskilled and also the opportunities of new technologies. With the fast pace at which artificial intelligence and digital technologies are progressing, the need for constant learning is further enhanced. Staff have greater awareness that being 'work ready' is a significant aspect of being flexible with technology and jobs. Employers who make an investment in employee initiatives have the option to boost each employee's job satisfaction and the skills of the employer group as a whole.

The shift from work to meaningful work also impacts employee engagement, motivation, job satisfaction and retention. If the work is meaningful, it is likely that the employee will feel a sense of belonging, commitment to the job, use discretionary effort, and be enthusiastic about it. Conversely, staff members who feel bored, demeaned or lack opportunities for learning or growth can become the very last line of defense when it comes to staff retention. This introduces a substantial hurdle to organisations since worker expectations are turning into multidimensional. While competitive salaries are a part of it, compensation is not always the most defining element to selecting a long-term position. Concurrently, organisations have come to increasingly recognize the need for jobs that offer relevant remuneration and challenging work tasks, while providing positive leadership, recognition, freedom, flexibility, opportunities for development and contribution.

Another thing about great leaders is that they are important in creating significant work environments. Today's staff members demand a new management role for managers, one which is more coaching, facilitative and mentoring than supervisory. Creating a supportive leadership environment can give employees a feeling for the significance of their work – how they can be appreciated, how to increase their capabilities, how their work connects to the larger organization. There's a need to have the voices of employees and have them participate in the process as well—when people feel their labor has meaning, they are more likely to feel that way if they could have some input into what is going on. With some empowerment, trust, recognition and open communication, the psychological relationship of workers and work can then be strengthened.

Setting to these times, the study entitled “From Employment to Meaningful work: Addressing the Changing Expectation of the current Generation” throws light on the changing demands of the current generation and the increasing importance of meaningful work in the era of changed times. Knowing about the different senses of the employment relation is important, because the employment relation has grown to involve psychological, social, developmental and value –based components as well as an economic component. It aims to explore the impact of things like purpose,

autonomy, flexibility, well-being, organizational culture, career development, recognition, employee participation and social impact in affecting perceptions of work in contemporary society. The study also illustrates the challenges organisations have overcome in meeting those expectations, and recommends that human resource policy and practice must be part of organisations' development agendas and concentrate on people. Knowing this transition is a crucial component in creating workplaces that can be productive, engaging, inclusive, purposeful, and sustainable. Finally, organisations that effectively make work more meaningful can build better relationships with employees, increase employee engagement and organisational commitment, enable talent to stay with an organisation and build an employee workforce that can continue to meet the future needs of the world of work.

2. LITERATURE REVIEW

Research on how work expectations change has shown that the attitudes held by workers for work are influenced by the values of work, career expectations, work experiences of different generations, technological progress and advancement, state of the economy and preferences. To answer the question how values are different depending on compensation, security, independence, achievement, relationships, growth and social contribution, the work values concept can be used as a basis. (Elizur, 1991) has demonstrated that there are multiple dimensions to the structure of work values and that relative weight of a work value can be similar across cultures. The authors' research confirms evidence indicating workers consider more than the wages provided by a job. It is important to note this attitude in relation to the modern process of meaningful work transition in which the worker is conscious of adapting to the characteristics of the activity in which they work.

Another theme in literature which is essential to note is generational differences. The question was raised by (Cogin, 2012) as to whether there are differences in the values held towards work by the different generations, or whether there might be exaggerated differences in work values. The purpose of the study was to test naïve assumptions that later generations have different work values. The research aimed to cast doubt on the idea that generations of different age groups do not have the same values on work with the support of collected data from several countries. These results suggest some caution be taken with interpreting generational effects because other factors influence work values such as age, career stage, historical context, national culture and organizational context. The perspectives of Millennials (MM) and Generation Z (GZ) should not be seen as being completely the same for this current research the attitudes of these generations should not be equated. However, it is the changes over a wider sweep of time, or a generational study of working place change and which factors shape 'desirable' conceptions of working which are useful here.

