Impact of Autonomy, Organisational Support and Leader Relation on Job Crafting – A Comparative Study of Millennials and Generation Z

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Abstract

The purpose of this research is to compare how Millennial and Generation Z engage in job crafting behaviour in workplace. Social exchange theory builds a strong foundation for this study. Literature review indicates that perceived organizational support, along with job autonomy and cordial relationships with leaders makes an employee to focus their behaviour to achieve their given responsibilities and reaching out for the new ways of working and contributing more to the organization success. An appropriate hypothesis was formulated. To investigate the formulated model, the study conducted a survey from employee in IT sector. Convenience sampling technique was used. Validated questionnaire was used for a survey. Python is used to visualise the data and Jamovi using Structural equational modelling were used to test the hypothesis. The comparative study reveals that Millennial employee perceived organization support influence job autonomy which positively influence Job Crafting behaviour among work force than Generation Z employees. This leads employee to be more flexible to make choices about how to approach their work, to schedule their work which in turn helps the employee more confident in taking initiatives at work. Results also indicates that support has a positive indirect impact on millennials on job crafting through perceived organizational support, Job autonomy and Leader-member-relation relationship. However, Generation Z did not produce any indirect significant effect on job crafting through perceived organizational support, Job autonomy and leader-member exchange. It is a unique finding that clarifies the understanding of IT industry employees.

Keywords: Job Autonomy, Job Crafting, Leader-member-relation, Perceived organizational support, Millennials, Generation Z.

Introduction

Companies today are increasingly giving importance to Diversity, Equity and Inclusion (DEI). Information Technology sector is therefore multigenerational, having diversity in terms of age, values, attitudes, taste and preferences, perceptions towards work life (Pledger et al., 2021). Today's workforce is dominated by Millennials and Generation Z employees. Employers should employ effective HR strategies for this new age cohort employee (Tang, 2019). Difference exists between Millennials and Generation Z employees in terms of values and work attitudes (Reilly., 2012). One of the areas where difference exist among generation cohort is job crafting behaviour. Job crafting refers to a proactive behaviour, people make changes or modifications in their task to achieve a goal (Tims, Bakker, & derks, 2012), it helps them to find meaningfulness of their work, this encourages them to

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take control and decision of their job which fosters an employee to be more productive at their workplace. When employee feel they have freedom to take decisions in their task, they feel valued, and recognized in their organization. When employees perceive their organizations as supportive it fosters employee involvement leading them to improving their performance through job crafting. With better relationship with their leaders at workplace, employees have the freedom to redesign their jobs for the better. In today's work environment, employees thrive when they feel empowered to redesign or modify their task, to take ownership in their job and feel recognized and supported by their company which fosters positive mutual relationship between leaders and employee's.
As IT sector is dominated by Millennials and Generation Z, they use different mechanisms for job crafting.

This comparative study aims to investigate the job crafting behaviour model among Millennials and generation Z workforce. To foster job crafting among employee, this study explores the factors like Job Autonomy, Perceived Organisational Control and Leader member relationship that influence Job Crafting behaviour in the workplace. Based on this discussion, the study unfolds the research into three sections. First part comprises extended literature review for all the variables included in the research as well as developing

hypothesis for the study and framework for the research model. Second section includes methodology, measure, data collection, statistical tools used for the study and results. Final section of the study wrapped with discussion, limitations and future scope of the study and conclusion.

Objective of the study

The study aim is:

- To investigate and to gain a deep understanding of the relationship between Job Autonomy, perceived organizational support and Leader-member-relations and its impact on Job Crafting, also to examine how they influence one another?
- To build and test a model of job crafting across millennial and generation z cohorts

Millennials seek constant feedback from their supervisors and value open communication especially in terms of rewards, expect supported and appreciation for the work they do, in return they achieve the organizational goals. They also enjoy flexibility at workplace (Jenkins, 2019). Millennials expect their leaders to provide mentorship, support, feedback which makes them to identify how to improve and grow quickly in their career (Alsop, 1999). Organization provides employee flexibility in their workplace which lead to crafting their own task at work environment.

