

INNOVATIVE WORK BEHAVIORS IN PHARMACIES OF INDONESIA: ROLE OF EMPLOYEE VOICE, GENERATIONAL DIVERSITY MANAGEMENT AND EMPLOYEE ENGAGEMENT

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ABSTRACT

The general diversity management and innovative work behavior, and employee engagement process are experienced by every front-line employee within the company. This study has an important aim to analyze the relationship between employee voice, generational diversity management, and innovative work behavior while employee management has played a vital mediating role between them. The data has been collected from 306 individuals, consisting of front-line employees of the pharmaceutical sectors of Indonesia. Various software such as AMOS and SPSS have been applied for the analysis of data. The data analysis techniques that have been used are SEM and CFA. The discussion of this study has shown that all the hypotheses have been accepted. The results have shown that employee management has played an important mediating role between employee voice, generational diversity management, and innovative work behaviors. Moreover, the study is unique and original because no previous study has explained the impact of employee voice and diversity on employee work behavior. The study is also effective in terms of theoretical, managerial and practical implications. The study has helped employees, managers, and companies to understand the role of employee voice, generational diversity management and employee engagement to the innovative work behavior in pharmacies of Indonesia.

Keywords: Employee voice, generational diversity management, employee engagement, innovative work behaviors..

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INTRODUCTION

Exploration of new opportunities and thinking new and creative ideas for improving the work performance is determined by the organization's initiatives to enhance innovative working behavior (FARYAD, KHORAKIYAN, & NAZEMI, 2016). Innovative work behavior leads to the implementation of changes and new knowledge that improves the individual work performance and eventually the overall business performance (R. Shanker, R. Bhanugopan, B. I. Van der Heijden, & M. Farrell, 2017). There are different factors that also affect the innovative work behavior of employees, these include the employee voice, generational diversity management and employee

engagement (Ahmed, Hassan, Ayub, & Klimoski, 2018). Employee engagement influences the innovative work behavior (Černe, Hernalaus, Dysvik, & Škerlavaj, 2017) and their relationship is explained by the Social Exchange Theory (SET). Provision of resources and services by the company makes the employees obliged to the firm and improves their performance (Kim & Park, 2017). Supportive behavior from the organizations encourage the employees to experiment and introduce new innovative ideas (R. Shanker, R. Bhanugopan, B. I. J. M. van der Heijden, & M. Farrell, 2017).

Table 1: Generational diversity and aged in Indonesia

| Baby boomers | Generation X | Generation Y | Generation Z |
|-------------------|--------------|--------------|----------------|
| Born in 1946-1965 | 1966-1980 | 1981-1995 | 1996 and after |
| Aged 52-71 | Aged 37-51 | Aged 22-36 | 21 & below |

Similarly, the voice behavior of the employees is effected by the senior management of the organization that determines the innovativeness of the workers (A. S.-Y. Chen & Hou, 2016). Ethical leadership of the firms promotes employee voice behavior that results in provision of confidence and friendly atmosphere to the workers (Javed, Naqvi, Khan, Arjoon, & Tayyeb, 2019). Innovative business ideas are a main tool of business development in the digital era, which results in competitive benefits to the firms (Kremer, Villamor, & Aguinis, 2019). For creating innovative environment in the

organizations, business managers can make right norms for the working groups, promote interaction among the different working teams (Rasheed, Shahzad, Conroy, Nadeem, & Siddique, 2017). And also to provide the workers with the interactive environment where they can speak for themselves and can share knowledge and ideas (S.-J. Chen, Wang, & Lee, 2018; Santoso, 2020). The encouragement of employee voice result in building confidence in the workers and creation of innovative ideas and as a result, the senior executives can use the performance management effectively.