However, (Clark, 2017) looked at some of the problems that can arise when dealing with multiple generations in the workplace and emphasised the importance of recognising differing modes of communication, motivation, expectations and preferences in the workplace. In today's businesses, employees manifest various generations making managers have to use both stable and flexible practices in HR rather than a one-size-fits-all method of employee motivation. This just reinforces the importance of providing a variety of recognition, development, flexibility, participation and career progression opportunities for organisations. Good generational diversity management, therefore, can positively affect employee relationship and make use of an inclusive working environment.

(Chow, 2017) looked at the relationship between work values and satisfaction with work across the transition to adulthood in the middle years of life. As they engage in studies, they demonstrate that the fundamental values of work that are formulated before adulthood are important to predict individuals' job and life satisfactions throughout adulthood. The relevance of this study would be in illustrating that people's expectations of employment do not constitute short-term wishes, but can affect long-term employment and life courses. Where there is a "match" between the work values experienced by their work and the work experiences, the employees may be more likely to have a life-long sense of satisfaction. So, it's crucial that organisations are conscious of the

changes in work values so that they can create and carry out an experience for workers that they will be able to sustain.

Specifics of study into the Millennials also indicate shifting expectations for jobs. This study was undertaken by (De Hauw, 2010) during an economic recession to discover the "psychological contracts" and perspectives of the "Millennials." The study illustrates that immigrant workers do arrive with an 'incoming package' of expectations regarding workplace opportunities, future career growth, provide and support, and the job contract. Employee perception of employment will be changed as a result of the change of nature of the economy, and it can be concluded that these employees' perception of employment is influenced by the economic situation. The psychological contract view is very meaningful for meaningful work, as today's workers seek development, respect treated, support, career opportunities and a positive experience in the workplace as part of their wages.

(De Cooman, 2012) examined the link between work values and organizational attractiveness with a study comprising the graduating students of Generation Y from Belgium. They conclude that the role of the value of work in influencing the attractiveness of the organisation has been highlighted when it comes to younger employees. It's clear that it's not "where do you fit in" when it comes to the employee – young employees want to know what types of values, culture, development opportunities and employee experiences a company has to offer. The study agrees with the person–organization fit perspective that proposes that organizational attributes play an important role on employee's attraction to an organization as organizational characteristic that match employees value and expectation are important and should be studied on this aspect. Value congruence is a vital element of meaningful work because it could enhance employee's development and perception of meaningfulness of the job.

Among the business and economics students, job preferences were explored and discussed by (Demel, 2019) and they showed the relevance of clarifying what a student's factors of interest are when assessing potential employment. The study is important with respect to students' transition from education to employment, as the graduates are now faced with the challenge of making decisions based on different features of a job. Potential factors that might play a role in employment choices include an income expectation, advancement opportunity, job responsibilities, workplace, workplace characteristics, and an expectation of promotion. This discovery implies organizations will need to pay attention to the multi-dimensional aspects of job attractiveness to attract and retain highly skilled youth employees. This shows that the study of work opportunity should be undertaken as well as study of conventional financial opportunities.

This has resulted in another dimension of generational differences, that of the technology and digitalization. (Childers, 2020) examined the awareness of how digital natives comprehend the concept of 'digital influence' and sought to determine any differences between generations in social media influencers. This study is conducted in the context of advertising and social media, however it can be considered more broadly as a view on the distinct digital environment that is faced by younger people. Developed in a world with respect to digitally mediated communication, online communities, social media and quick information sharing, millennials and Generation Z are more familiar to them (Karácsony et al; 2020). Such experiences can influence their attitudes regarding what they expect from employers, their idea of organizational reputation, how they look for a job, and technology in the workplace. It therefore means that digital communication and the experience of workers Via technology is an important aspect that needs to be resourced earmarking it to the employment strategy.

