



Generational Cohorts and Their Collective Memories: An Empirical Study to Develop the Generational Profiling of the Pakistani Workforce

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ABSTRACT

The current study aims to sociologically categorize the generations of the Pakistani workforce. For this purpose, similar to Schuman and Scott (1989)'s research methodology of identifying generations on the basis of their collective memories of formative events, the current study deploys a quantitative research design. Particularly, this is done by incorporating the socio-economic, political, and technologically significant events (SPTSE) into a questionnaire survey. These events have already been identified as generational pointers of the three Pakistani generations by Shaikh, Jamal, and Iqbal (2021). The Chi-Square results of the current research verify that the Pakistani Baby Boomers (Born during 1942-1961), Pakistani Generation X (Born during 1962-1981), and Pakistani Millennials / Generation Y (Born during 1982-2001) differ in recollecting certain SPTSE which they encountered during their coming-of-age years. Hence, having lived a particular set of formative eras, their generational characteristics, particularly with regard to their attitudes, values, and behaviors, are influenced, which are different and unique from that of the Western generations. This way, the generational pointers serve as a basis for the classification of the three Pakistani generations, and so prove the Asian context-specific application of the theory of generations.



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1. Introduction

Generational diversity has been highlighted as a popular demographic trend that has shifted the dynamics of the 21st-century workplace (Afsha, 2015; Guerrero, Amorós, & Urbano, 2019; Meister & Willyerd, 2021; Parry & Urwin, 2017). It has been affirmed across the world that the modern workplace is a multigenerational hub (Hole, Zhong, & Schwartz, 2010) where at least three to four generations are working together (Kicheva, 2017; Ng & Parry, 2016; Rajesh & Ekambaram, 2014; Sarraf, Abzari, Isfahani, & Fathi, 2016; Urick, 2017). Each of these generations possesses a unique assortment of values (Kupperschmidt, 2000), attitudes, behaviors, needs (Kicheva, 2017; Zeeshan & Iram, 2012), skills, talents (Hole et al., 2010; Sarraf, Abzari, Isfahani, & Fathi, 2017b), motivators (Kicheva, 2017; Srinivasan, 2012) and viewpoints on various work-related aspects (Lester, Standifer, Schultz, & Windsor, 2012; Zemke, Raines, & Filipczak, 1999).

Certainly, this contrast in the generational personas has numerous consequences and manifestations at the modern workplace (Joshi, Dencker, Franz, & Martocchio, 2010). It has thus become a matter of interest for the workplace demographers, academicians, and industrialists across the globe (Parry & Urwin, 2017; Woodward, Vongswasdi, & More, 2015) who are struggling hard to minimize the generational differences so as to build an inclusive culture at the workplace (Rajesh & Ekambaram, 2014).

The generational researchers have contended that the generational paradigm of the twenty-first century will bring fruits to those businesses who understand this phenomenon (Johnson, 2017; Twenge & Campbell, 2008). Otherwise, with the lack of knowledge about generational characteristics, needs, and expectations, it will be nearly impossible to build a cohesive workforce (Zeeshan & Iram, 2012).

For this purpose, the generation-based workforce segmentation (Meredith, Schewe, & Karlovich, 2002; Rajesh & Ekambaram, 2014; Tarique, 2014; Ting, Lim, de Run, Koh, & Sahdan, 2017) has yielded insights about analyzing the challenges, issues, and characteristics associated with each generation. This segmentation practice has proven to be scientifically acceptable for its potential explanatory power in explaining an individual's preferences, attitudes, beliefs, values, and psychological propensities associated with his/her generation (Cecere, 2017; Kicheva, 2017; Schewe, Meredith, & Noble, 2000; Schewe & Noble, 2000; Schuman & Scott, 1989).

Considering the fact, in the last two decades, several Asian generational studies have been conducted to build insights into the paradigm of the multigenerational workforce. For example, the studies have been conducted in India (Rajesh & Ekambaram, 2014; Roongrerngsuke, 2010; Sarraf et al., 2016; Sarraf, Abzari, Isfahani, & Fathi, 2017a; Singh, 2013), China (Hung, Gu, & Yim, 2007; Yi, Ribbens, & Morgan, 2010), and Malaysia (Comeau & Tung, 2013; Ting et al., 2017; Tung & Comeau, 2014). All these studies have generated their country-specific generational profiling by strongly refusing the practice of adapting the American generational scheme over other regions of the world (Hole et al., 2010; Ng & Parry, 2016; Sarraf et al., 2016; Srinivasan, 2012; Ting et al., 2017). Figure 1 depicts the generational categorizations of different Asian countries by a number of researchers.

Table 1
Categorization of Generations Across Different Asian Countries

Country	Generations					
Indian generations-identified by Srinivasan (2012) and Rajesh & Ekmbaram (2014). Defining Events Generational Characteristics	VeteransBorn between (1920-1945) Pre-independenc e cohort Unsure and wary, very rare in active employment today	Free-Gens Born between (1945 – 1960) Post-independence cohort Joined workforce in the 1960s & 70s Conscious of the newly found national freedom post-1947, Indian women's right to vote, 1st five-year plan to promote agriculture, India-China war 1962, Green Revolution post-1967, Telegraph, Postal Services, Gramophone, Electrification and development of urban India, Ms. Indira Gandhi 1st women Prime Minister Service-oriented, naturally relationship-driven, very good team players, uncomfortable with conflict, socially 'shy', give more importance to process rather	Born between (1961 – 1970) Joined workforce in the 1980s & 1990s, Socialism to liberalization transitional cohort, Indian democratic system turmoil, the progress of women The emergency of 1975, Janata party's emergence as the first non-congress movement Green Revolution Campaign, Telephone, Scooter, Auto Rickshaws Adaptable, techno-literate, creative, multitaskers, aggressive in driving	Gen X Born between (1961 – 1970) Joined workforce in the 1980s & 1990s, Socialism to liberalization transitional cohort, Indian democratic system turmoil, the progress of women The emergency of 1975, Janata party's emergence as the first non-congress movement Green Revolution Campaign, Telephone, Scooter, Auto Rickshaws Adaptable, techno-literate, creative, multitaskers, aggressive in driving	E-Gen Born between (1971 – 1980) Joined workforce in the 1990s & 2000 A Confident India cohort, Protectionis m, approach for industrial growth, youth power in Election of Rajiv Gandhi in 1984, Nuclear Tests, IT Boom, Cars, Internet, VCD, Pagers, Mobile phone, Satellite television	Gen Y Born between (1981 – 1990) Joined workforce in the 2000s Economic liberalizati on in 1990's aided by privatizati on and globalizati on, Women empower ment, Kargil war 1999, Pokhran nuclear tests 1998, Economic decline towards the 2000s, Smartpho nes, Social networkin g sites, Luxury

		than results, very sensitive to feedback	growth, lead with ease, value self-reliance, pragmatic	conscious, focus on education, want a life, hate micromanagement, have strongly polarized likes and dislikes	Cars Take collective action, value optimum Tenacity, technobright Resilient, need supervision & structure, inexperienced, need a paternal inspiring leadership but constantly challenge the same
Indian generations-identified by Erickson (2009) and Roongrerngs uke (2010) as cited in Srinivasan (2012)Defining Events	Traditionalists Born between (1922-1943/1946) or 1940-1950) British rule, the British education system, food crisis, Mahatma Gandhi's non-violence, civil disobedience campaign for independence, the end of British Raj, Gandhi's assassination and the first Kashmir war, Indo-Pak war of 1947	Baby boomers Born between (1943-1960/1964) or (1946-1960/1964) Shift to the socialist economic model under Indira Gandhi's leadership, nationalization of industries, public works, social reforms, public investment in education, growth of political factions, split of Indian national Congress, Sino-Indian war, Indo-Pakistan war of 1965, 1971, liberalization of rupee and devaluation of the same, Indian Emergency of 1975 Pro-democracy	Gen X/Socialist Born between (1960/1964-1980) or (1961/1965-1979) Indira Gandhi's assassination, reduction of stringent business regulations, lower restrictions on foreign investment/im ports, reduced bureaucracy, expansion of telecommunication, software and IT sector, economic liberalization, migration of IIT graduates to the US, education took over the caste system	Gen Y Born between (1980-2000) or (1980-1995) Development of largely middle class, increased demand and production of consumer goods, Prime Minister Narasimha Rao's economic liberalization, reformed policies, and growth, educational powerhouse, development of science and technology, communal violence, the assassination of Rajiv Gandhi a respected source of IT talent, the listing of Indian companies in Forbes global Ambitious, emphasize financial reward, entrepreneurial, business savvy, technologicaly capable and adept	
Generational Characteristics	Frustration, authority, followers of social order and caste system, loyal to family and community	Hard work, anxiety, fear, lack of trust and hierarchy, career options influenced by family and culture	Hard work, self-sufficient, believe in hierarchy and a socialist economy		
Indian generations-identified by Ghosh & Chaudhari (2009) Defining Events	Conservatives Born between (1947-1969) Post-independence, famines, rigid protectionism, government interference,	Integrators Born between (1970-1984) Moved from economic and physical security towards self-expression and quality of life, economic liberalization, free markets, middle class	Y2K Born between (1985-1995) Rise in economic reforms since 1991, high-end technologies, increase in engineering colleges, increase in		