Diversity in the workplace drive the organizations to create a friendly environment where employees can interact with each other and share knowledge and ideas (Korzilius, Bücken, & Beerlage, 2017). This type of business culture builds confidence in the employees and create a supportive environment where novel ideas generate and grow (X. Chen, Liu, Zhang, & Kwan, 2019). Diversity in an organization is also in the age group and at the same time three generations work together, they can learn from knowledge of each other and also from the experience of seniors (Azevedo & Shane, 2019). Generational diversity also causes positive impact on

the work engagement and communication modes. Although diversity in an organization results in a number of benefits but there are also some issues of management, the senior management have to deal with the diverse employees, which is a great challenge for them (Guillaume, Dawson, Otaye-Ebede, Woods, & West, 2017). The core management have to look for ways to manage the diverse group properly, so that there would not be major issues and the employees can be engaged in innovative work behaviors (Lambert, 2016; Santoso, et al., 2019).



Figure 1: Work behavior in Indonesian pharma companies according to a survey

Innovativeness in the working behavior is highly influenced by the role of employee voice, engagement of employees in positive business culture and the management of generational diversity in an organization. But the scientific literature to support this statement is not sufficient. As, the past studies have focused on the separate roles of employee voice, employee engagement and generational diversity on the innovativeness of the business culture separately and he combined effect of all these factors was not studied effectively in the past. Thus, the research study will focus on the combined impact of all these factors and their interdependence upon each other.

The research study will provide theoretical and practical information about the impact of employee voice, employee engagement and generational diversity and management of generational diversity on the innovative performance of employees in the organization. The obtained information will be helpful for the practical use in the pharmacies of Indonesia. The research findings will also explain the practical importance of these factors in the Indonesian pharmacies. It will also fill the gap in literature about the combined effect of all these factor sons the innovative business performance. The research study will also provide effective information for further research.

Objectives identified for the research are following:

1- To investigate the impact of employee voice on the innovative work behavior of employees in the pharmacies of Indonesia.

2- To investigate the impact of employee engagement on the innovative work behavior of employees in the pharmacies of Indonesia.

3- To investigate the impact of generational diversity and its management on the innovative work behavior of employees in the pharmacies of Indonesia.

Further chapters of the dissertation will explain more details and explanations about the research. Chapter 2 will describe the review of the literature, chapter three will explain the research methodology and data collection. Chapter four will provide details of the data analysis that is the results of the study. The last chapter will conclude the study along with the study limitations.

LITERATURE REVIEW AND THEORETICAL BACKGROUND

The organizational support theory moved forward by Eisenberger, Huntington, Hutchison, and Sowa (1986) outlined the various determinants and outcomes created in effect of organization's supporting activities delineated in the theory. Organizations demonstrate activities targeted towards wellbeing and creation of value for employees. Such activities increase the felt obligations of employees and they work with an increased effort in order to settle the social exchange. this theory has attracted the attention form practitioners and research scholars for its extensive significance in different employee and organizational outcomes (Stinglhamber, Caesens, Clark, & Eisenberger, 2016). The employee-

employer and employee-organization associations are the main point of focus in this theory and the relationships are looked upon from the employee's interest. meta-analyses research carried out in this domain has been successful in highlighting the effect of organization support on different employee outcomes; better environment, improved intra-organizational communication, leadership styles, employee developmental programs, frequency of trainings, knowledge transference, politics, role clarity, job satisfaction, work engagement, commitment, psychological wellbeing, psychological empowerment and trust among others (Baran, Shanock, & Miller, 2012; Jin & McDonald, 2017; Kurtessis et al., 2017; Rapini, et al., 2018; wiyati, et al., 2019). At the base of this construct is the perceived support employees draw from organizations and it transcends to the extent of concern demonstrated by organizational agents in the attainment of employee's personal and professional goals (Baran et al., 2012). there are different reasons that factor for the popularity and applicability of this theory in different practical and academic insinuations; perceived and actual relevance across multiple occupational and educational domains, used to investigate important organizational outcomes like performance, turnover, citizenship behavior, the development of a professional scale by (Eisenberger et al., 1986) for the measurement of POS, contextual and theoretical bases in various organizational situations (Eisenberger, Malone, & Presson, 2016; Kurtessis et al., 2017; Nica, 2016; Vardaman et al., 2016). The OST draws some relevance from social exchange process as well (Vardaman et al., 2016). The OST through effects measured by the perceived organizational support, also aims to satisfy the socio-emotional and socio-motivational needs of employees that result in increased loyalty, commitment, wellbeing, performance and a heightened desire in helping the organization in achieving its success (Liu, 2018; Maryanti, et al., 2019). A supportive work environment creates an atmosphere of ease in which employees feel comfortable in expressing their opinions and speaking about constraints that mitigate their performance effectiveness. Moreover, a supportive work environment influences and promotes employees' creative behavior as well.