(Fernandes, 2021) conducted a study and noted that there may be differences in the amount of money expected from the monetary reward for demographic groups. They agree compensation is a continual consideration in any job choice and that a sense of the workplace crosses generations. The differences in employee evaluation may stem from the fact that there exists differences between the genders with regard to compensation and job opportunity perceptions. This adds to the pursuit of a deeper engagement with a meaningful work, in which financial security is an

overarching concern that is viewed in combination with intrinsic and relational values like purpose, recognition, development, participation and organizational values.

Moreover there are foci in the literature on employment roles of economic and institutional influences. (Cruces, 2015) analyzed the impacts of the euro-crisis and its implications for wages and collective bargaining in the south, highlighting the potentially dramatic effects that macroeconomic shocks may have on wages, the employment relation and workplace democracy. Employees will be affected if there are fears that the economy is uncertain, and may be more concerned about job security and wage increases. This means that going towards meaning does not mean that money is not relevant. Rather, meaningful work is an extension and development of employment expectation with economic security provided with psychological, developmental, social and value requirement.

The (Commission, 2003) in a comprehensive report on SMEs in Europe examines the role of SMEs from the institutional point of view in terms of employment and economic development. Small and medium enterprises are an important source of jobs and often have structural characteristics that differ from that of the large enterprises. These can impact upon employees' relationships with others, information sharing, flexibility in role and belonging, amongst others. These qualities may help organizations establish a stronger and more relevant relationship between individual and organizational productivity and outcomes for employees. At the same time, and more significantly, SMEs may not be able to provide formal training for career development, wages, and providing employee welfare programmes, which suggests the generation of meaningful work can have varying degrees of implications in organizations.

In general, there is methodological literature available which provides information relevant to the study of shifts in nature of employment. (Cohen, 1988) has laid the groundwork for some important principles in behavioural research with regards to statistical power, effect sizes, and sample adequacy. These ideas should be taken into consideration when developing empirical studies addressing the relationships between work values, meaningful work and outputs of employment. Also, (Efron, 1993) made important contributions to statistical methodology as they developed techniques with the bootstraps. When researchers aim to learn good estimates of sampling distributions (especially in complex empirical models) these approaches can help. These studies don't look specifically at meaningful work and at generational expectations but provide methodological notions when doing large quantitative studies.

All in all, the literature reviewed found that there is definite evidence that the concept of employment is no longer simply only a business deal, but also an employee's experience. Hence, values of autonomy, higher pay, career orientations, individual–organization fit, orientation to work, salary, technology, demographics and economy all influence attitudes towards work and this is supported by previous and current research. The literature also suggests that the development focus, organizational values, flexibility, meaningful career experiences and matching personal and organizational expectations are also among the growing factors that are important for Millennials and younger generations. An important area of research still needs to be explored, however, is that some research that addresses individual aspects of work value, generational differences, job preferences, organizational attraction etc. researche these factors separately rather than in a single comprehensive of meaningful work. Furthermore, the present generation's demands for, and the impact of, digitalization remain to be answered, when it comes to revisiting employment to create purpose and growth, contribution and recognition, as well as to provide social value and participation in the process of digitalization. This study aims to fill this gap by broadening their understanding of the correlation between meaningful jobs and employment and factors that influence people's perceptions of meaningful and fulfilling employment in today's context.

3. OBJECTIVES OF THE STUDY

To examine the changing work expectations of the current generation, particularly with respect to career growth, work-life balance, flexibility, compensation, autonomy, employee well-being, and organizational culture.

To assess the factors influencing employees' perception of meaningful work, including purpose, personal values, recognition, learning and development opportunities, employee participation, social contribution, and person–organization value fit.

To suggest strategies for organizations to transform conventional employment into meaningful work experiences that enhance employee engagement, job satisfaction, organizational commitment, motivation, and talent retention.

Hypothesis of the Study

H_{01}: There is no significant relationship between the factors influencing employees' perception of meaningful work, such as purpose, personal values, recognition, learning and development opportunities, employee participation, social contribution, and person–organization value fit, and their perception of meaningful work.