	bureaucratic set-up, corruption, large families, the rigid caste system	dominating the workforce, inter-class-religion marriages, migration from rural to urban India, globalization, influence of western culture, increase in readership of English consumer magazines, increase in tech services	competition Loan is not considered a liability and is taken on credit, tech-savvy and adept, value work-life balance, fearless of Aspirations				
Generational Characteristics	Socialist, shy, obedient, Take national pride, stress on social conformity, technophobic, avid savers	Less conservative, tech-savvy, the aim to become rich, do not find government jobs as attractive anymore					
Vietnam Generations-identified by Srinivasan (2012)	Post-war cohort Born between (1958-1967)	The transition cohort Born between (1968-1973)	The open economy cohort Born between (1974-1983)	The global cohort Born between (1984-1991)			
Defining events	End of war with Khmer Rouge and China, Cold War	Price-salary-money reform, the collapse of the Soviet Union	Success of market economy, multilateral foreign policy marked by Vietnam joining ASEAN, increase in foreign investment, development of the private sector	trade with the US, accession to WTO, increasing internet offices, home, cafes, the popularity of online games, chats, improvement in the economy			
Generational Characteristics	Not spendthrifts, careful	Save money	Optimistic, risk-averse, comfortable using technology	Risk-takers, comfortable with technology, work better in teams and cross-cultural environment			
South Korean generations-identified by Srinivasan (2012)	"475" generation Born between (1950-1959)	"386" generation Born between (1960-1969)	Gen X and Gen Y Born between (1970-onward)				
Defining events	Post-Korean war (1950-1953), the destitution of post-colonial Korea, lived in slums, involved in pro-democracy movements	Decline in poverty, democratic protests, the establishment of industrial economy	Economic growth due to focus on exports and Chaebol conglomerates				
Generational Characteristics	Value hierarchy, responsibility, determined	Politically active, worry about social justice and environment protection, take economic growth for granted, live in a dream world	representative democracy in 1998, IMF crisis, stable government				
Japanese Generations-identified by Srinivasan (2012)	1st baby boomer Born between (1946-1950)	Danso generation Born between (1951-1960)	Shinjinrui or Bubble Generation Born between (1961-1970)	2nd baby boomer or Dankai generation Born between (1976-	Post bubble generation Born between (1976-	Shinjinrui Junior or Generation Z Born between	Yutori Born between (1996-2002)

Defining events	Post-World War II, economic growth, leaders tried for war crimes, struggling with Hiroshima and Nagasaki bomb affects	Regain of independence, reduction in military expenditure, infusions of American Aid	Student activism, became 2nd largest economic power	(1971-1975)	1986)	(1987-1995)	Elections held against a background of bribery scandals and economic decline, earthquakes, recession, trade dispute with China
Generational Characteristics	Possess great financial wealth, determined	Loyal, community spirit	Individualism, lack requisite leadership skills required for their position	The economic impact of oil crises (1973), normalization of relations with China Spendthrifts, hardworking, adaptability	Economic impact of oil crises (1978)	Individualistic, expressive	Lack of focus and discipline, individualistic, technically competent
Chinese generations-identified by Sirinivasan (2012)	Post-50s generation Born between (1950-1959)	Post-60s generation Born between (1960-1969)	Post-70s generation Born between (1970-1979)	Post-80s generation Born between (1980-1989)	Post-90s generation Born between (1990-1999)		
Defining Events	and political turmoil post People's Republican in 1949	Cultural Revolution	Economic reforms, market liberalization	One-child policy	Restructuring of State-Owned Enterprises, Recruiting for MNC's Capitalist, Seek personal growth and money, seek information, tech-savvy, spiritual		
Generational Characteristics	Hardworking, patriotic	Traditional outlook	Western outlook, lack in creativity, reserved	High expectations and minimal competition due to one-child policy, individualistic, confident, self-centered, rebellious, innovative, open-minded, no respect for authority			
Iranian generations-identified by Akhavan Saraf <i>et al.</i> (2016) and Akhavan Saraf <i>et al.</i> (2017)	Older generation/Generation A (Aged 55-80 yrs.)	Revolution and war generation/burnt generation/Generation B (Aged 40-55 yrs.)	Post-revolutionary generation/Generation C (Aged 30-40 yrs.)	Younger Generation/Generation D (Aged 20-30 yrs.)	The last generation /Generation E (Aged 20 yrs.)		
Defining Events	Rebuilt the country after World War II, established public education, nationalized the oil industry, enhanced the public health system, passed the socialization process in the years before the Islamic revolution	Socialized in the period Iran-Iraq war, born in the middle-class majority	Socialized during the post-war reconstruction period and the dominance of welfare values	Socialized during the extensive political and social reforms in Iran, Urbanization, and immigration of rural population was at its peak	Socialized in the modern globalized era		
Generational Characteristics	Not mentioned	Value higher education, compassionate, loyal to family and friends					
Malaysian Generations identified by Ting <i>et al.</i> (2012)	Battling-lifers Born before 1942	Idealistic-strugglers Born between (1943-1961)	Social-strivers Born between (1962-1977)	Prospective-pursuers Born between (1978-1991)	Neoteric-inheritors Born between (1992 onwards)		
Defining Events	Japanese occupation	The resurgence of communism, British colonization, Malaysia	Economic and social progress, Mahathir as the fourth	Political unrest, economic crisis,	Advancement in communication		

		formation	Prime Minister	advancement in technologies	tion technologies, natural disasters, political upheavals
Generational Characteristics	They had to find ways to survive and live during Japanese occupation, they worked hard and were very protective of their family members.	They struggled to secure or maintain good lives during the time of communism, colonization and the formation of Malaysia, Different ideas and beliefs were generated as to what were the better decisions and choices	They care mostly about economic stability and social welfare, Evidently peace and security were brought in after the capitulation of communists, and various developments began to be in place.	They have experienced the rapid advancement in technology and recovery from the economic crisis. Their interest in political matters shows that they believe in changes to ensure a better future.	They tend to accept whatever there is around as they are still in their formative years. They know how to use communication technologies since young and spend a lot of time on communication in social networks.
Malaysian Generations identified by Comeau & Tung (2013)	Generation #1- The Seekers Born between (1943 - 1960)	Generation #2- The Builders Born between (1961-1980)	Generation #3-The Developers Born between (1982-2004)	Generation #4-The N-Generations Born in 2005 and onwards	
Defining Events	A period of conflict, struggle and seeking independence. Formation of the Kesatuan Melayu Muda (Young Malays Union or KMM): the first nationalist political organization in British Malaya fighting for Malay rights and against British Imperialism. The emergency 1947-1960, World War ii occupation by Japan, Independence 1957, First Malaysian Plan for economic and rural development	Economic restructuring due to new economic policy 1971, beginning of industrialization resulting in the betterment of the country, Process of urbanization began	Unprecedented access to higher education, TV/Internet, Urbanization/ towards modernization (vision 2020), Transformation in employment (from agricultural to industry to services), Peak of Capital formation such as land improvements (fences, ditches, drains, and so on); plant, machinery, and equipment purchases; and the construction of roads, railways including schools, offices, hospitals, private residential dwellings, and commercial and industrial buildings, economic growth, employment opportunities	Development in internet and ICTs, competition for jobs, educated cohort, urbanized, travel to world, value high income, high consumption	
Generational Characteristics	Not mentioned	Not mentioned	Not mentioned	Not mentioned	

Note. The data for Indian, Vietnam, South Korean, Japanese, Chinese generations in from "Multi generations in the workforce: Building collaboration", by V. Srinivasan, 2012, *IIMB Management Review*, 24, pg. 48-66. Copyright 2012 IIMB Management Review. The data for Indian generations is also from "Generational Diversity in the Indian

Workforce: An Exploratory Study", by S. Rajesh and K. Ekambaram, 2014, *International Journal of Managerial Studies and Research (IJMSR)*, 2(7), pg. 54-64. Copyright 2014 by the International Journal of Managerial Studies and Research. The data for Iranian generations is from "The impact of generational groups on organizational behavior in Iran. *Human Systems Management*", by A. R. A. Sarraf, M. Abzari, A. N. Isfahani and S. Fathi, (2016), *Human Systems Management*, 35(3), pg. 175-183. Copyright 2016 by Human Systems Management. The data for Iranian generations is also from "Generational differences in job engagement: A case study of an industrial organization in Iran", by A. R. A. Sarraf, M. Abzari, A. N. Isfahani and S. Fathi, (2017). *Industrial and Commercial Training*, 49(3). Copyright 2017 by Industrial and Commercial Training. The data for Malaysian generations is from Adopted from "Are we Baby Boomers, Gen X and Gen Y? A qualitative inquiry into generation cohorts in Malaysia", by H. Ting, T. Lim, E. C. de Run, H. Koh and M. Sahdan, (2017), *Kasetsart Journal of Social Sciences*, pg. 1-7. Copyright 2017 Kasetsart Journal of Social Sciences. The data for Malaysian generations is also from "Re-defining the Concepts of Generational Labelling Perspective from Malaysia", by J. D. Comeau and L. C. Tung, 2013, *ARNP Journal of Science and Technology*, 3(3), pg. 259-276. Copyright 2013 by ARPN Journal of Science and Technology.