Generation Z live the moment, don't take commitment, prefer more virtual life, lack of thinking, always feel at home, always have questions for everything, 58% of generation Z wants to be an entrepreneur, wanting to be recognized and valued at their workplace (Bencsik, Horvath-Csikos, & Jubasz. 2016) Generation Z has anxiety and depression.

Theoretical framework and hypothesis development

The study aims to explore which factors influence job crafting between the two generations. The theoretical background of the study after a thorough literature reviews, was identified the study concluded that social exchange theory set as a foundation to build the framework of the study. Social exchange theory was proposed by (Blau, 1964). Author defines social exchange theory as "An individual who supplies rewarding services to another obligates him, to discharge this obligation; the second must furnish benefits to the first in turn". The primary key concept of social exchange theory is "reciprocity", means when an individual receives some benefits from his leader or his organisation, the receiving individual feels obliged to give back to his organization or his leaders. When employee benefits from his company and other leaders at work, they continue to reciprocate the same back to the social relations at work (Blau, 1964). Earlier review (Blau, 1964; Rousseau, 1989) states that social exchange theory has been used in individual relations, but other review (Shore & Strauss; 2006) commented that social exchange theory can be utilised to understand relationship at work environment.

Perceived Organizational support

POS was developed by (Eisenberger et al, 1986). Organizational support defines that when employee is aware that company is recognizing their work, value them, helping the employee in the workplace, and caring for their well-being (Eisenberger et al;1986).

Job Autonomy

Job Autonomy refers to the extent to which a job provides with a freedom to schedule their work on their own and to find a way to finish their job (Hackman & Oldham, 1975) adding to this, makes employee to feel responsibility for their task (Turner & Lawrence, 1965). Breaugh (1985) defines the job autonomy, "The degree of control or discretion a worker is able to exercise with respect to work methods, work scheduling, and work criteria".

Job Crafting

The concept of job crafting was proposed by (Wrzesniewski & Dutton, 2001), where employee reshape their job and modify their jobs in three aspects. First, Task crafting: individuals do modifications in the structure, forms and structure of the task. Secondly, cognitive crafting: employee can change their view of job as it gives meaningful job to them. Finally, Relational crafting: modifying their nature towards their colleague, having a good relationship with their colleague.

Leader-member-relations

Leader-member-exchange theory is the foundation for leader member relations which refers to the "relationship between the leaders and their subordinates" (Dienesch & Liden, 1986). Author concludes that, with high quality of leader-member-relations, it motivates the employee to engage and willing to work more because the employee feel trusted and respected (Atwater and Carmeli, 2009).

Perceived Organizational support and Job Autonomy

Reciprocity is the central concept of social exchange theory (Blau,1964). In relation to this, when employee is aware their company recognises and appreciates the work they do, values them, supporting whenever the help is need in their workplace and care about employee's well-being, employee feel they have to reciprocate and hence work more productively to achieve organizational goals (Eisenberger et al., 1986),in return, company may grant workers the freedom to make their own choices, to redesign their task, modifying their approach to perform their job, resulting into high job autonomy.

Earlier studies found that millennials with high perceived organizational support influence their attitude related to work (Solnet & Hood; 2008) When an employee feels there is less organizational support and autonomy, it leads low job performance. (Ambreen et al., 2014). Literature found that millennials gain positive mental state by owning control and freedom over their job (Badri, 2020). Millennials, seek schedule control to manage their responsibilities (Claps, E., 2010). Both Generations expected to have structured and supportive work environment which fosters development in their workplace and rewards for their work (Wolfenbarger, C.L., 2023). Henceforth, millennials and generation Z try to find consistent support, recognize their work, ongoing feedback from the employer along with job autonomy at their workplace (Dick,2019).

Keeping above as reference, the study framed a hypothesis as:

H1: Organizational support has impact positively on Job Autonomy for Millennials and Generation Z.