H_{11}: There is a significant relationship between the factors influencing employees' perception of meaningful work, such as purpose, personal values, recognition, learning and development opportunities, employee participation, social contribution, and person–organization value fit, and their perception of meaningful work.

4. RESEARCH METHODOLOGY

The descriptive analytical research design is applied using this study to explore the expectations of this generation regarding meaningful work and factors affecting the perception of workers' meaningful work. The study has been based on primary and secondary data. The primary data may be collected from users from different genders, age groups (Millennial or Generation Z), different sectors and organizations. Items used for data collection would be statements with five-point Likert scales: 1 = Strongly Disagree – 5 = Strongly Agree on the structured questionnaire. Some ideas for questions in the survey could be related to employee meaningfulness for work, personal values, employee recognition, employee learning and development, employee involvement, social impact, employee value fit, work-life balance, being flexible, career development, and general attitude about meaningful work. Depending on the availability of and eligibility for the respondents, a purposive or a convenience sample method may be selected to assure choice of appropriate sample. Secondary research obtained from citations from peer reviewed research articles, books, institutional reports, industry reports and credible/professional publications containing information about work values, generation gap, employee engagement, meaningful work, and current HRM concepts pertaining to work values, generational difference, employee engagement, meaningful work, and current HRM concepts. The gathered primary data will be coded and analyzed in the right way by the use of following Statistical Analysis Methods: Frequency and Percentage Analysis, Descriptive Analysis, Reliability Analysis, Correlation Analysis, Hypothesis Testing. The correlation and where applicable, regression can be used to explore the relationship between meaningful work factors and employee's perception of meaningful work and Cronbach's alpha can be used to evaluate the internal consistency of the measurement scales. The study will be conducted in a confidential manner with a voluntary participation, and there is no doubt that the information that the respondents give will be used only for the purpose of academic research. The methodology aims at empirical evidence of the answers to be given by the organizations to the new generation's expectations and pave the way forward from the traditional workplaces toward meaningful and meaningful work.

Table 1 Descriptive Statistics of Factors Influencing Meaningful Work

Sr. No.	Factors Influencing Meaningful Work	N	Minimum	Maximum	Mean	Std. Deviation
1	Purpose of Work	400	1.00	5.00	4.12	0.71
2	Personal Values	400	1.00	5.00	4.05	0.76
3	Recognition	400	1.00	5.00	3.89	0.83
4	Learning & Development Opportunities	400	1.00	5.00	4.08	0.74
5	Employee Participation	400	1.00	5.00	3.94	0.79
6	Social Contribution	400	1.00	5.00	3.87	0.85
7	Person–Organization Value Fit	400	1.00	5.00	4.01	0.77
8	Overall Perception of Meaningful Work	400	1.00	5.00	4.06	0.72

Source: Primary Data

5. ANALYSIS OF DESCRIPTIVE STATISTICS

The descriptive statistics highlight over-all characteristics of the factors affecting one's perception of meaningful work for employees. The average responses on the five-point Likert Scale of the factors identified are above the neutral point (3.00) showing the respondents generally have a positive perception on each of these factors. The results in terms of mean of the employees perception about the purpose of their works reveals that the employees perceive purpose of work as the most important in meaningful employment with mean score of 4.12 and standard deviation of 0.71. It turns out that today's workers want to do jobs that will provide them with guidance, meaning, structure, and "part of a whole", whether in their work unit or their organization, or the common good. Employees are also very positive about opportunities for learning and developing, with a mean rating of 4.08 (SD = 0.74) for Learning and Development Opportunities. Fluctuations with Work Values: In terms of personal values the mean score is 4.05 (SD = 0.76) which indicates that consistency with Work Values is congruent with a meaningful job. This is true with regards to Person–Organization Value Fit, the average score was 4.01 (SD = 0.77), indicating employees tend to view their work as valuable when the values they share with an organization are compatible. The average of Employee Participation is 3.94 (SD = 0.79) representing a level of importance placed on participation and employee voice in decision-making on the work-site. The mean score of the dimension is 3.89 (SD = 0.83) indicating that the contribution of the employees

is also valued (compared to purpose and development) and that this value also contributes to meaningful work. For Social Contribution, the mean score of 3.87 (SD = 0.85) is the lowest of all the means and is still higher than the neutral score. Overall, purpose, self-development, value consistency, involvement, appreciation and society contribution are the general factors attributed to meaningful work. The result then emphasizes that cash-based job definitions are not the only definitions that should be considered by organizations when creating jobs, but that job environment would include the psychological and job expectations of employees.