These advocates of country-specific generational profiling, as illustrated in Figure 1, believe that the psychological portrait of a generation is shaped by the socio-economic, cultural, and other significant historical events which its members encounter in their coming-of-age years. It is because of these events that the members of a certain generation learn similar responses to social and environmental stimuli, and so develop a set of value systems, attitudes, behaviors, and expectations (Hole et al., 2010; Kicheva, 2017; Rajesh & Ekambaram, 2014; Sarraf et al., 2016; Smola & Sutton, 2002; Srinivasan, 2012). Thus, the country's evolutionary events including socio-economic, political, and technologically significant (SPTSE) events serve as distinct categorizers of generational cohorts (Kicheva, 2017; Sarraf et al., 2016).

Indeed, each country's current SPTSE events are different (Hole et al., 2010; Kicheva, 2017; Noble & Schewe, 2003; Rajesh & Ekambaram, 2014; Schuman & Corning, 2012; Ting et al., 2017) from another country. Also, historically countries have been through different events of social evolutions which lead to the transformation of their societies; thus, the transformative impact of these societal events has made the application of the generational diversity concept more country-specific (Codrington, 2008; Hole et al., 2010).

It is to be noted that since the events play a pivotal role in shaping unique social experiences of the people (Costanza, Badger, Fraser, Severt, & Gade, 2012; Parry & Urwin, 2021) and induce a lasting impact on the generational attributes and behavioral characteristics (Rajesh & Ekambaram, 2014; Sarraf et al., 2016; Yi et al., 2010), understanding of the significant events, which are marked in the collective memories of the individuals, serve as a prerequisite of delineating generational cohorts (Schuman & Scott, 1989). Indubitably, such understanding involves the study of the historical social consciousness of each generation about various SPTSE that may have occurred during the coming-of-age years of its individuals leading to a unique imprint on the generation's identity.

In view of the facts stated above, the current study aims to classify the sociological generations currently serving as the workforce in Pakistan. Focusing on this aim is the need of the time, especially when generational studies are at a very preliminary stage in Pakistan. Here, it is important to mention that the sociological classification of the Pakistani generations is based on their recollections of the socio-economic, political, and cultural changes which took place since the foundation of the country in 1947. Similar to this, the prior study of Shaikh, Jamal, and Iqbal (2021), entitled "The context-specific categorization of generations: An exploratory study based on the collective memories of the active workforce of Pakistan" explored the formative events of the three generations based on the qualitative results.

The current study deploys quantitative methods to cross-validate and generalize the findings of the formative events (as identified by (Shaikh et al., 2021)). Throughout the current study, Schuman & Scott's (1989) methodology regarding the segregation of generations, which is based on the 'collective memories' of the significant events that happened in the coming-of-age years of each generational cohort, has been deployed. This methodology has already been validated by various generational researchers in India & China i.e. (Afsha, 2015; Egri & Ralston, 2004; Yi et al., 2010)

In Shaikh et al.'s (2021), study 34 key generational pointers were identified in the form of the distinct SPTSE which were recollected by the respondents from their coming-of-age years. Moreover, based on these pointers, the three Pakistani generations were proposed. Therefore, drawing on the Shaikh et al.'s (2021) work regarding generational classification and their generational pointers, in the current study, the generational pointers are generalized on a larger sample of the respondents so as to validate the generational profiling in the field reality.

However, it is important to note that in order to categorize and formulate the Pakistani generations, this study specifically focuses upon the recollections of the SPTSE of the Pakistani workforce which it encountered during its coming-of-age years. There has been an imperative part regarding the Pakistani workforce's diverse generational characteristics, in order to categorize and formulate Pakistani generations, which has already been covered in the study of (Shaikh et al., 2021).

Hence, in the consideration of the above literature and discussion, the following hypothesis has been developed: Certain age cohorts will associate themselves with the memories of a particular set of SPTSE which they encountered in their coming-of-age era.

Table 2
The Defining Events and Characteristics of Pakistani Generations

Generation Title	Pakistani Millennials/Generation Y (Born between 1982-2001; Current age 17-36 yrs.)	Pakistani Generation X (Born between 1962-1981; Current age 37-56 yrs.)	Pakistani Baby Boomer Generation (Born between 1942-1961; Current age 57-76 yrs.)
Defining Events	“War on Terror after 9/11, the assassination of Benazir Bhutto in 2007, Imran Khan’s historical fete on 3 October 2011, and the rise of the movement of Tabdeeli, the advent of Cable, Desktop PC, Internet, Social Media, and Mobile Phones, active participation of women in the labor force, CPEC”	“Benazir Bhutto as the first female prime minister in 1988, Pakistan as a nuclear power in 1998, Economic Crisis in 1998, Islamization during the Zia-ul-Haq’s era (1978-1988), the Kargil War of 1999, the advent of Colored Television, VCR, and Dish Television, the introduction of Landline Telephones at the household level, PCO, The 8 O’clock television dramas, 1992 Cricket World cup victory”	“The Pakistan-India conflict of 1971 and separation of East Pakistan, Nationalization during Zulfikar Ali Bhutto’s era, Execution of Zulfikar Ali Bhutto (1979), stronger postal system and the trend of handwritten letters, Introduction of Radio at the household level, the advent of Black and White Television, the boom of the Film industry, Ration shops”
Generational Characteristics	“They are futuristic and want to create impact; they complain about competition and scarcity of resources; they tend to be individualistic; they are more westernized; they believe in the quality of life; they are self-centered and desire ‘becoming king at the age of prince’; they pursue portfolio careers and seek flexible workplace policies; they do not do the work unless ‘important becomes urgent’; they seek autonomy; they are tech-savvy and embrace technological changes; they hate check and balance, yet they are resilient and want instant gratification and rewards; they seek a challenging and charismatic leadership”	“They are opinionated; they are conventional; they conform with Yers as subordinates but face challenges with Boomers as bosses; they are wary of finances; they seek job security; they are rationale and seek progression through the traditional career paths; they take responsibility for their work; they seek authority and power; they seek work-life balance; they do not appreciate control over them; they prefer transactional leadership; they comply with technological changes, but with the help of respective training”	“They are collectivist; they are formal; they are patriotic; they are organized; they value history; they have strong values and are culturally bound; they are hardworking and workaholics; they believe in seniority and control; they exercise check and balance and solicit feedback as bosses; they resist technological advancements”

Note. The Defining Events and Characteristics of Pakistani Generations are from “The context-specific categorization of generations: An exploratory study based on the collective memories of the active workforce of Pakistan”, by A.A. Shaikh, W. N. Jamal and S.M.J. Iqbal, 2021, *Journal of Public Affairs*, pg. 1-12. Copyright 2021 Journal of Public Affairs.

2. Methodology

Based on the prior findings regarding the 34 generational pointers (e.g., the SPTSE, which occurred during the coming-of-age eras of each generational group, as identified in Shaikh et al.'s (2021) qualitative study), a questionnaire was formulated as a part of the quantitative research design for this Paper. And this all has been made possible by employing a three-phase approach of 'exploratory sequential mixed methods design' (Creswell & Creswell, 2017) where the first phase has been about collecting and analyzing the qualitative data, the second phase has been about collecting and analyzing the quantitative data, and the third phase has been about integrating and analyzing the data collected through qualitative and quantitative methods. The year of study for all the phases of the current study remained 2018.

For the current study, the style of the questionnaire, for the data collection, has been adapted from the questionnaire which was designed to explore the collective memories of SPTSE of the Indian generations, by Afsha in the year 2015. Therefore, the responses were collected by advising the respondents to tick mark the options in the questionnaires which they could recall from their coming-of-age eras (e.g., their later childhood, adolescence, and early adulthood) when they were around 17-20 years old. In this regard, each of the 34 major events was treated dichotomously in the analysis (e.g., based on whether it was mentioned or not mentioned by the respondents).

As far as the population of the current study is concerned, it is comprised of the people who were either retired or currently serving at the different managerial positions in the commercial banks of Punjab (a major province of Pakistan). Specifically, it is comprised of 60 questionnaire survey participants from each of the initially identified tentative age cohorts (as identified in (Shaikh et al., 2021)). For example, they are 17-26 years old (born in 1992-2001), 27-36 years old (born in 1982-1991), 37-46 years old (born in 1972-1981), 47-56 years old (born in 1962-1971), and 57-66 years old (born in 1952-1961). However, only 32 respondents could be sourced from the oldest age cohort. The respondents in this group are currently 67-76 years old (born in 1942-1951). All these participants were sourced through the utilization of the purposive sampling technique. Accordingly, it included the individuals who met the selection criteria and agreed to participate in the study. The purpose of dividing the respondents into the six arbitrary age cohorts was to sort out their collective memories of formative SPTSE events so as to group them as the defining events for each Pakistani generation.