Employee Voice and Innovative Work Behavior

Carnevale, Huang, Crede, Harms, and Uhl- Bien (2017) explained employee voice as the communication of positive, helpful ideas and suggestions that help in the improvement of the organizational performance instead of solely criticizing the status quo. Voice is a helpful tool for informing the top management about the potential issues and problems that should be fixed for the betterment of the organization as a whole in terms of improving performance levels. Employee voice is a healthy and an important work behavior is used positively. Employees speak to the immediate heads in the hierarchy and talk about the work related issues to these supervisors to bring about changes in the work environment (Morrison, 2011). The employee voice behavior is a mechanism that can reflect the ethical nature of leadership in an organization and affects the creative individuality of the employees. Moreover, A. S.-Y. Chen and Hou (2016) claimed that the indirect effects of a good leadership, that is ethical and efficient in nature, is much stronger when the employees are working in an innovation oriented climate.

The power of employee voice lies in the realization of the organizational weaknesses and the mistakes made by the management. This allows the prevention of major financial issues and losses on social and economic fronts. Moreover, it allows for the improvement of company's products and services by promotion of innovation initiatives (Avey, Wernsing, & Palanski, 2012; Grant & Rothbard, 2013).

Moreover, employee voice links HRM and performance of employees and is proactive in nature which serves as an antecedent of innovation and creativity by improving the process of decision making in groups and the experience of learning in organizational settings (Kremer et al., 2019). Employee voice also promotes the error detection and acts as a driver for the provision of exciting and interesting work, creating a level of intrinsic motivation which serves as a groundwork for innovation behavior. If the employee voice is discourages and the employees face a denial of their voice rights, then they become fearful form the authoritative bodies which can hold them responsible (Aguinis et al., 2016). The employees in such work environments must take extra care in speaking up about their opinions at the wrong moment. In summary, employee voice acts as a major success driving factor that increases the innovation behavior of employees by allowing for the generation of a supportive and innovation-based environment in the organizations. The author of this study has therefore hypothesized as follows.

H1: Employee voice has a significant effect on the innovative work behavior in the pharmacies of Indonesia.

Generational Diversity Management and Innovative Work Behavior

The diversity of employees in the workplace has encourage the organizations across the world to devise mechanisms of provision of favorable work environments that can both attract and retain employees having high talent potential. The major source of diversity in today's market is the generational diversity (GD) which is due to the fact that three generations of employees are working together in the organizations at different managerial levels (Ng & Parry, 2016). The literature on this field has shown that the GD has workplace outcomes on variables like engagement, communications, workplace behaviors and innovation levels (Lu & Gursoy, 2016; Schullery, 2013; Wheeler, 2018). Hapsari, Stoffers, and Gunawan (2019) found out through their research that threats arise in the organizational work environment when the work values are different between generations of employees that are working together. The three generations have different work-related interpretations about each other. The Gen Y is considered to have low levels of organizational engagement by the older generations. Gen X was considered to be slow in terms of technology adaptation by Gen Y and the baby boomers are seen by the younger generations as near retirement, so they have lower achievement motivations. The conflicts that arise due to these differences have a major effect on the environment of the organization and lead to miscommunications, work and life balance issues, technological differences and a variation in supervisor-employee relations (Hillman, 2014).