Job Autonomy and Job Crafting

To foster job crafting, employee should have control over their job, good relationship with their colleagues, positive perception towards their job (Berg, Dutton & Wrzesniewski, 2008). "Perceived opportunity to craft a job refers to the sense of freedom or discretion employees have in what they do in their job and how they do it" (Wrzesniewski & Dutton, 2001). One of the most significant factors to enhance job crafting is job autonomy. A high level of job autonomy led to job crafting, job autonomy acts as a predecessor for job crafting, indicate to employees that they have the freedom to choose and take ownership on their task. (Bindl & Parker; 2011). Adding to this, if job autonomy is high, it also indicates high level of self-efficacy which motivate the employees to redesign their job, modifying the perception towards the job as meaningful (Hornung & Rousseau; 2007).

Millennials always look for new responsibilities and challenges at their workplace, expect their companies to provide opportunities for their career development (Martin, 2005). Earlier study revealed about generation Z anxiety and depression, study found that "Gen Z is unique in growing up with a culture of safety where overprotective parenting inadvertently took away their opportunity to learn life skills" (Schroth, 2019). Henceforth, Generation Z are anxious to make mistakes at their workplace, leading to hesitation in taking up new challenges, not taking ownership of their jobs resulting in low job crafting (Kendra, 2020). With this reference, the study formulated hypothesis as

H2: *Job autonomy has influenced positively on Job Crafting for Millennials and Generation Z.*

Perceived organizational support on leader-member-relations

When employee feel that their company values their contribution towards task and supporting employee well-being,it creates trust and honest relationship with their organization's leader. Leader-member-relations is a dyadic relationship between manager or supervisor and the subordinates. However, past studies found that perceived organizational support acts as a predecessor for Leader-member-relations, employee who experience high POS are likely to foster an exchange relationship with their organization leaders (Wayne et al., 1997).

Millennials see their leaders as their role models (Easton & Steyn., 2022). Millennials expect their leaders to care their subordinates, should give immediate feedback and recognition and provide personal attention (Axten, 2015). The most favoured leadership style by millennials is inclusive in nature, dedication, good team play person (Maier et al., 2015) adding to this, millennials need reaffirmation from their leaders, as they are in correct path, requires continuous mentoring and motivation (Bodenhausen & Curtis, 2016). They want their leader to be transparent (Jenkins, 2019). Generation Z expect their leaders to be honest, open and transparent, and to share the company objectives, strategic goals and from their leaders (Batten, 2022). Generation Z prefers their leaders who acts as coaches guiding him/her from their mistakes or questions rather being source of learning, (Jenkins, 2019). In line with social exchange theory, when company values, appreciate, rewards, open communication, sharing their goals to the employee work and care about their well-being, to reciprocate, employee works actively to achieve their company goals and trust is created with their leaders in the workplace. Based on the above discussion, study formulated a hypothesis as

H3: Perceived organizational support has impact positively on leader-member- relations for Millennials and Generation Z.

Leader-member-relation and Job Crafting

In a conventional way, organization used to assign task to employees (Hackman & Oldham, 1980). Nowadays work environment has become fast-paced environment, where employee themselves have to modify or redesign their job (Tims, Baker & Derks, 2012). Earlier articles stressed their views on whether employee themselves craft their job or by their leaders? therefore, few research found that leaders have significant impact to Job crafting (Lichtenthaler & Fischbach, 2018). Job Crafting includes three aspects, task crafting, cognitive crafting and relational crafting. Task crafting refers to employee who modify the approach to perform their task. Cognitive crafting refers

the employee perception and thinking towards their job. Relational crafting refers to employee relationship with their fellow employees at their workplace. Henceforth, job crafting makes employee to take ownership of their job, in this case, management won't involve (Wrzesniewski & Dutton, 2001), cause drawbacks for the organization (Magowan, 2012).

The study proposes Leader-member-relations acts as an antecedent of Job crafting, when worker is crafting their job, they need proper guidance from their leaders (Wrzesniewski & Dutton, 2001). Employee with positive relationship with their leaders would get an opportunity to access more information and monitoring related to their task (Schriesheim et al., 1999). Social exchange theory acts a s a foundation to build the hypothesis for the same. Employee who experiences high LMX (Leader-member-relation) relationship would overcome the conflict relationship with their colleagues than low relationship with LMX. Employee with strong relationship with their leader, feel motivated to engage in proactive behaviour, which make employee feel free to take initiatives in their job (Liden & Graen, 1980).