Thus, 332 responses were analyzed using IBM®, SPSS® and Statistics 20.0. The Chi-Square test statistics were applied to observe the significant differences among the age groups towards their preferences for the respective generational pointers (e.g., based on their recollections of the SPTSE as the key events of their coming-of-age years). As such, this depicted a correlation of responses from specific age groups with specific SPTSEs. The graphical representations (see Figures 2-10) depict the bivariate relationship of the recollections of the 31 SPTSE by each age group. Moreover, the age groups which showed the maximum proportion of affiliation with a particular event (or generational pointer) were then grouped together based on the application of the equal percentage test (Z-test). This leads to the categorizing of the age groups, into more specific generational cohorts, which recollected similar sets of SPTSE.

In order to support the hypothesis of the current study that 'certain age cohorts will associate themselves with the memories of particular set of SPTSE which they encountered in their coming-of-age era', the logistic regression was run using age, education, and gender. The reason for using the logistic regression was to observe the comparisons of respondents' age with two other variables, respondents' education and gender so as to prove age as the strongest predictor of affiliation with a particular event.

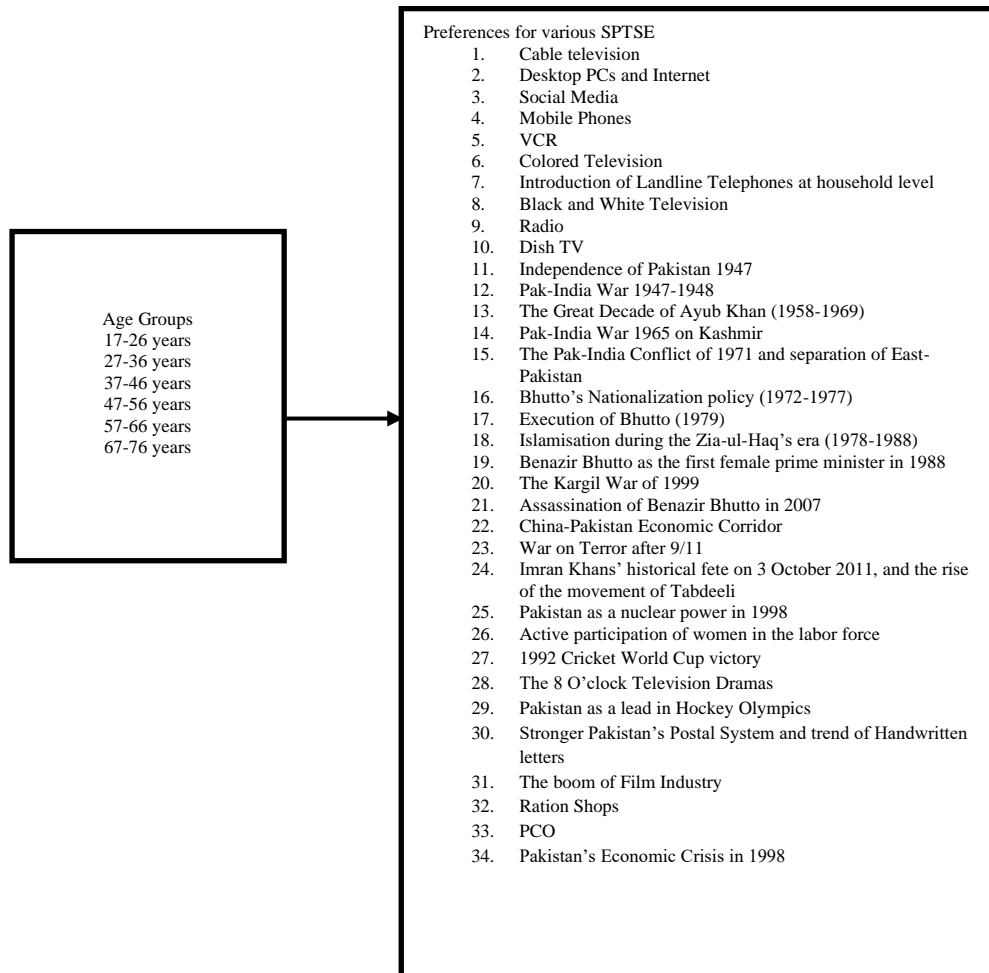


Figure 1: The Conceptual Framework Representing the Association of the Age Cohorts with Various Socio-economic, Political and Technologically Significant Events (SPTSE)

3. Analysis and Results

Among the 332 responses, 61.4 percent were contributed by the males and 38.6 percent were provided by the females. In addition, 58.7 percent of respondents hold graduate degrees while 41.3 percent are qualified till post-graduate levels. As for proving the hypothesis, the differences among age groups for their association with the particular events as key events of their coming-of-age years were observed through Chi-Square statistics.

It is to be noted here, that out of 34 events that were identified in Shaikh, Jamal, & Iqbal's (2021) study, Chi-Square statistics confirmed the age group differences for 31 events (e.g., $p < 0.05$, as shown in Table 1). For the remaining 3 events, CPEC, PCO, and Pakistan's Economic Crisis of 1998, insignificant differences in the preferences of the age groups were observed (e.g., $p > 0.05$ as shown in Table 1). Hence, these three events were not considered for further analysis.

Below are the graphical representations of the bivariate relations between the age and each of the 31 socio-economic, political, and technologically significant events (see Figures 4-12). It should be noted here that the arguments below are about the age groups which showed the highest proportion of affiliation with a particular event only (e.g., at least >70 percent). The purpose of determining 70 percent as a benchmark for the highest proportion of an age group's affiliation with a particular event was to sort out the age groups showing the maximum affiliation with that event so as to place that event under the formative events of a particular generation. Hence, this led to the basis of the generational categorization.

Table 3

Chi-Square Test of Independence Over 34 Different Socio-economic, Political and Technologically significant events (SPTSE)

Technological Events				
S.NO	Events	X ² -Value	Df	P-value
1	Cable television	113.012	5	0.000
2	Desktop PCs and Internet	120.260	5	0.000
3	Social Media	73.291	5	0.000
4	Mobile Phones	94.224	5	0.000
5	VCR	119.920	5	0.000
6	Colored Television	85.154	5	0.000
7	Landline Telephones	63.555	5	0.000
8	Black and White Television	115.797	5	0.000
9	Radio	88.962	5	0.000
10	Dish TV	80.910	5	0.000
11	PCO	2.203	5	0.820
Political Events				
12	Independence of Pakistan in 1947	101.701	5	0.000
13	Pak-India War (1947-1948)	73.423	5	0.000
14	The Great Decade of Ayub Khan (1958-1969)	140.402	5	0.000
15	Pak-India War of 1965	124.057	5	0.000
16	The Pak-India Conflict of 1971 and separation of East-Pakistan	97.210	5	0.000
17	Nationalization during Zulfiqar Ali Bhutto's era (1972-1977)	98.003	5	0.000
18	Execution of Zulfiqar Ali Bhutto (1979)	116.105	5	0.000
19	Islamisation during the Zia-ul-Haq's era (1978-1988)	98.532	5	0.000
20	Benazir Bhutto as the first female prime minister in 1988	73.353	5	0.000
21	The Kargil War of 1999	85.223	5	0.000
22	The assassination of Benazir Bhutto in 2007	91.906	5	0.000
23	China-Pakistan Economic Corridor	10.389	5	0.065
24	War on Terror after 9/11	86.464	5	0.000
25	Imran Khans' historical fete on 3 October 2011, and the rise of the movement of Tabdeeli	104.680	5	0.000
26	Pakistan as a nuclear power in 1998	94.704	5	0.000
Socio-economic Events				
27	Active participation of women in the labor force	89.609	5	0.000
28	1992 Cricket World Cup victory	73.648	5	0.000
29	The 8 O'clock Television Dramas	64.458	5	0.000
30	Pakistan as a lead in Hockey Olympics	91.247	5	0.000
31	Stronger Pakistan's Postal System and trend of Handwritten Letters	80.023	5	0.000
32	The boom of the Film Industry	113.328	5	0.000
33	Ration Shops	155.921	5	0.000
34	Pakistan's Economic Crisis in 1998	2.980	5	0.703

Note. Events identified from "The context-specific categorization of generations: An exploratory study based on the collective memories of the active workforce of Pakistan", by A.A. Shaikh, W. N. Jamal and S.M.J. Iqbal, (2021), *Journal of Public Affairs*, pg. 1-12. Copyright 2021 Journal of Public Affairs.

3.1. Technological Events

In consideration of the historical development of technological gadgets in the history of Pakistan, it was observed that the advent of Cable Television, Desktop PCs and Internet, social media, and Mobile Phones happened in the 1990s or early 2000s. Therefore, the highest proportion of preferences for these events was depicted in younger age cohorts. Certainly, these are the people who were born in the 1980s or later (as shown in Figure 2).

The highest proportion of association for VCR, Dish Television, Colored Television, PCO, and Landline phones was observed by the age groups of 37-46 years and 47-56 years. These are the people who were born in the 1960s or 1970s, and so encountered these events during their youth (as graphed in Figure 3).