However, Gay (2017) claimed that having a multigenerational employee force can have multiple advantages as well. The older generations can guide the younger employees to help shape their business intuitions and the younger can teach the older ones to use the innovative technologies and open up the organizational environment to invite innovation and economic and ethical success. Therefore, employee diversity can be seen as a resource, but only if the vast variety of available talents are all put to efficient usage. High-potential talent is the unique competencies and capabilities of the employee which offers competitive advantage to the company. Managers must work to develop such strategies that can retain the high-potential talent and make the generational differences an advantage for the company. The innovative work behavior is a novel and innovative way of doing some routine tasks. IWB is complex behavior and consists of generation of ideas, their promotion

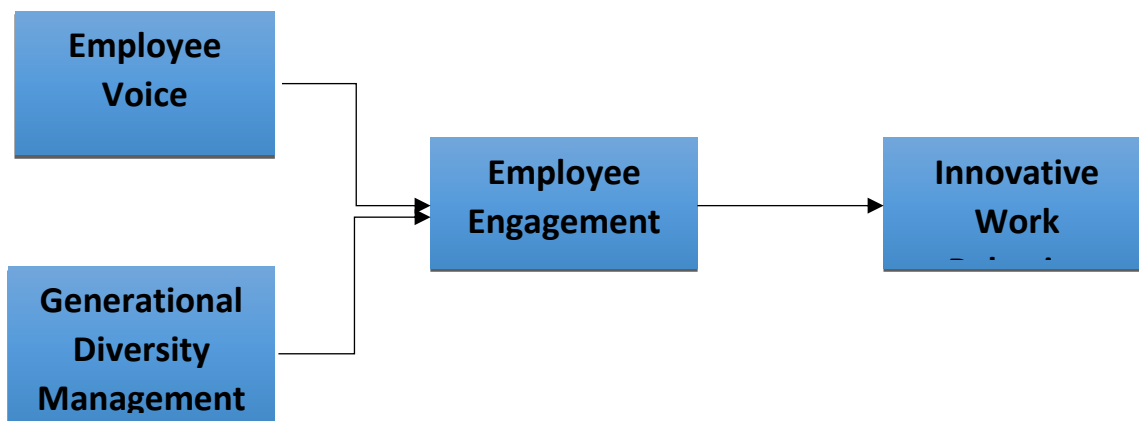
and realization (Stoffers, Van der Heijden, & Jacobs, 2018). The management of IWB along with the GD management, promotes the enthusiasm, dedication and engagement from the employees. The following presumption is therefore generated.

H2: Generational diversity management has a significant effect on the innovative work behavior in the pharmacies of Indonesia.

The Mediating Effect of Employee Engagement

Employee engagement is a tool that can help in the achievement of competitive advantage. Anitha (2014) claimed that an employee that performs their role in the organizations excellently are the employees that are engaged in the organization and have intentions of working towards the betterment of the overall organization. Employees are the most valuable assets of an organization, provided that they are well-organized and managed. In the past literature about employee voice and voice behavior, employee engagement is seen as a mechanism for expression of employee views in an encouraging and supportive work environment (Kaufman, 2015). High motivation leads to the behavior of speaking and thinking for the organizational growth and development (ul Hassan, e Hassan, & Batool, 2015). Liang, Farh, and Farh (2012) found that the employees that feel more engaged in the organization will speak up about the prevalent issues more freely than the ones that are facing low levels of engagement. The organizations are therefore, responsible for providing encouraging platforms to the employees so that they can voice

Research Model



METHOD

Participants and procedures

The participants of the study were individuals working in Indonesian pharmaceutical industries. A number of pharmaceutical firms' employees volunteered online to take part in surveys related to their field. They were made available via online survey source provider. The online database suggested that the participants were working for companies i.e. PT Otsuka Indonesia, PT Afiat Pharmaceutical Industry, Alcon Indonesia, PT Better Pharma, PT Eisai Indonesia - Bogor Factory, Capsugel Indonesia, Apex Pharma Indonesia, and Hyphens Pharma Ltd. The researcher followed the convenience sampling method. This method was suggested and moved forward by

out their concerns and present any possible solutions that they can think of, leading to creation of an innovative environment. It can be clearly seen in light of the discussed literature that engagement plays a mediation effect between voice and innovative behavior. The following presumption is therefore presented:

H3: Employee engagement plays a mediating role between employee voice and the innovative work behavior in the pharmacies of Indonesia.