Millennials flourish in challenging environment. Basically, millennials used to have a tendency to take ownership on their task (Hauw & Vos, 2010) They always make use of their working time and engage in proactive behaviour in their workplace to enhance effectiveness of their company. Reviews found that older generations accept challenging jobs than younger generations (Beutell, 2008) always millennials seek new challenges at their workplace (Martin, 2005). Millennials who experience high job crafting would increase the meaning of their job (Dvorak, 2014) whereas, generation Z are cautious people, comfort level is low while seeking for challenges in workplace, they are more comfortable to work in virtual mode (Toth-Bordasne & Bencsik, 2011).Since Generation Z aims to live at the present, impulsive behaviour at work, lack of deep thinking, they find internet as a source to solve any problem (Tari, 2011), so the study can infer that generation Z would show least interest in modifying their jobs as well in relational crafting, article highlights, generation Z lacks interpersonal skills, not comfortable to work with team (Fratricova & Kirchmayer, 2018),

most of the time they spent their life virtually, limited face to face communication apparently resulted as low cognitive and social (Smith & Black, 2023).With this, study proposed a hypothesis,

H4: Leader-member-relations has influenced positively on Job crafting for Millennials and Generation Z.

Perceived organizational support and Job Crafting
Job Crafting helps employee to modify their jobs or taking ownership on their task, taking own initiatives to redesign their job without any assistance from their leaders, this describes about job crafting (Kulik et al., 1987). Job Crafting refers to what kind of changes have done to improve the employee performance in workplace (Bruning & Campion, 2019), with this employee take initiatives to alter their job or relationship at workplace (Hetland et al., 2018). Using social exchange theory, study can clearly explain that company's support has a significant impact on job crafting. According to theory, reciprocate helps both employer and employee to get benefit on each other. When employee feels supported by their organization, they tend to engage in finding new approached or modification or alter the way they perform their duties in workplace. Past studies have empirically tested and found that perceived organizational support has positively impact on Job crafting (Kim et al., 2018; park et al., 2020).

As, millennials seek challenges and career developmental opportunities from their employer (Martin, 2005). Millennials with high perceived organizational support would foster them to take ownership on their job, changing the perception towards job as meaningful and crating good interpersonal relationship with their fellow employee. Millennials accept challenges at their workplace (Calk & Patrick, 2017), and keep themselves as competitive, job crafting helps them to enhance their skills at workplace (Mimi & Giri, 2023). With this reference, study formulated a hypothesis as

H5: Perceived Organizational support has significant impact on Job crafting for Millennials and Generation Z.
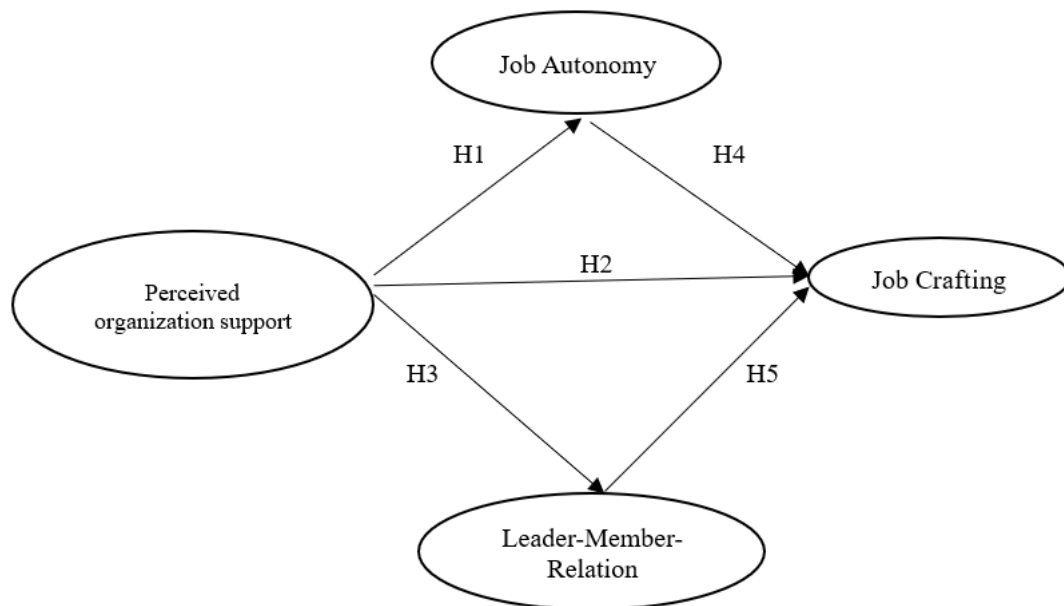
Fig 1: Hypothesised frame work