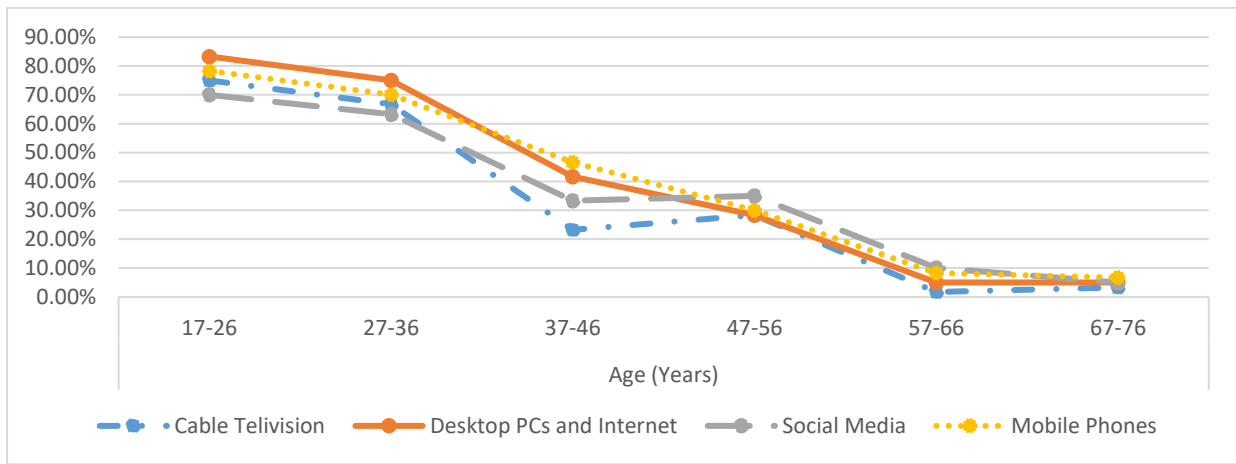


Figure 2: Cable Television, Desktop PCs and Internet, Social Media and Mobile Phones Mentions by Age Groups

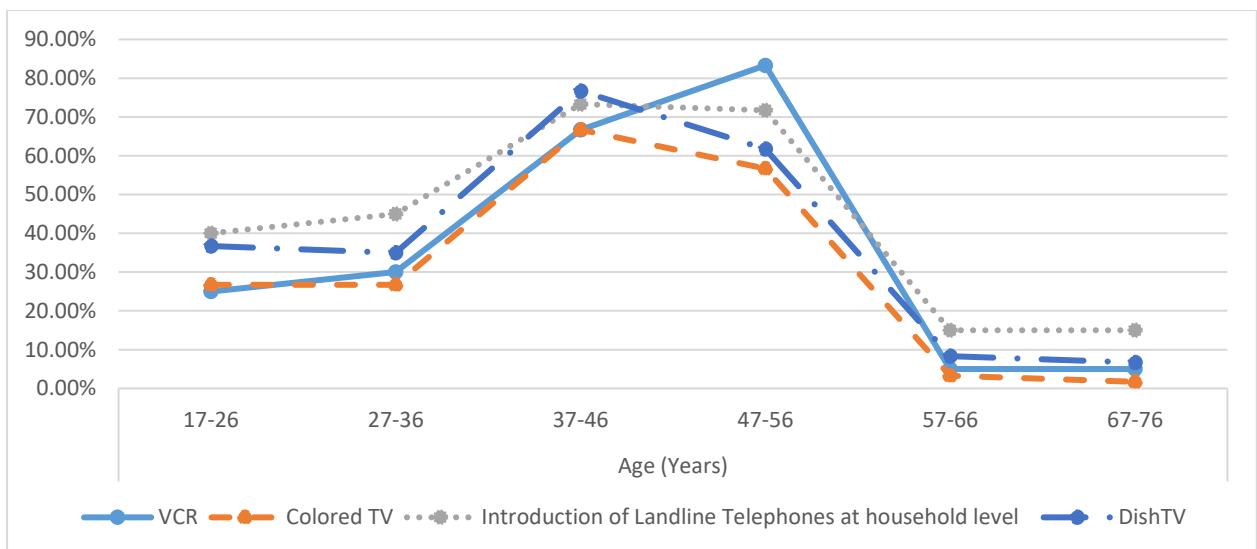


Figure 3: VCR, Colored Television, Introduction of Landline Telephones at the Household level, and Dish Television Mentions by Age Groups

For the remaining technological events, such as Black and White Television and Radio, the oldest age cohorts, who are currently 57-66 and 67-76 years of age, differed from all other age groups by showing the strongest affiliation with these two events as the gadgets of their times (as depicted in Figure 4). These people would have been 17 years old and above at the time they would have started to experience these events.

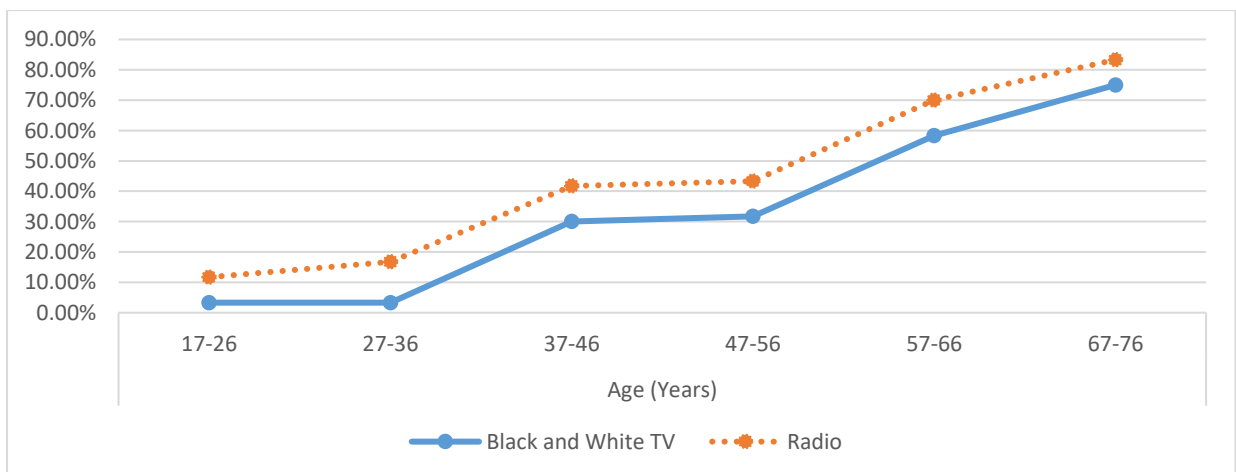


Figure 4: Black and White Television and Radio Mentions by Age Groups

3.2. Political Events

Among the list of 34 events, the political events, such as Independence of Pakistan in 1947, Pakistan-India War of 1948, The Great Decade of Ayub Khan (1958-1968) and Pakistan-India War of 1965, can be evident through the graphical representation which shows that these events were the happening events for the older age groups, particularly for the ones who were born in the 1940s and 1950s (as shown in Figure 5).

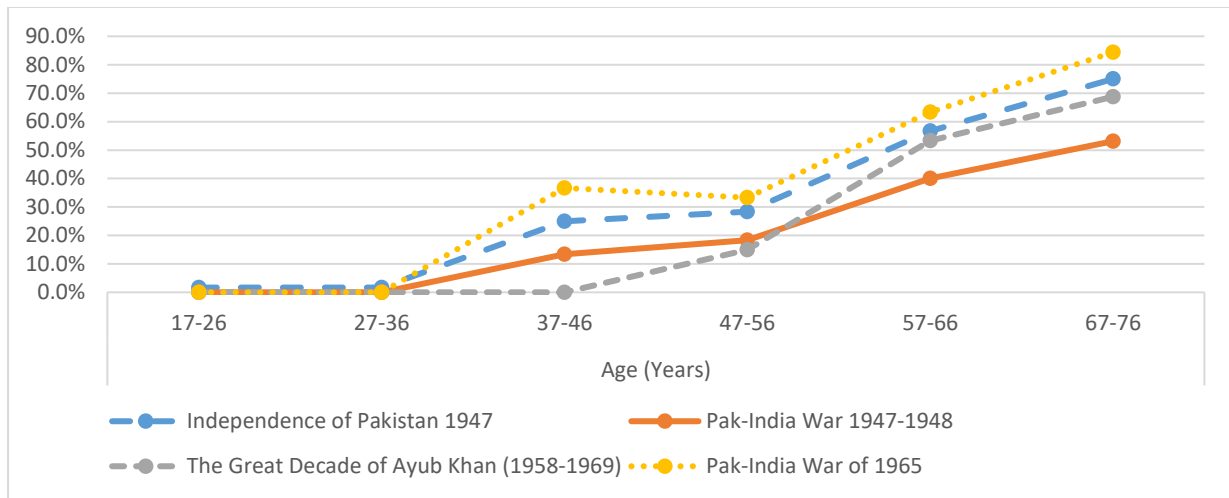


Figure 5: Independence of Pakistan in 1947, Pakistan-India War of 1948, The Great Decade of Ayub Khan (1958-1969) and Pakistan-India War of 1965 Mentions by Age Groups

For the other political events, such as The Pakistan-India Conflict of 1971 and separation of East Pakistan, Nationalization during Zulfiqar Ali Bhutto’s era, Execution of Zulfiqar Ali Bhutto, and Islamization during Zia-ul-Haq’s era (1978-1988), the highest proportion of affiliation was shown by the members who were born in the 1960s and 1970s (as shown in Figure 6).