Employee engagement generated positive outcomes like satisfaction, involvement, empowerment and organizational commitment among the three generations but since the three generations have varying characteristics, the work environment must be such that they all are accommodated with one another for achievement of organizational goals. Generational diversity provides benefits to the employers regarding business values despite the internal conflict creation (Lyons, Schweitzer, Urick, & Kuron, 2019). Well-managed multigenerational groups are more productive than single generational groups. Ma Prieto and Pilar Perez-Santana (2014) proved that engagement level encourages the employees to undertake extra role behavior in the organization. This leads to creation of new ideas and innovative solutions. The following presumption is therefore generated.

H4: Employee engagement plays a mediating role between generational diversity and the innovative work behavior in the pharmacies of Indonesia.

Creswell in a study conducted in 2003, to be used when large numbers of respondents are readily available. The inclusion criteria that this research accounted for was experience (more than that of a year) to ensure the reliability of respondents' answers. The instruments used in the used the procedure of this study consisted of preparing instruments that were used to assess the relevant variables in the present study. To administer and prepare the instruments, there was a need to administer questionnaire that would shed a light on and was in accordance with the variables affecting the results of this study. Then human capital experts re-evaluated the said questionnaires. Prior to being handed out to the participants, they were assessed with the help of small number of employees, as pilot study, for the sake of testing their reliability and validity. The trust between the participants and the respondents was certified via using the intranet of pharmaceutical companies. The intranet of the firms helped in distributing the questionnaires to the employees. The concerned variable in this study i.e. effects of generational diversity was analyzed with the help of one-way analysis of variance also known as ANOVA. The researcher determined the mean difference of the different age groups to see if there was any noteworthy statistical difference. After determining

the difference, it was revealed that there was a considerable difference in the two groups' means. This was established when uneven samples were discovered. Following this result, a post-hoc test i.e. Tukey's honest significant difference test, was administered. This test was used to ascertain the point where the difference between the groups was discovered.

Measures

The variables in the study have had their roles and measures tested by studies in the past. The concept variable i.e. employee voice was measured with the help of a scale that the researcher adopted from a study conducted in 2009 by Pittsin. This measure used a 3 items scale with internal consistency value that of greater than 0.7 (endorsing reliability) for the measurement of the concept variable. In a study carried out by Pittsin 2009, the role of generational diversity management was measured. For doing so, a 5-point Likert-type scale was used which consisted of 3 items. The present study adopted the scale to measure the concerned variable. In terms of validity and reliability, the internal consistency alpha value of the scale was 0.86, average variance extracted value was 0.78 and composite reliability value turned out to be 0.9. for measuring the next variable i.e. Employee engagement, the present study made use of scale adopted from a study that was conducted in 2008 by Bakker and Schaufeli. The reliability and validity of the scale was endorsed in the study by the suggested alpha value for internal consistency i.e. 0.95 along with average variance extracted value and composite reliability value that were 0.7 and 0.9 respectively. The scale was a Likert scale of five points. The next variable that was 'innovative work behaviors', was measured by using an acquired scale from previous study conducted in 2014 by Pérez-Santana. The scale used nine items that assisted in measuring the behaviors. Moreover, the scale was a Likert scale of seven points. On the account of validity and reliability, the scale scored high on the values of internal

consistency alpha value and values of average variance extracted and composite reliability. The values that turned out were 0.9, 0.8, and 0.9 respectively. SPSS and AMOS as the main software applied the methods that the study used for analyzing the data. The different analyses that were run on SPSS included descriptive analysis, reliability analysis and factor analysis. The tests run on AMOS by the researcher included confirmatory factor analysis, model fitness and structure equation modelling. The analyses run on the data by this software conform to the validity and reliability of the data and discard any error that is present in data entry or in concerned variables.

Data Analysis and Interpretation

Demographic Details

The study is having few objectives to fulfil, the very first aim of this study is to know about the impact of employee voice on innovative work behaviors. Another aim of the study was to know about the direct impact of generational diversity management on innovative work behaviors. The purpose of this study is to know the mediating impact of employee engagement between employee voice and innovative work behaviors and between generational diversity management and innovative work behaviors. The study acquired a total sample of 306 individuals, out of which 160 were males and 146 were females. The percentage of males was greater than the females in sample. Out of 306 individuals, 36 were graduates, 133 had post-graduation degree, 104 had master's degree and 32 had some other degree. Out of 306 individuals, 72 were between 21 to 30 years of age, 88 were between 31 to 40 years of age, 97 were between 41 to 50 years of age and 49 were above 50 years of age.