Methods

Participants and Procedure

The target population for this study was chosen from Information Technology sector across all departments. Sample size obtained for this study was 142 respondents. In order to analyse the generation cohort, the study used Generation Z and Millennials age group of respondents as a sample size. The Generation Z aged 20-25 years and Millennials aged 28-43 years. To achieve the target sample size, the study employed convenience sampling techniques. The instrument was used for this study was questionnaire. Data were collected through online google mode and walk-in mode. Ensured the confidentiality to all the participants. It took minimum five to ten minutes for them to complete the survey. The sur vey were measured using five-point likert scale from 5 to 1 as strongly agree to strongly disagree.

Measures

The instrument was divided into two sections, first is demographic variables like gender, age, qualification, work experience and second section were the questionnaire which were adopted from various authors for the respective constructs of the given area of research.

Perceived organizational support scale was adopted from the author (Eisenberger et al., 1997). It consists of six items. Sample items ("My organization strongly considers my goals and values"). Cronbach's' alpha is 0.933.

The Study adopted the Job crating scale from (Slemp & Vella, 2013). It consists of three sections. Task crafting holds 7 items, for example ("Introduce new approaches to improve your work"). Cognitive crafting consists of 5-item scale, for instance, ("Think about how your job

gives your life purpose). Relational crafting with 6-item, say for example ("Make friends with people at work who have similar skills or interest). The internal consistency value is 0.973.

To measure Job Autonomy scale with 8-item scale which was developed by (Morgeson & Humphery, 2006). The items used in this scale were ("The job allows me to make my own decision about how to schedule my work"). The reliability score is 0.942.

To assess Leader-member-relation scale from (Graen & Taylor, 2004) with 11-item. It includes ("I like my leader very much as a person"). The alpha range of scale is 0.968.

Data analysis and techniques

The study analysed the data in three ways. First, to assess the demographic variables, the study employed Jamovi (version 2.3.21). Secondly, to analyse the relationship and to explore data distribution among two different age groups across the variables, the study employed data visualisation tool using Python. Third, to analyse the data and to predict the relationship between constructs, study employed Structural Equation Modelling using Jamovi (version 2.3.21). It analyses the model specification - path relationship between constructs, indirect effects, model fir indices, reliability indices, R square value across all the variables in the given area of research.

Results and Discussion

Descriptive statistics for the study are categorized like Male, Female. The total count for Male is 64 and Female is 78.

Correlation Analysis between across study constructs between Gen Z and Millennials

The study employed Pearson correlation matrix, plotted as heatmaps as a data visualisation technique in python. The coefficient threshold value ranging between -1.0 and 1.0. The thumb rule foe correlation coefficient is (.70 to .90) indicates high positive correlation whereas (.50 to.70) implies moderate positive correlation.
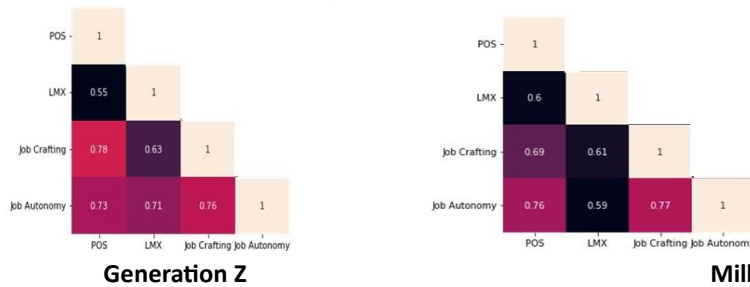
Heatmaps is used to analyse and explore the relationship within the given data sets of the variables. Heatmaps has a colour gradient which helps to identify visually the high or low values, which tells the correlation between the variables. The study investigates the correlation between the variables for Generation Z and Millennial age cohort.