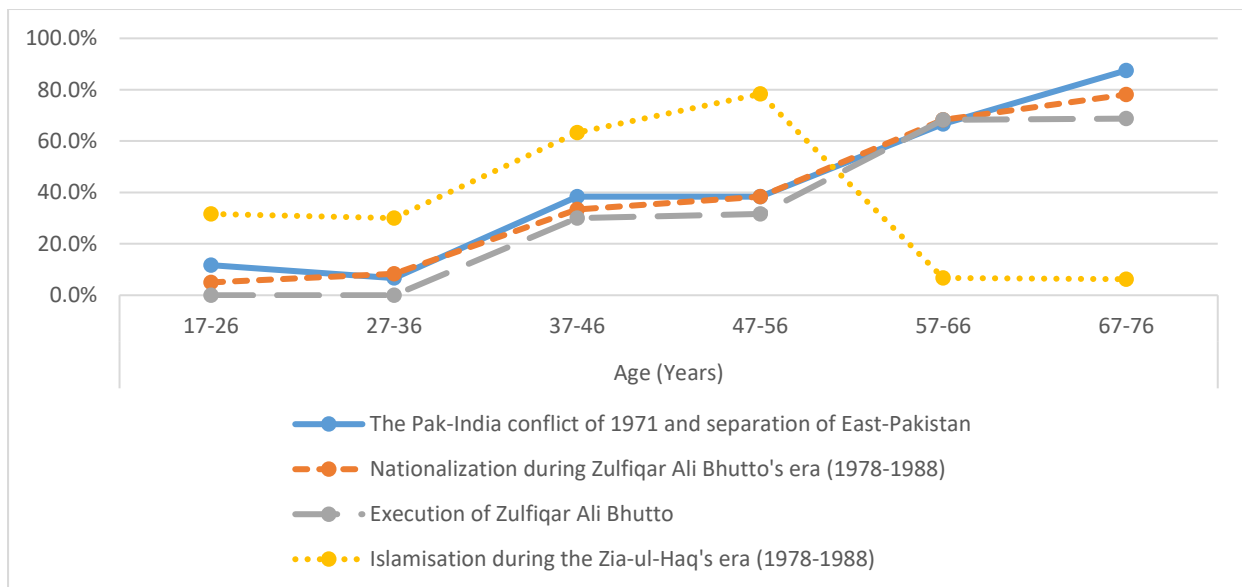


Figure 6: The Pakistan-India Conflict of 1971 and Separation of East Pakistan, Nationalization During Zulfiqar Ali Bhutto’s Era, Execution of Zulfiqar Ali Bhutto, and Islamization During Zia-ul-Haq’s Era (1978-1988) Mentions by Age Groups

As far as the defining events of War on Terror after 9/11, and Imran Khan’s historical fete on 3rd October 2011 and the rise of ‘Tabdeeli’ (change) movement are concerned, the highest proportion of preferences was observed in those respondents who are in the ages between the early 20s and early 30s. Whereas, for the event of Pakistan as a Nuclear Power in 1998, the highest proportion of affiliation was shown by those

respondents who were born in the 1960s and 1970s (as indicated in Figure 9). Hence confirming it as an event of their coming-of-age years.

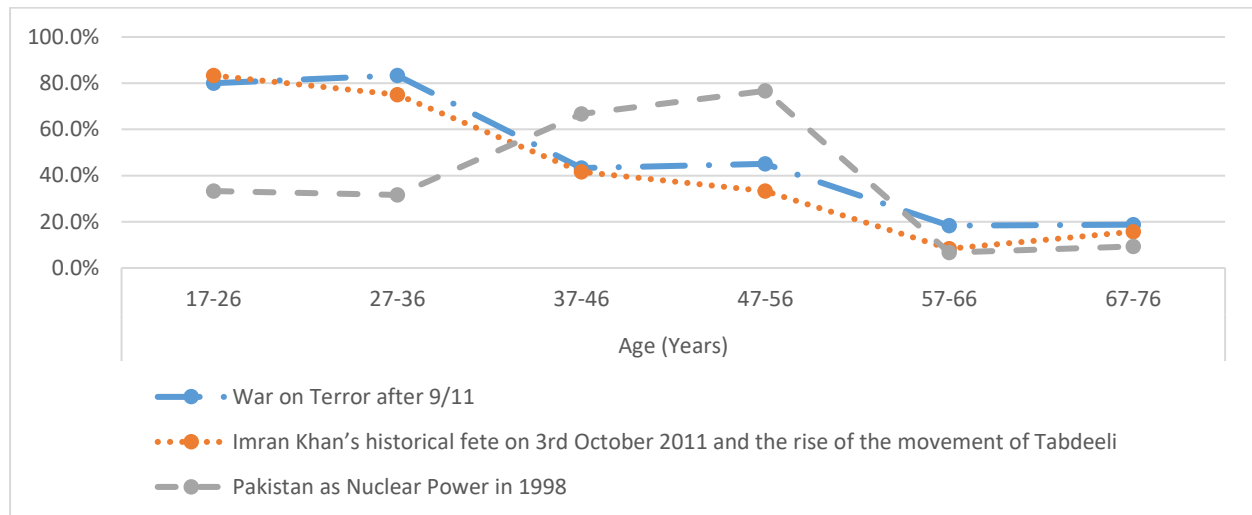


Figure 7: War on Terror After 9/11, Imran Khan’s Historical fete on 3rd October 2011 and the Rise of the Movement of Tabdeeli, and Pakistan as a Nuclear Power in 1998 Mentions by Age Groups

Moreover, for the remaining formative events, including Benazir Bhutto as the country’s first female Prime Minister in 1988, The Kargil war of 1999, and the Assassination of Benazir Bhutto in 2007, it was observed that for the event of Benazir Bhutto as the country’s first female Prime Minister in 1988 and The Kargil war of 1999, the highest proportion of affiliation was observed in the age groups of 37-46 and 47-56 years. However, the event of the Assassination of Benazir Bhutto in 2007 occurred to be recollected highly by those who were born after the 1980s (as shown in Figure 8).

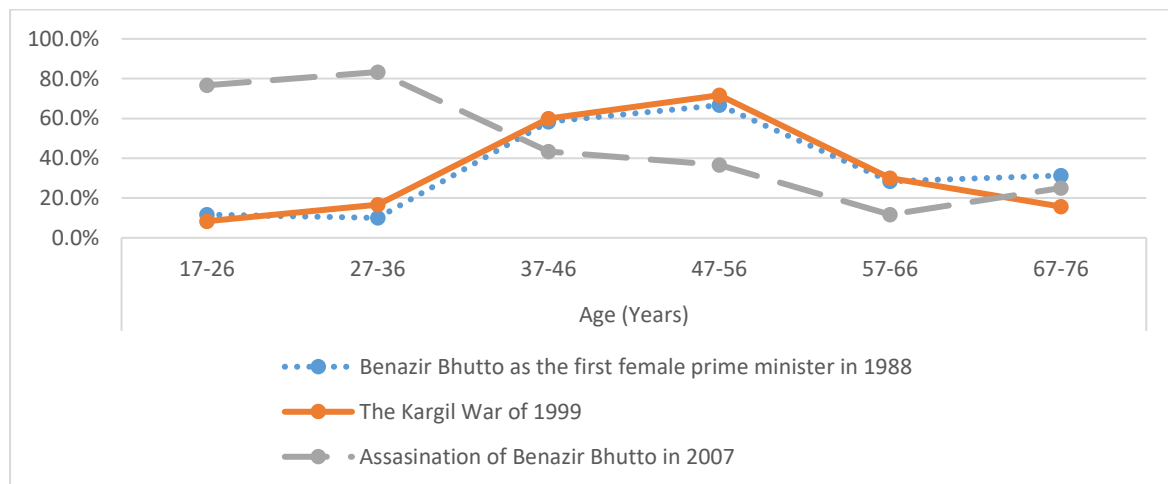


Figure 8: Benazir Bhutto as the Country’s First Female Prime Minister, The Kargil War of 1999, and Assassination of Benazir Bhutto in 2007 Mentions by Age Groups Socio-Economic Events

According to Figure 9, it is obvious that the event of active participation of women in the Labor-force happened to be recollected by those respondents who are born in the 1980s and afterward. While, for the events of the 1992 Cricket World Cup Victory and the 8 O’clock Television Dramas, the highest nominations were received by the people who are born in the 1960s and 1970s.

