

**A**  
**Project Report**  
**On**  
**Project Title**

Understanding the differences between generation X and Millennials in their perception of work behavior.

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### **Declaration**

I Miss. Manali Prakash Bangal , of MBA-2, Seat No. 2019102 hereby declare that the Project work titled Understanding the differences between generation X and Millennial in their perception of work behavior which has been submitted to Savitribai Phule Pune University, is an original work of the undersigned and has not been reproduced from any other source. I further declare that the material obtained from other sources has been duly acknowledged in the report.

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## **Executive Summery**

Life of present generation is faraway different when compared with the older ones. Things have changed significantly. The way things used to work in the past are not the same as now because new systems of doing things have been make known to the society. The way we consolidate things is different from how our old generation used to sort out and live manically in their society. This is the age where voices from all parts of society and rights are equally shared and heard. Back then, to stand on what you believe is costly, including your lives. Some of the most important differences between our generation and the old generation are education, technology, lifestyle, and communication between people too.

When it comes to education most people from present generation tend to have at least a bachelor's degree. In other words, they cannot work until they have an appropriate education. In contrast, people in the older generation did not have a lot of opportunities to study. In the past, only rich people would have the opportunities to study. Also, people in the older generation focused more on working than studying. Thus, people in present generation have a higher education than people of older generation.

In present generation we have right to education i.e. men and women both have equal right to have education. In contrast, women of older generation did not have opportunity to study when compared with men. Coming to technology it evidently changed our society. As days goes by, science and technology has been virtually advanced and used to create various machines from vehicles, weapons, mobile phones, computers or any other equipment that are designed using technology. Compared to the old generation whereby technology wasn't really familiarized as they had to ensure that their task is completely done by their bare hands without any programmed device that they could use.

Today's generation have been relaying on internet for almost everything in their day to day life. In contrast, older generation used to depend upon themselves to get their work done. And when it comes to life style people of present generation enjoy easier lives when compared with the older ones. The lifestyle for the older ones was quite difficult because as a way of discipline, the

children were whipped and given punishments by their parents and any mistake made there were severe consequences and this made the child to be more vigilant and careful next time before trying another stupid thing but our generation parents are becoming more relaxed when disciplining their child and that has led to the child becoming rebellious and having troubles following some simple rules and regulations given by their parent.

Today's generation after graduation from university, they may not have to work immediately. They can sit around at home and do nothing because their parents are willing to support them. They do not have to be concerned too much about their future plans. On the other hand, people of older generation tend to have harder lives. If they want something, they had to work really hard to achieve it. And finally when it comes to communication between people, the older generation used to face many problems in contacting their dear ones. Whereas, people of present generation are used to connecting with each other almost immediately. For example, if young people want to contact their friends that live in different countries, they usually contact them by using their mobile phones. Teenagers in the new generation spend most of their time chatting with their friends on their mobile phones or chatting online more than doing anything else. On the other hand, people from older generation are accustomed to writing letters to contact friends that are far away.

Furthermore, they like to deal with other people face to face. When it comes to men and women, men used to have more freedom in communicating with others when compared with the women, who were not even allowed outside from their homes. In contrast, present generation there is almost no difference between men and women in contacting their dear ones and talking with people.

The main objective to study generation differences is to understand how generational differences , affect the work related behavior of employee and to suggest ways that can be adopted to deal various generations effectively at work using the scale of Generational differences in work values and attitudes among frontline and service contact employees , Dogan Gursoy, Christina Geng-Qing Chi, Ersem Karadag. Under this questionnaire A and B sections are included and under A section Demographic data was collected on following parameters-gender ,age, educational qualification ,designation ,department, work experience, working days in week,

weekly working hours , annual income, family type, marital status. And the section B includes different variables such as work centrality, Non – compliance, Technology challenges, Work life balance, Leadership, Power, Recognition. 116 respondents was collected from this survey from different generations. to study the difference between X and Y generation here we used T test for findings and on the basis of this analysis we get results from different age groups.

# **Chapter 1**

## **INTRODUCTION**



## **INTRODUCTION**

In today's business environment, it is not surprising to see people from different generations working side-by-side. Because each generation has its own unique values, set of skills, and characteristics, having employees from different generations has created its own challenges and opportunities for managers.

According to the Society for Human Resource Management (SHRM) (2004), Work values are the source of most significant differences among generations and major source of conflict in the workplace. However, studies also suggest that if managed well, those differences can be a source of significant strengths and opportunities (Lancaster and Stallman, 2002). Therefore, it is vital for managers to understand the underlying value structure of each generation and differences in values among those generations if they want to create and maintain a work environment that foster leadership, motivation, communication and generational synergy (Smile and Sutton, 2002).