Descriptive statistics

Table 2: Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation | Skewness | |
|--------------------|-----------|-----------|-----------|-----------|----------------|-----------|------------|
| | Statistic | Statistic | Statistic | Statistic | Statistic | Statistic | Std. Error |
| GreDivM | 306 | 1.00 | 5.00 | 3.3532 | 1.05643 | -.227 | .139 |
| EmplVoi | 306 | 1.00 | 5.00 | 3.5993 | 1.10682 | -.911 | .139 |
| EmpEng | 306 | 1.00 | 5.00 | 3.4885 | 1.11565 | -.665 | .139 |
| InnWorkB | 306 | 1.00 | 5.00 | 3.4751 | 1.13163 | -.630 | .139 |
| Valid N (listwise) | 306 | | | | | | |

Above is the presentation of the data of descriptive analysis, the data of the descriptive analysis is showing that the values of the data collected from the sample is present between the valid values of skewness that are between -1 to +1, so the data is valid from this perspective. Then, the data has no outlier

present in it and that is why it can also be seen that all of the values of the data are present in between the valid range values of the Five-point Likert scale. Also, all of the values have a range that accounts for the normality.

Factor Loading and Convergent Validity

Table 3: Factor Loading and Convergent Validity

| | 1 | 2 | 3 | 4 | CR | AVE |
|-----|------|---|------|------|-------|-------|
| GD1 | | | | .723 | 0.872 | 0.695 |
| GD2 | | | | .756 | | |
| GD3 | | | | .787 | | |
| EV1 | | | .821 | | 0.934 | 0.738 |
| EV2 | | | .821 | | | |
| EV3 | | | .826 | | | |
| EV4 | | | .825 | | | |
| EV5 | | | .810 | | | |
| EE1 | .856 | | | | 0.920 | 0.780 |
| EE2 | .841 | | | | | |

| | | | | |
|-----|------|--|-------|-------|
| EE3 | .850 | | | |
| EE4 | .857 | | | |
| EE5 | .858 | | | |
| EE6 | .865 | | | |
| EE7 | .839 | | | |
| EE8 | .847 | | | |
| EE9 | .816 | | | |
| WB1 | .726 | | 0.963 | 0.742 |
| WB2 | .782 | | | |
| WB3 | .836 | | | |
| WB4 | .833 | | | |
| WB5 | .854 | | | |
| WB6 | .854 | | | |
| WB7 | .835 | | | |
| WB8 | .824 | | | |
| WB9 | .826 | | | |

Factor loadings and the convergent validities can be seen in the table above, all of the variables have the factor loadings at their maximum and valid values, all of the variables also have their convergent validity values more than seventy percent which is also representing the authenticity and the validity of the data. The present data shows the values present of the AVE

that are more than fifty percent in total, by the convergent validity and the factor loadings of the present data it can be said that the data can be put forward for further tests and techniques.

Discriminant validity

Table 4: Discriminant Validity

| | EE | EV | GD | WB |
|----|--------------|--------------|--------------|--------------|
| EE | 0.883 | | | |
| EV | 0.481 | 0.859 | | |
| GD | 0.684 | 0.488 | 0.834 | |
| WB | 0.510 | 0.580 | 0.566 | 0.862 |

The table number 3 is a representation of the discriminant validities of all of the variables, the factors can be seen, all of the them have the values of factor loadings more at their maximum, the discriminant validities are showing the Confirmatory Factors Analysis and KMO

discrimination of the factors among each other and these are also at maximum level irrelevant of the loadings as compared to each other. The data is valid and reliable for further procedures.