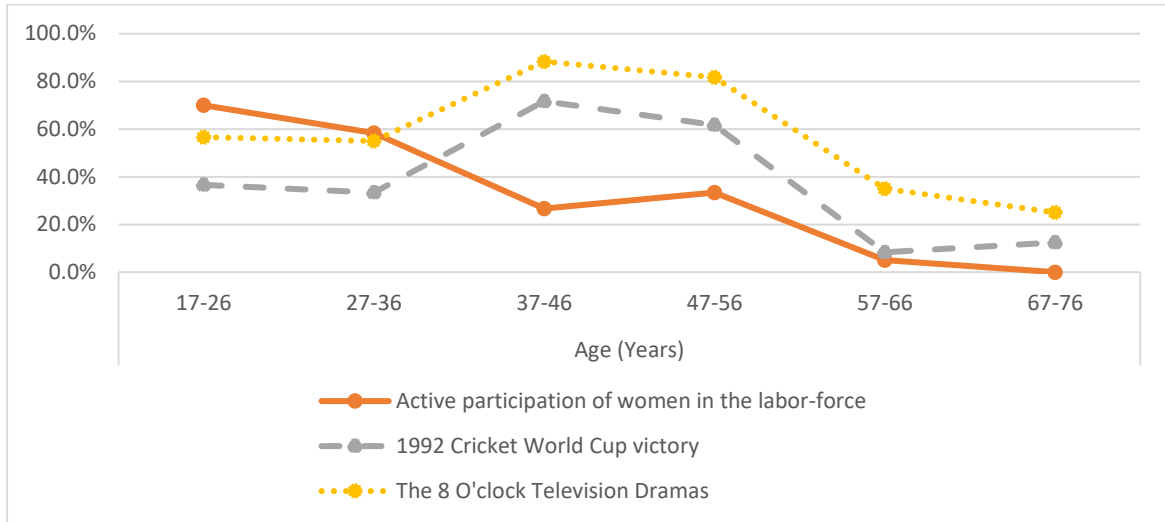


Figure 9: Active Participation of Women in the Labor-force, 1992 Cricket World Cup Victory and the 8 O'clock Television Dramas Mentions by Age Groups
Figure 12.

Pakistan as a Lead in Hockey Olympics, Boom of Pakistan's Film Industry, Ration Shops, and Stronger Postal System of Pakistan and Trend of Handwritten Letters Mentions by Age Groups

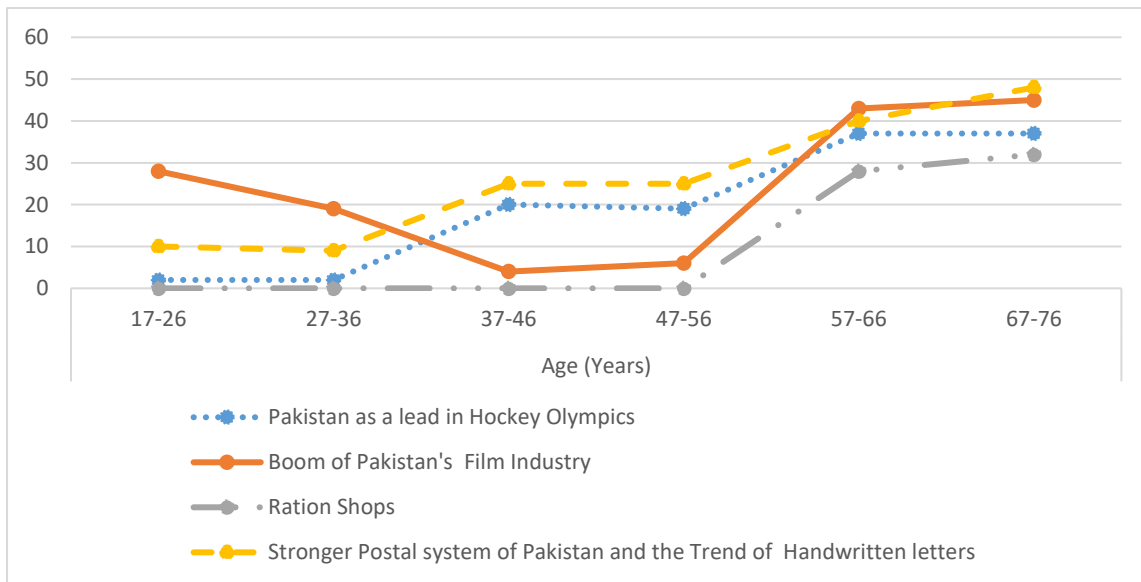


Figure 10: Nomination of Events

Figure 10 shows the highest nominations for the events, such as Pakistan as a lead in Hockey Olympics, Boom of Pakistan's Film Industry, Ration Shops, and Stronger Postal System of Pakistan and Trend of Handwritten Letters, by the respondents who are currently 57-66 and 67-76 years old. Thus, it proves these events as the major events of these age groups in their formative years as they were highly demarcated by them.

In order to group the age cohorts showing the strongest proportion of affiliation with these events (e.g., 70 percent or above), the equal percentage test (Z-test) was run on these age groups. This allowed combinations from the sets of age groups (e.g., from six sets of age groups) to comprise the three Pakistani generations based on their recollections of unique SPTSE from their coming-of-age years.

Hence, on this basis, the 31 events (as identified from Shaikh et al.'s (2021) study for the purpose of analysis) are separately declared for categorizing the three Pakistani generations. In order to substantiate the hypothesis and prove age as the strongest predictor for the 31 events, the variables, such as age, gender, and education were included in the logistic regression. This has been done to observe whether the differences in

association with the respective events were caused by age alone or other demographic factors, such as gender and education level of the participants also played a role in it.

Table 4 displays the findings of the logistic regression. Age has proven to be an explaining factor for 29 out of 31 salient memories (as represented by $p < 0.05$). On the other hand, only 6 and 15 memories were explained, by the control variables of gender and education level, respectively. Also, it has been an interesting finding that out of 6 memories which have been caused due to the age effect, 3 memories were explained along with gender. And as for the remaining 3 memories, there remained a collective role of age, gender, and education level of the respondents. Moreover, the role of age has also been evident in all of the 15 memories explained by education. Thus, the study proclaims a sound role of gender and education in explaining some of the generational differences; however, age remains central factor in explaining the memories of different SPTSE from the formative years of the participants.

Table 4
The Relationship of Each Event with Age, Gender and Education: Significant p values^a

S.R.NO.	Events	Age	Gender	Education
1	Cable television	0.000	0.045	0.199
2	Desktop PCs and Internet	0.000	0.501	0.199
3	Social Media	0.000	0.548	0.001
4	Mobile Phones	0.000	0.164	0.268
5	VCR	0.253	0.972	0.410
6	Colored Television	0.018	0.209	0.531
7	Introduction of Landline Telephones at the household level	0.035	0.109	0.695
8	Black and White Television	0.000	0.267	0.000
9	Radio	0.000	0.077	0.062
10	Dish TV	0.006	0.030	0.583
11	Independence of Pakistan in 1947	0.000	0.923	0.000
12	Pak-India War (1947-1948)	0.000	0.377	0.001
13	The Great Decade of Ayub Khan (1958-1969)	0.000	0.229	0.000
14	Pak-India War of 1965	0.000	0.681	0.000
15	The Pak-India Conflict of 1971 and separation of East-Pakistan	0.000	0.762	0.001
16	Nationalization during Zulfikar Ali Bhutto's era (1972-1977)	0.000	0.260	0.000
17	Execution of Zulfikar Ali Bhutto (1979)	0.000	0.065	0.011
18	Islamisation during the Zia-ul-Haq's era (1978-1988)	0.195	0.732	0.065
19	Benazir Bhutto as the first female prime minister in 1988	0.019	0.350	0.022
20	The Kargil War of 1999	0.014	0.571	0.850
21	The assassination of Benazir Bhutto in 2007	0.000	0.026	0.021
22	War on Terror after 9/11	0.000	0.046	0.248
23	Imran Khans' historical fete on 3 October 2011, and the rise of the movement of Tabdeeli	0.000	0.007	0.013
24	Pakistan as a nuclear power in 1998	0.031	0.312	0.875
25	Active participation of women in the labor-force	0.000	0.323	0.000
26	1992 Cricket World Cup victory	0.015	0.050	0.288
27	The 8 O'clock Television Dramas	0.001	0.749	0.123
28	Pakistan as a lead in Hockey Olympics	0.000	0.422	0.055
29	Stronger Pakistan's Postal System and trend of Handwritten Letters	0.000	0.021	0.000
30	The boom of the Film Industry	0.000	0.001	0.476
31	Ration Shops	0.000	0.119	0.994

Note. Events identified from "The context-specific categorization of generations: An exploratory study based on the collective memories of the active workforce of Pakistan", by A.A. Shaikh, W. N. Jamal and S.M.J. Iqbal, (2021), *Journal of Public Affairs*, pg. 1-12. Copyright 2021 Journal of Public Affairs.

Based on the logistic regression analysis of each event using age (6 categories), gender (1=Male, 2= Female), and education (2 categories), the cell figures are statistically significant where $p < 0.05$.

Therefore, based on the above analysis, it has been decided to finalize the birth year brackets for each generation by merging the starting and ending peaks of the age groups

showing affiliation with a particular event. For example, for the war on terror after 9/11, since the highest proportion of the affiliation was observed by the age groups 17-26 years (born in 1992-2001) and 27-36 years (born in 1982-1991), so this event was decided to be placed within the generational group, Pakistani Generation Y (born in 1982-2001), who has a current age between 17-36 years. This has been done by taking the starting year of the age group of 1982-1991 (e.g., 1982) and the ending year of the age group of 1992-2001 (e.g., 2001); thus, the birth year age range for Pakistani Generation Y is incorporated as 1982-2001. Though the event of the war on terror after 9/11 had also been mentioned by the other age groups, such as the age groups of 37-46, 47-56 and 57-66 years, but since this event occurred beyond the coming-of-age years of these age groups' individuals, it was assumed as not generating the generational impact for them (Griffin, 2004). Similarly, the other two generational groups were categorized as Pakistani Generation X (born in 1962-1981) who has a current age between 37-56 years and Pakistani Baby Boomers (Born in 1942-1961) who has a current age between 57-76 years.