Multiple Regression Analysis of Factors Influencing Meaningful Work

Dependent Variable: Employees' Perception of Meaningful Work

Table 2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.812	0.659	0.653	0.421

Source: Primary Data

Table 3 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	128.436	7	18.348	103.421	0.000
Residual	66.145	392	0.169		
Total	194.581	399			

Table 4 Coefficients

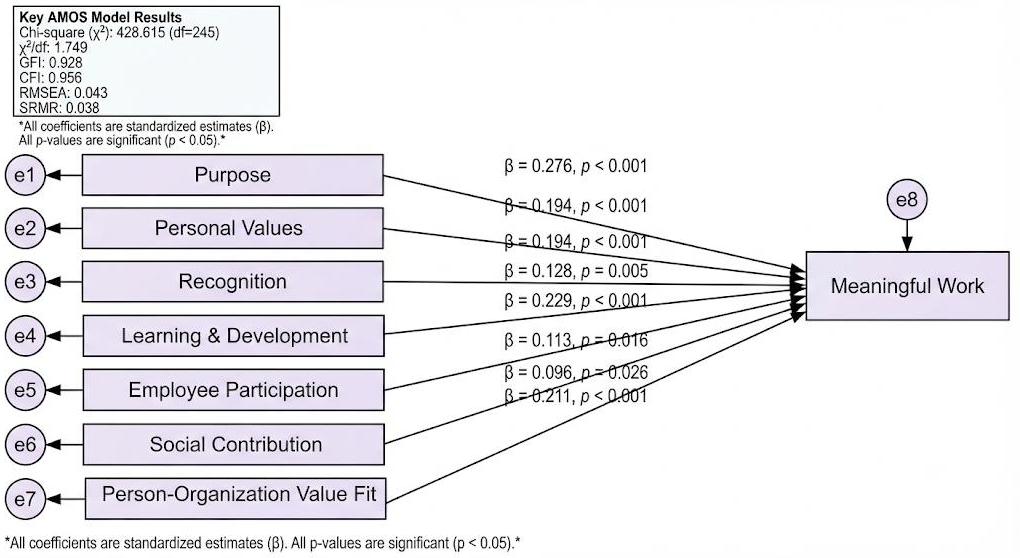
Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	0.684	0.184	—	3.717	0.000

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
Purpose of Work	0.241	0.049	0.248	4.918	0.000
Personal Values	0.173	0.047	0.181	3.681	0.000
Recognition	0.126	0.043	0.137	2.930	0.004
Learning & Development	0.218	0.051	0.221	4.275	0.000
Employee Participation	0.109	0.045	0.112	2.422	0.016
Social Contribution	0.087	0.040	0.098	2.175	0.030
Person–Organization Value Fit	0.196	0.048	0.205	4.083	0.000

Analysis of Multiple Regression Results

The results are presented by multiple regression analysis in which the selected factors had significant influence on the perception of meaningful work among the employees. As per the model summary, the value of R is 0.812 which clearly depicts the strong positive relationship among the combined independent variables and meaningful work. The purpose of work, personal values, recognition, to learn and develop, have opportunities to work, social contribution and person–organisation value fit explain 65.9% of the variance in employees perception of meaning of their work. The results of ANOVA clearly indicate that overall regression model was statistically significant ($F = 103.421$, $p < 0.001$), suggesting that the independent variables together were able to account for what is really perceived to be a meaningful job. The personality–organization value fit ($\beta = 0.205$, $p < 0.001$), purpose of work ($\beta = 0.248$, $p < 0.001$) and learning and development opportunities ($\beta = 0.221$, $p < 0.001$) are the strongest predictors. In addition, the personal values, recognition, employee participation and social contribution were statistically significant and all P-values were less than 0.05. The findings indicate that the employees perceive purpose, opportunities for development, values in line, recognition, involvement, and social involvement as work meaning, in the context of today's working life. Thus, the null hypothesis can be rejected and the alternative hypothesis (H_{11}) can be accepted as meaningful that the identified factors affects the perception of meaningful work significant.