Generation Z   **Millennials**
Fig.2. Correlation - Heatmaps visualization of Generation Z and Millennials.

Figure 2, displays the correlation between the variables with the help of heatmaps visualization. Generation Z and Millennials heatmaps reveals that there is a strong positive correlation between Job crafting and Job autonomy. It says that employee has higher job autonomy tend to have more opportunities to craft their jobs on their own. The study met the threshold value for correlation (0.76,0.77). Correlation relationship between Perceived organizational support and job autonomy of generation Z and Millennials has a positive linear relationship (0.73,0.76). Positive Moderate relationship (0.55, 0.6) is also found between Leader-member exchange and perceived organizational support. It implies that employee with high perceived organizational support which enhance good relationship with their leader or supervisor at their work place. Leader-member-relation and job crafting relationship is found to be positively moderate with value (0.63,0.61) respectively.

The association between perceive organization support and job crafting is found to be high positive relationship value is 0.78, whereas among millennials group it found to moderate positive coefficient value 0.69. Compared to millennials, Generation Z employee with high perceive organizational support seeks more autonomy (Chillakuri, 2020) tend to craft their job on their own. Compare to Generation Z, Millennials shows slightly moderate positive relationship between perceived organizational support and job crafting.

Reliability analysis

To assess the internal consistency of the given model, the study employed reliability indices for all the constructs for the research model. The research design for this study is quantitative study, it is essential to examine the consistencies of all the variables. "Cronbach's α is not a statistical test but coefficient of

an item's reliability and consistency". The threshold value for the reliability is >0.70 (Chin, 1998). The Cronbach's value for all the is ranging from 0.933 to 0.973. It proven that all variables achieved the threshold value of greater than .70, it signifies all variable has a strong consistency.

Model Fit

Model fit is an essential one for any research work. It examines, how well the research model matches with real data. with real In Structural equation modelling (SEM) analysis using jamovi, generally researchers use chi-square test to assess as goodness-of-fit in the given research model. Chi-square test helps to examine by comparing the observed value with the expected value. There are a few more model fit indices Using Jamovi with SEM analysis, which includes, "Comparative fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Suare Error of Approximation (RMSEA)", all these indices help to find out whether the model is goof fit to the observed data.

In this scenario, outline model and baseline model to check the model fit. Outline model value helps to identify the relationship between the hypothesised model and the actual data. Baseline model value assumes there is no relationship between the variables the study assumed.

Table (1) reveals the comparative study of Millennials and Generation Z model fit indices. Based on Millennials, the user model (outline model) chi square value is 1120 with 660 degrees of freedom and the baseline model chi-square value is 113139 with 703 degrees of freedom. Simultaneously, Generation Z, outline model chi-square value holds 1355 with 940 degrees of freedom and baseline model X^2 (chi square) value is 118810 with 990 degrees of freedom. Both Millennials and Generation Z p-value <.001, denotes

that the data is fit significantly better than random model.

However, it is essential to examine the other goodness-of -fit index such as "comparative fit index (CFI), Tucker-Lewis Index (TLI) and Root mean square error of approximation (RMSEA)" to obtain complete overview of the model fit.

Square Root Mean Square Residual (SRMR) measures the average between the observed data and the data predicted in the given model, scaled by expected variability in the data. RMSEA estimates the amount of error between the observed data and the data predicted in a model. SRMR analyses the average between the predicted data and the observed data whereas RMSEA analyses the average discrepancy between the predicted data and the observed data in a given model.

Based on Table (1), Fit indices of millennials and generation Z is significant and both data's holds goodness-of-fit. From Table (1), it clearly infers that Millennial age group's SRMR value is 0.062, RMSEA value is 0.007, it indicates that goodness-of-fit is significant between observed and predicted model. With 95% confidence intervals of fit index value range between lower and upper bound, where 95% confident, the true value falls somewhere within this range that the true population of the expected model is somewhere lies between the lower and upper bound range of values. The RMSEA value of Millennials age group was 0.007, with a 95% confidence interval of 0.063 to 0.077, whereas, Generation Z age group RMSEA value is 0.079, along with 95% confidence interval ranging 0.07 to 0.089 which is considered to be an acceptable fit to the both age group of hypothesized models of given area of research.