Table 5
Chi-Square Test of Independence Over 31 Different Socio-economic, Political and Technologically Significant Events (SPTSE)

Technological Events				
S.NO	Events	X ² -Value	df	P-value
1	Cable television	111.589	2	0.000
2	Desktop PCs and Internet	117.073	2	0.000
3	Social Media	72.693	2	0.000
4	Mobile Phones	89.835		0.000
5	VCR	116.072	2	0.000
6	Colored Television	83.793	2	0.000
7	Introduction of Landline Telephones at the household level	62.381	2	0.000
8	Black and White Television	105.695	2	0.000
9	Radio	84.972	2	0.000
10	Dish TV	77.928	2	0.000
Political Events				
11	Independence of Pakistan in 1947	98.033	2	0.000
12	Pak-India War (1947-1948)	70.489	2	0.000
13	The Great Decade of Ayub Khan (1958-1969)	132.785	2	0.000
14	Pak-India War of 1965	119.674	2	0.000
15	The Pak-India Conflict of 1971 and separation of East-Pakistan	93.032	2	0.000
16	Nationalization during Zulfiqar Ali Bhutto's era (1972-1977)	96.652	2	0.000
17	Execution of Zulfiqar Ali Bhutto (1979)	116.064	2	0.000
18	Islamisation during the Zia-ul-Haq's era (1978-1988)	95.646	2	0.000
19	Benazir Bhutto as the first female prime minister in 1988	72.318	2	0.000
20	The Kargil War of 1999	80.631	2	0.000
21	The assassination of Benazir Bhutto in 2007	89.351	2	0.000
22	War on Terror after 9/11	86.296	2	0.000
23	Imran Khans' historical fete on 3 October 2011, and the rise of the movement of Tabdeeli	102.550	2	0.000
24	Pakistan as a nuclear power in 1998	93.352	2	0.000
Socio-economic Events				
25	Active participation of women in the labor force	86.997	2	0.000
26	1992 Cricket World Cup victory	72.101	2	0.000
27	The 8 O'clock Television Dramas	63.002	2	0.000
28	Pakistan as a lead in Hockey Olympics	90.716	2	0.000
29	'Stronger Pakistan's Postal System and trend of Handwritten Letters	75.056	2	0.000
30	The boom of the Film Industry	107.189	2	0.000
31	Ration Shops	149.959	2	0.000

Note. Events identified from "The context-specific categorization of generations: An exploratory study based on the collective memories of the active workforce of Pakistan", by A.A. Shaikh, W. N. Jamal and S.M.J. Iqbal, (2021), *Journal of Public Affairs*, pg. 1-12. Copyright 2021 Journal of Public Affairs.

With the purpose of validating this age grouping for the three Pakistani generations, the Chi-Square test was repeated on the defining SPTSE allocated to the three generations. The Chi-Square results validated that the three age groups, which are comprised of the

ages between 17– 36 years, 37– 56 years and 57 – 76 years, are significantly different from each other in terms of their collective memories of formative years regarding SPTSE. This is represented in Table 3 where all the P-values are less than 0.05 (e.g., $p < 0.05$).

4. Findings & Discussion

In the wake of the co-existence of multiple generations at the workplace, this study intended to explore the generational diversity in the Pakistani workforce. Since the generations are implied by the events happening in their formative times (Codrington, 2008; Comeau & Tung, 2013; Hole et al., 2010; Kicheva, 2017; Ng & Parry, 2016; Rajesh & Ekambaram, 2014; Sarraf et al., 2016; Tung & Comeau, 2014); therefore, in order to categorize the Pakistani generations, the exploration of their collective memories of formative years' experiences regarding various SPTSE have been considered to be an essential requirement for the current study. This was aligned with Schuman & Corning's (2012) assertion that the national and international events which are experienced during a 'critical period' of later childhood, adolescence, and early adulthood have an effect on the memories, attitudes, and actions and reactions of the people in the later life. This argument also supports the hypothesis of the current study, 'certain age cohorts will associate themselves with the memories of particular set of SPTSE which they encountered in their coming-of-age era'.

Therefore, the Schuman & Scott's (1989) methodology of exploring the 'collective memories of formative events' appear to be appropriately deployed in the current study. In view of this methodology, firstly, six tentatively defined age cohorts were investigated for their preferences regarding the key SPTSE which they had encountered in their coming-of-age years. These events have already been recollected by the respondents; and so, identified as the key formative events for the respondents in the qualitative study conducted by (Shaikh et al., 2021) (as shown in Figure 13). In the current study, all of the 34 events identified (as identified in Shaikh et al.'s (2021) study) have been incorporated into a questionnaire survey for the quantitative investigation.

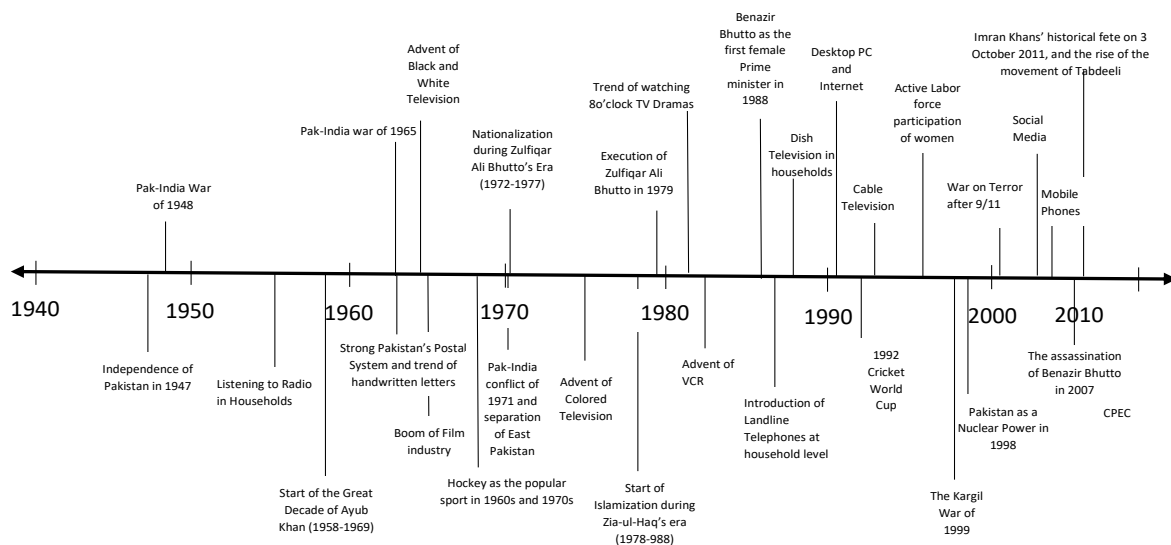


Figure 11: The Trajectory of Socio-economic, Political and Technologically Significant Events (SPTSE), from the History of Pakistan, Identified as the Key Formative Events

Moreover, through the quantitative data analysis, this study verifies the clear age-related trends in 31 out of 34 key SPTSE (which also prove the hypothesis of the study). Further, it leads to the grouping of the respective events under those age groups with which they identified themselves. In addition, due to following this age-based perspective of defining generations, the birth year windows have been appropriately selected (as discussed in the previous section, Analysis and Results, comprehensively), in the study, which led to the final segmentation of the three Pakistani generations. This birth year segmentation is considered to be a mandatory practice for the generational segmentation because each generation's birth year range is considered as the representative of the key

SPTSE which are encountered by its individuals during their coming-of-age years (Hole et al., 2010; Kicheva, 2017; Rajesh & Ekambaram, 2014). Accordingly, this paper has led to the generational profiling of the active workforce of Pakistan, as Pakistani Baby Boomers (Born in 1942-1961), Pakistani Generation X (Born in 1962-1981), and Pakistani Millennials/Generation Y (Born in 1982-2001), in a profound manner.

4.1. Research Implications and Future Research Directions

Although this series of two papers has led to the categorization of each generation for its unique sets of recollected formative events, but for the purpose of generalization of this generational profiling, there is a need of further comprehensive research involving the respondents from all the provinces of Pakistan and from the various industries, including those who are below the level of post-graduation in terms of their academic qualification.

Moreover, though the study pioneers the investigation into the subject matter of generational profiling of Pakistani workforce, but the age brackets and nomenclature can be revisited in the consideration of the generational pointers other than the SPTSE which have been included in the current study. For example, cultural events may be included.

In addition, there is enough room for the exploration of how these events may result in unique generational characteristics. Therefore, the generations are needed to be explored in the context of generational differences with regard to the various work-related aspects, including generational values, attitudes, and preferences. Similarly, on the basis of these differences Pakistani generations can be contrasted with other Asian and Western generations.

As for the implications of this study, it would be very fruitful for the organizations, particularly for the employers in terms of building their 'generational intelligence' by understanding the generational persona of each generation separately in order to devise the diversity and inclusion initiatives, and other human resource management practices, accordingly. In other words, overall, this study would assist them to understand the diverse generational characteristics of their workforce for managing its performance in a better manner. Also, doing so would specifically lead them to minimize the generational stereotypes prevalent at the workplace.

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