There is little research focusing on generational differences among frontline and service contact employees in service businesses such as the hospitality business. Knowledge on work value differences among frontline and service contact employees can have significant implications for service organizations. Therefore, this study focuses on generational differences in work values among frontline and service contact employees from three different generations. Utilizing data collected from hotel employees, this study will attempt to identify frontline and service contact employees work values, and then examine differences among employees from three different generations: Baby Boomers, Generation X and Millennial

## **Why is it Important to Learn about Generations**

Understanding each other's views and values will allow different generations to increase their appreciation of one another. ... Each generation has its own unique perspective, challenges, and contributions, and we can all grow by listening to and learning from people who are different than us.

Understanding and appreciating different generations is critical for effective and productive teams, departments, and companies. Currently, there are five different generations in the workplace: Traditionalists, Baby Boomers, Generation X, Generation Y/Millennial, and Generation Z. A wide variety of experiences exist between these generations. For example, most traditionalists grew up without television, while almost all Generation Z'ers have a cell phone. If we look deeper, however, we can see commonalities between Traditionalists and Gen Z; both grew up during economic strife (The Great Depression and the Great Recession, respectively).

Understanding each other's views and values will allow different generations to increase their appreciation of one another. This, in turn, will lead to better communication and collaboration because people are now talking from a sense of appreciation and acknowledgement.

When people feel heard, understood, and valued, they are more likely to invest time and energy into their projects and jobs and they are more likely to stay at an organization. Truth is, we need people of all generations to make organizations effective.

You want the “getting the job done” attitude of the Traditionalists, the teamwork skills of Baby Boomers, the self-reliance of X'ers, the multitasking abilities of Millennials, and the entrepreneurship of Generation Z. Combined, these qualities create a powerful workforce that is able to handle any challenge that comes its way.

It is important to remember that learning can, and should, go both ways: newer generations can pay attention to the older generation's lessons and knowledge, while older generations can learn a lot from the younger ones (and not just about how to use technology). Each generation has its own unique perspective, challenges, and contributions, and we can all grow by listening to and

learning from people who are different than us. Generational diversity is one way to strengthen your team.

“Baby Boomers, Gen Xers, Millennials, the Gen Z up-and-comers – we all want the same things, (income, sure, but also purpose, and to feel valued) just in slightly different ways. The challenge is to look past the stereotypes and listen to one another so that good work gets done efficiently and humanely.”

Let's begin with the GI Generation. The youngest of this generation are in their early 90's so they are almost non-existent in the workplace. They are our oldest living generation and were born at the beginning of the 19th century. Most of the soldiers during World War II came from this generation.

Traditionalists make up 2% of the current workforce which is the smallest percentage. However, they represent the institutional memory of a workplace. They know and remember the organization's past and founding goals. Typically born between 1927 and 1945, they went through their formative years during the Great Depression and its aftermath.

Baby Boomers are currently the largest generation at approximately 77 million people in the United States. (Generation Y runs a close second.) Born between the years of 1946 and 1964, they are the post-World War II generation. The Baby Boomers represent about 29% of the workforce; that number is declining by the day.

Generation X is bookended by the two largest generations, Baby Boomers and Generation Y. They are born between 1965 and 1980. They make up approximately 23% of the workforce.

Generation Y, also known as the Millennials, are born between 1981 and 2000. The Millennials are currently about 42% of the workforce, which makes them the largest working generation. They have their own values and characteristics (as do the other generations) their numbers make them a force to be reckoned with.

Generation Z is our newest generation. They're currently around 4% of the workforce and growing. They grew up during the great recession after the early 2000's. We are learning about what the Generation Z's value and their characteristics as each day passes.

The challenge we all face: how can we connect, communicate, and collaborate most effectively in the workplace and outside of the workplace.

## **1.2 OBJECTIVES**

1. To understand how generational differences affect the work related behavior of employees.
2. To suggest ways that can be adopted to deal various generations effectively at work.

## **Chapter 2**

### **Theoretical Background**

## **Theoretical Background**

- **TOPIC OF RESEARCH**

Understanding the differences between generation X and Millennials in their perception of work behavior

- **Definition**

A generation gap or generational gap is a difference of opinions between one generation and another regarding beliefs, politics, or values. In today's usage, generation gap often refers to a perceived gap between younger people and their parents or grandparents.

- **History**

Early sociologists such as Karl Mannheim noted differences across generations in how the youth transits into adulthood. and studied the ways in which generations separate themselves from one another, in the home and in social situations and areas (such as churches, clubs, senior centers, and youth centers).