Table 1: Fit Indices of Millennials and Generation Z

MIILENNIALS				GENERATION Z				
Label	X^2	Df	P	Label	X^2	df	P	
Outline Model	1120	660	<.001	Outline Model	1355	940	<.001	
Baseline Model	113139	703	<.001	Baseline Model	118810	990	<.001	
MILLENNIALS				Generation Z				
		95% Confidence Intervals					95% Confidence Intervals		
SRMR	RMSEA	Lower	Upper	RMSEA P	SRMR	RMSEA	Lower	Upper	RMSEA P
0.062	0.070	0.063	0.077	<.001	0.076	0.079	0.07	0.089	<.001

In Structural equation modelling using Jamovi there is two critical models say user model and baseline model. these two models compared and assesses how well the hypothesized relationship between variable fit the data. The user model aims to explain and to predict the relationship that researcher believe it still exist between the variables in the study. The baseline model aims to compare and assumes no relationship exists between the variables in the study. Commonly, Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) threshold value is above 0.90. Bentler – Bonett Normed Fit Index (NFI) threshold value should be above 0.95, these three values are considered to be a good fit of the model. Whereas, values below threshold value are said to be moderate fit of the model. The study infers that both Millennial and Generation Z age group CFI, TLI and NFI values are greater than 0.90 and 0.95, it depicts that hypothesized relationship of the given study is significantly acceptable better than baseline model which assumes no relationship between variables of the given model.

Heterotrait-monotrait (HTMT) ratio, Indicator Loading
Heterotrait-monotrait (HTMT) ratio examines the distinctiveness of latent variables and helps to assess the discriminant validity. For all constructs the HTMT ratio were below 0.85.

In Structural equation modelling using Jamovi, measurement model helps to assess the association between the latent variables and their indicators. The factor loading and indicators for Millennials and Generation Z across all constructs were significant with p value is less than 0.05 (p <.001).

The parameter estimates assess the strength and direction of the relationship between the constructs. Table (2) reveals the parameter estimates of the coefficient and significance levels between the organizational support, job autonomy, job crafting, Leader-member-relations and job crafting of Millennials age group. The p value is positively significant for all the variables in the Millennials age group

Table 2: Parameter Estimates of Millennials and Generation Z

		Generation Z			Millennials		
Dep	Pred	β	Z	P	β	Z	P
Job Autonomy	POS	0.949	12.87	<.001	0.858	14.11	<.001
LMX	POS	0.721	13.33	<.001	0.728	11.13	<.001
Job Crafting	Job Autonomy	-0.238	-0.63	0.527	0.668	9.27	<.001
Job Crafting	LMX	0.0419	0.435	0.663	0.261	4.09	<.001
Job Crafting	POS	1.060	2.545	0.011	0.301	1.92	0.055

Table (2) reveals the Generation Z parameter estimates of the coefficient and significance level for all the constructs. POS positively influence Leader-member relations with 0.72 (p <.001). Perceived organizational support has a significant impact on Job Autonomy with 0.94 (p <.001). organizational support has influenced positively on Job crafting, 1.060 (p <0.011). Whereas, leader-member relations have not significantly influence job crafting with 0.041 (p >0.05, 0.063). Job autonomy has negative impact on job crafting with -0.238 (p 0.663, >0.05)

Table3: Indirection Effects

Indirect Effects of Millennials						
Label	Description	Estimate	SE	B	Z	p
H6	POS->LMX->JC	0.191	0.054	0.19	3.56	<.001
H7	POS->JA->JC	0.578	0.063	0.573	9.22	<.001
Indirect Effects of Generation Z						
Label	Description	Estimate	SE	B	Z	P
H6	POS->LMX->JC	0.034	0.078	0.03	0.435	0.664
H7	POS->JA->JC	-0.254	0.406	-0.227	-0.626	0.531

The indirect effects referred to casual influence of independent variable on dependent variable which intervening by a third variable. The mediation analysis for all paths is found to be significant for the Millennial age group employees. Table (3) reveals the indirect effects of Millennial group. The mediation analysis for all paths is found to be not significant for the Generation Z age group employees. Table (3) reveals the indirect effects of Generation Z group.