Figure 1 Structural Equation Model



Analysis of AMOS Structural Equation Model

The good model fit is concluded from the value of statistic of the model which is tested in AMOS structural equation model through Chi Square value. The validity of the model can be seen from the modeling results obtained from the AMOS analysis of the structural equation modeling, which has an acceptable model fit for the proposed conceptual model and the data obtained. The model has 245 degrees of freedom, a chi-square of 428.615 and a ratio (χ^2/df) of 1.749 (this is within acceptable limits for a good model fit). The reported indices of goodness of fit satisfactory with GFI = 0.928, CFI = 0.956 and RMSEA = 0.043 and SRMR = 0.038 indicate a close and good fit between the hypothesized model and the empirical data. All seven factors have a positive and statistically significant relationship with meaningful work and these factors are standardized. Purpose has the strongest effect ($\beta = 0.276$, $p < 0.001$), followed by Learning and Development ($\beta = 0.229$, $p < 0.001$) and Person–Organization Value Fit ($\beta = 0.211$, $p < 0.001$). The other two main factors, Recognition ($\beta = 0.128$, $p = 0.005$) and Employee Participation ($\beta = 0.113$, $p = 0.016$) and the latter factor, Social Contribution ($\beta = 0.096$, $p = 0.026$) are comparatively smaller in effect but still significant with Personal Values. The low p values of all of the relationships shown above means that they are statistically significant. So, it is accepted H_{11} is true, it means that the aforementioned factors do significantly influence the perception of the employees about meaningful work.

6. OVERALL CONCLUSION

The present study finds that there is a radical shift in the nature of employment with the current generation's expectation of employment not just as a livelihood and means of security going beyond mere work into more wider ambition of doing something meaningful and purposeful and in which people find fulfilment. The findings indicate that professional, psychological and social and organizational dimensions are valued to evaluate the quality and meaning of work by employees. The descriptive analysis depicts positive perceptions on all the dimensions identified which were deemed as of particular importance: purpose of work, learning and development opportunities, personal values, and person - organisation value fit. This implies that today's employees expect work to have meaning, opportunities to learn and grow in their profession, and consistency with their values and aspirations.

The other five factors in AMOS model also show positive significant relationships with meaningful work of workers including recognition, learning and development, employee participation, social contribution and the person–organization value. Amongst these, purpose of work, followed by learning and development, and person–organisation value fit are the most important. From the results cited above, it is clear that the organizations may not entirely concentrate on monetary incentives and packages as the only incentive to gain or retain the current generation of employees. Instead, they should be providing workplaces that articulate to workers the significance of workers, enable workers to be fairly recognized, offer a worker voice in decision making, expand workers' skills, and create a congruence between workers' values and the values of the workplace.

This is thus the importance of having a human centric and functional HRM, as revealed in the study. Organisations need to reorganise the jobs to give autonomy, purpose, better education and development systems, more opportunities for employees to participate, reward achievement, accommodate work-life balance and authentically communicate the values of the organisation. Successful work is no longer something seen merely as an employee benefit but an integral part of employee engagement, satisfaction, commitment, performance and talent retention. More fundamentally, transitioning between jobs to meaningful work is vital to adapting to the expectations of Millennials and Generation Z, and the overall workforce of today. Companies that can implement purpose, development, participation, recognition, well-being and value alignment in the employee experience will have an engaged, committed, adaptable and future-ready workforce

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