The sociological theory of a generation gap first came to light in the 1960s, when the younger generation (later known as baby boomers) seemed to go against everything their parents (likely the Silent Generation) had previously believed in terms of music, values, governmental and political views as well as cultural tastes. Sociologists now refer to "generation gap" as "institutional age segregation". Usually, when any of these age groups is engaged in its primary activity, the individual members are physically isolated from people of other generations, with little interaction across age barriers except at the nuclear family level.

- **Distinguishing generation gaps**

There are several ways to make distinctions between generations. For example, names are given to major groups (Silent Generation, Baby boomers, Generation X, Millennials, Generation Z, and Generation Alpha) and each generation sets its own trends and has its own cultural impact.

- **Baby boomer generation (born 1946–1964)**

These individuals were raised in an era of extreme optimism, opportunity, and progress. Boomers, for the most part, grew up in two-parent households with the mother as primary caregiver and the father as sole income earner. They lived in neighborhoods and attended schools that were relatively free from crime and violence. During the period of post-war prosperity, large manufacturing and service-oriented companies generally provided their workers with job security and Baby boomers expected to begin their careers and retire from the same company. They represent about two-thirds of all U.S. workers. On the job, they value loyalty, respect the organizational hierarchy, and generally wait their turn for advancement.

Many Baby boomers reflecting back on their lives, realize they have focused the majority of their time on their jobs and want to find a greater balance between work and leisure. Boomers often feel younger workers need to carry the load and put in their time. Over the next two decades, the American workforce, as well as other industrialized countries, will be significantly influenced by this cohort of individuals who were 40–60 years of age in 2006 (Jones, 2004).

- **Gen X generation (born 1965–1980)**

As members of the generation following the Baby boomers, Gen-Xers were born into a rapidly changing social climate dominated by social and civil unrest, and advances in science and technology that moved the average citizen into the computer age. They grew up in two-career families in a society with rising divorce rates, an economy in recession, increased crime and violence in schools, corporate downsizing, and loss of job security (Dennis, 2009; Lancaster and



Still man, 2002). On the job, they tend to be skeptical of the system, noticeably independent, like to be in control, view job freedom as a reward, seek training opportunities that enhance their skills, and want fast feedback. Unimpressed by titles and status, they work to live rather than live to work, preferring an environment that is informal and fun (Cook Ross, 2004).

Remembering what they observed in their youth, Gen-X ers generally are leery of devoting long hours to their jobs that keep them away from their family and activities outside of work (Wendover, 2007). Gen-X ers desire to have a better work-life balance and view their jobs as a means to an end rather than as a way of defining who they are as a person based on their career path. This mindset among Gen-X ers often leads to tension and conflict with workers from the Baby boomer generation. Unlike their older coworkers, Gen-X ers are unwilling to sacrifice their lifestyle, health and friends to jump at promotional opportunities (Park and Gursoy, 2012).

- **Millennial generation (born 1981–2000)**

The children of Baby boomers or early Gen-Xer parents, Millennials were born into the current high-tech, neo-optimistic times.

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They are the youngest generational group, have grown up in a fast-paced, technology-dominated society. As employees, Millennials thrive on direction, structure, and stimulation in the workplace (Wendover, 2007). They have had a stable upbringing and were involved in more social activities and sports compared to Gen- Xers. Millennials tend to be social, have a sense of civic duty and want to know that their work makes a difference in the world (Dennis, 2009; Lancaster and Stillman, 2002). Although Millennials are the youngest workers, they are fast learners, impatient, the most technologically savvy and when they question authority, it is usually for the right reasons (Zemke et al., 2000). Millennials want their supervisors and other co-workers to provide direction with clear descriptions of the task or project to be completed (Gursoy et al., 2013). Brainstorming is often difficult for Millennials and they respond better to specific benchmarks as guides. Solnet and Hood (2008) reported specific work values associated with Millennials included:

- (1) respect,
- (2) recognition,

- (3) input,
- (4) involvement,
- (5) continuous development,
- (6) supportive management,
- (7) fairness and
- (8) concern for individuals.

Millennials like structure to their jobs, especially in terms of having tasks broken into smaller sub-tasks and having the work to be completed modeled by their co-worker or supervisor (Gursoy et al., 2008).

Finally, Millennials have highly active lives and are skilled at multitasking. They prefer work that is stimulating and allows them the freedom to develop their own way of self-organizing their work (Tulgan, 2004). Millennials, unlike previous generations, matured during an era of technological innovation dominated by computer technology. Millennials' view of the world has been shaped by MTV, AIDS, terrorism, globalization, the end of the Cold War, weapons of mass destruction, high public distrust of government, and influential special interest groups. This influence is reflected in beliefs held by many Millennials who: (1) are committed to making a life, not just a living; (2) view team-building, engagement, and partnerships as essential to leadership; (3) recognize that with diversity come new perspectives, ideas, and insights (Gursoy et al., 2013).