Discussions

The study aim is to investigate what are all aspects influence job crafting behaviour among millennial and generation Z cohort employees in IT sector. The study reveals that millennial employee has more significant crafting behaviour than generation Z. In line with, social exchange theory, perceived organizational support influence job autonomy, results high job crafting behaviour among millennial cohort than Generation Z. Table (3), reveals that H6 are significant with parameter estimate 0.191 and p value is 0.001 (<0.05) says that leader-member-relation is mediated between perceived organizational support and job crafting among millennial cohort employee. Millennials see their leaders as their mentor, creates strong bond with their leaders (Chou, 2012), expect transparency from their leaders which encourage employee to modify or alter the way of doing their task, whereas, Generation Z employee see their leaders as their mentors, they dint expect their leaders to teach them instead they expect the leaders to guide them through their mistakes, if leaders do micromanagement, gen Z feel low motivated at workplace and create lack of trust between employee and leader which not allow employee to take ownership in their work (Karolina Wennqvist, 2022), from table (3), the study proved that there is no indirect effect of Perceived organizational support on Job crafting mediated by Leader-member-relation with p value 0.664 (>0.005). The study evidently shows that H7 are significant with parameter estimate 0.578 and p value is 0.001 (<0.05) meaning, millennial cohort employee is creating their own job than generation Z. Millennial always demand flexibility and they give more importance to work-life balance, they expect support and appreciation for their contribution at workplace. Millennials always flexible to work with new people (Martin, 2005). This generation cohort employee motivates them when they feel flexible and working with others (Linquist, 2008), whereas, Generation Z cohort expect feedback, monitoring, encouragement and support from their employer which result autonomy (Latkovikj, 2016). Literature has found that generation Z has discrepancies in work environment like flexible way to perform their duties at work place and work-life balance (Kirchmayer & Fratricova, 2018; Berge & Berge, 2018) which mean Generation Z employee has job autonomy but limited resources like lack of training and development, always seek mentorship, they are

more focused on flexibility rather than customisation of their duties which results low job crafting behaviour among Generation Z employees, table (3), evidently shows that -0.254 with p value is 0.531 (>0.05).

Managerial Implications

According to findings of the study, it is very important that company should concentrate on Generation Z employees who are not able to craft their job on their own. Since Generation Z would have high expectations at their workplace than Millennials, so leaders should understand the traits of generation Z employees. Employer, leaders, HR would face challenges with Generation Z employee at their workplace. Gen Z employee doesn't like micromanagement which reduce the crafting behaviour among them. As a HR, leader should provide opportunities to develop as a skilled employee, empowering them with decision- making, encourage them to take ownership at their workplace. These age cohort employees expect rewards, recognition form their employer, leaders appreciate or recognize the employee who craft their task. There could be a mismatch between Gen Z expectations and their work environment. Among Generation Z, employer and leader should have open communication, reward system, training and development, providing flexibility, helping them to connect their role with the organizations' s goals. Having good relationship with leaders is one of the motivations for their gen Z employee's.

Limitations and Future scope

The study has limitations which should be addressed for the future research. The study population was only Information technology (IT) sector in India. It could be used various other sectors and data could collected across globe. Another limitation of this study was sample size which is very low, the study was narrow down. Future study can work with high sample size which reveal new dimension of the study. This study used convenience sampling technique. Since the sample size was very low, cannot study the in-depth perceptions of both generation Z and millennial age cohort employee.

Conclusion

The study concludes that study has contributed in-depth understanding of generation age cohorts of millennial and generation Z's job crafting behaviour. In-order to find the job crafting behaviour, study employed the perceived organizational support, leader-member-relation and job autonomy. Millennial employee has significant effect on job crafting behaviour than generation Z employee. Since both generation age groups have some distinct trait at their workplace.

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