Table 5: Confirmatory Factors Analysis and KMO

| CFA Indicators | CMIN/DF | GFI | IFI | CFI | RMSEA | KMO |
|-----------------|---------|--------|--------|--------|--------|-----------|
| Threshold Value | ≤ 3 | ≥ 0.80 | ≥ 0.90 | ≥ 0.90 | ≤ 0.08 | 0.6 – 1.0 |
| Observed Value | 2.788 | 0.0838 | 0.945 | 0.944 | 0.077 | 0.939 |

In the present data provided in the table of confirmatory factor analysis and KMO, it has been observed that the value for CMIN is equal to 2.788 and the value of GFI is equal to 0.0838, the value for KMO is equal 0.933 and all of these

values are exactly equal to the given standards. Moreover, the values of IFI, CFI and RMSEA are also valid according to the standards.

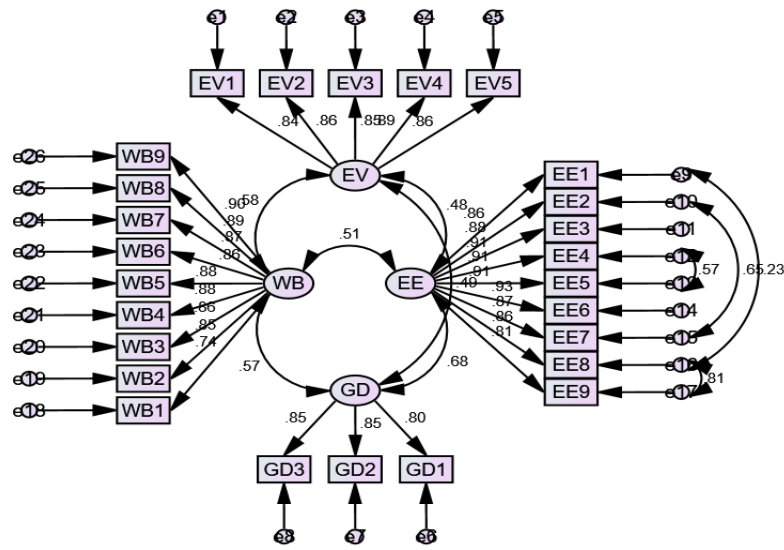


Figure 2: CFA

SEM

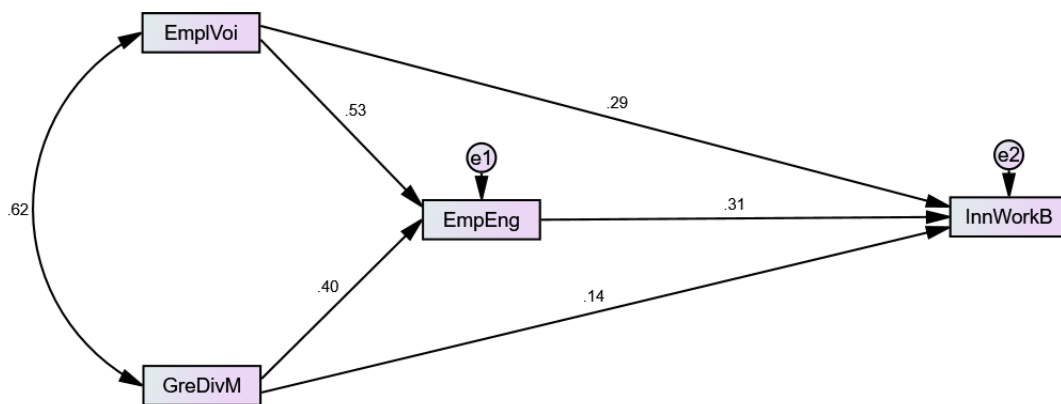
Table 6: Structural Equation Modeling

| Presumption | B-Value | SE | P-Value | Decision |
|-------------|---------|------|---------|----------|
| EV→WB | .295 | .069 | .000 | Accepted |
| GD→WB | .137 | .066 | .000 | Accepted |
| EV→EE→WB | .165 | .066 | .010 | Accepted |
| GD→EE→WB | .124 | .038 | .010 | Accepted |

The B values present in the data are showing the different relations between the variables, it can be seen that the, when EV increases by 1% there will be an increase of 29.5% in the WB, moreover the increase of 1% in the GD will cause the WB to increase by 13.7%, the mediation of EE is significant as well because it can be seen that between all variables these

cause an increase in the significance they cause the relationship to increase by 16.5% and 12.4% respectively. Moreover, the p values of all of the variables and their relationships are seen to be less than .05. The figure of SEM is shown in figure 2 below:

Figure 3: SEM



DISCUSSION AND CONCLUSION

a. Discussion

The study is having few objectives to fulfil, the very first aim of this study is to know about the impact of employee voice

on innovative work behaviors. Another aim of the study was to know about the direct impact of generational diversity management on innovative work behaviors. The purpose of this study is to know the mediating impact of employee

engagement between employee voice and innovative work behaviors and between generational diversity management and innovative work behaviors. Current study moved forward different presumptions, the very first presumption moved forward by the study was that "EV has a significant impact on WB". This presumption was accepted based on the study of (Dirgeyasa & Ansari, 2015). The next presumption was "the impact of GD on WB is significant". This presumption was accepted because the p-value of these variables was less than the 0.05 and based on the study of (Khadijah, Kamaluddin, & Salin, 2015). Next presumption moved forward by the study was "the relation of EE between EV and WB is significant" and this was accepted as well based on the study of (Kis-Katos & Sparrow, 2015). Next presumption was "the impact of EE is significant between GD and WB. This presumption is accepted as per the less p-value form 0.05 and based on the study of (Plummer & Boyle, 2016).

CONCLUSION

The significant aim of this study is to analyze the important impact of employee voice, generational diversity management on innovative work behaviors while employee management has played an important mediating role in the pharmaceutical sectors of Indonesia. The data has been collected from 306 individuals, including both male and female and the result was 100%. The data has been also collected from education pharmaceutical sectors, data has been collected from people aged 50 or above and the results were 100%. The various tests have been applied to analyze the data such as descriptive statistics, factor loading, and convergent validity, discriminant validity, confirmatory factors analysis and KMO, structural equation modeling. Various hypotheses have been conducted to analyze the relationship between variables and these relationships have been accepted. According to the study, employee voice and generational diversity management have a positive relationship with work behavior. Employee voice defends against the extensive effect of negative emotions among the employees with an extensive range of diverse ages in a company, due to this the work behavior of the company increases. Employee voice and generational diversity management have a positive effect on the work behavior of the pharmaceutical sector while employee engagement has played an important mediating role between them. Employee engagement increases the productivity of a firm and engages the employees with their work, therefore employee engagement increases employee satisfaction, resultantly the innovative work behavior in pharmacies of Indonesia has increased.

b. Policy implications

This research has provided benefits to the pharmacies of Indonesia due to the crucial mediating role of employee engagement. The variables such as employee voice, generational diversity management, employee engagement and innovative work behaviors in pharmacies of Indonesia have provided sustainability and benefits to the pharmaceutical sectors of Indonesia. The generational diversity management positively influences the employee engagement in pharmacies of Indonesia. Employee engagement has given benefit to the behavior of employees. This research has provided the importance of employee voice and generational diversity management that has helped pharmaceutical sectors to innovate the behavior of workers in pharmacies of Indonesia. Employee satisfaction and loyalty have increased due to employee voice and generational diversity management. The generational diversity management has built a strong relationship between cliques and leaders of pharmacies of Indonesia. This research has enhanced the importance of generational diversity

management because it enhances the interest of employees of pharmacies of Indonesia. According to this study, generational diversity management is very important for employee engagement and this study is an infrequent investigation of innovative work behavior and employee engagement.

LIMITATIONS

Every research has some limitations, this research also has few limitations. The first limitation of this research is that the pharmaceutical sector of Indonesia has avoided the generational diversity management component. The researcher should build vigorous relationships not only between followers and leaders but also among all its members, therefore there should be multigenerational diversity management. The second limitation is that this study has been conducted for one sector e.g Pharmaceutical sector, the study should be conducted in other sectors to get a change in diversity. The last limitation is that the data collected at only one time (cross-sectional data), the data should be collected by a longitudinal study in order to make a viable study.

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