## **Chapter 3**

# **LITRETURE REVIEW**

## **LITERATURE REVIEW**

There are various studies done on of generation differences on work force . A brief review of some studies is given below.

Christina G. Chia, Thomas A. Maierb, Dogan Gursoyc, (2013) in their Employees' perceptions of younger and older managers by generation and job category found that support current hospitality leadership principles that place an emphasis on hierarchical leadership structures and job position segmentation with top-down communication.

Findings supported the premise that there are significant differences in employees' perceptions of their younger and older managers by generation and job position across three generational cohorts. Managerial implications are discussed.

The purpose of this exploratory study is to examine the perceptions hospitality employees have of their younger and older managers by generation and job position across three generational cohorts. Using data collected from both line-level employees and managers of a U.S. hotel company, first the underlying dimensions of employees' perceptions of their younger and older managers were identified. Afterwards, a multivariate analysis of covariance (MANCOVA) test was used to identify significant differences in employees' perceptions of their younger and older managers by generations and job position across three generational cohorts while controlling for employees tenure. Findings supported the premise that there are significant differences in employees' perceptions of their younger and older managers by generation and job position across three generational cohorts. Managerial implications are discussed.

The workforce is becoming increasingly diverse and in the hospitality industry where customer service can make or break a company, there is increasing interest in how to effectively lead a multigenerational workforce in a highly bureaucratic and competitive industry (Deloitte, 2006). Within the current hotel hierarchical organizational system and particularly in line-level job positions predominating corporations, major generational demographic shifts are occurring in the workforce. As Baby boomers retire in the hospitality industry the workforce will diminish

requiring, “every skilled worker of every age to be needed” (Tulgan , 2004, p. 4). By 2013, employees aged 35–45 will be in the prime of their career contribution to the workplace.

The majority of midlevel managers will be hired from this group and it is expected that there will be a 10% decrease in the number of available employees to fill these leadership positions (Tulgan, 2004).

As a result, hospitality companies are filling those managerial positions with workers who are significantly younger while the majority of upper level managerial positions are still being held by Baby boomers, and partly by Generation X’ers.

Dogan Gursoya , Christina Geng-Qing Chib , Ersem Karadagc (2013) in their Generational differences in work values and attitudes among frontline and service contact employees found that this study suggest, generational differences in work values and attitudes exist between older and younger generations of employees. Those generational differences can be viewed as an obstacle or an opportunity to improve the workplace (Brennan,2010).

Somemanagers may see those differences as superficial and may ignore them. However, those differences may have a substantial influence on workplace attitudes, and influence interactions between employees and managers, employees and customers, and employees and employees. If not managed well, those differences can be a source of significant frustration for everyone in the workplace (Lancaster and Stillman, 2002).

If managers and coworkers do not understand each other’s generational differences, tension among employees are likely to increase, and job satisfaction and productivity are likely to decrease (Kupperschmidt, 2000).

On the other hand, managers who understand those differences and the priorities of each generation are likely to create a workplace environment that foster leadership, motivation, communication and generational synergy (Gursoy et al., 2008; Smola and Sutton, 2002).

It is important to understand that the cost of failing to manage generational differences in an effective way may increase turnover rate losing valuable employees, and affect profitability.

Utilizing data collected from frontline and service contact employees, this study identifies employees' work values for a hospitality business, and then examines differences among employees belonging to different generations. Through an exploratory factor analysis, seven dimensions of employees' work values are identified. Results of a series of one-way ANOV tests reveal significant differences among three generation of employees' work values. Managerial implications and recommended strategies to manage those differences to create and maintain a work environment that foster leadership, motivation, communication and generational synergy are discussed.

In today's business environment, it is not surprising to see people from different generations working side-by-side. Because each generation has its own unique values, set of skills, and characteristics, having employees from different generations has created its own challenges and opportunities for managers (Gursoy et al., 2008). According to the Society for Human Resource Management (SHRM) (2004), work values are the source of most significant differences among generations and major source of conflict in the workplace.

However, studies also suggest that if managed well, those differences can be a source of significant strengths and opportunities (Lancaster and Stillman, 2002). Therefore, it is vital for managers to understand the underlying value structure of each generation and differences in values among those generations if they want to create and maintain a work environment that foster leadership, motivation, communication and generational synergy (Smola and Sutton, 2002).

Studies have consistently shown that understanding work values of different generations may enable businesses and industries to develop motivational strategies, improve working conditions and job structure, change/improve social atmosphere, add/remove benefits, redesign compensation packages, and develop human resources policies that may satisfy the needs of

employees from different generations (Egri and Ralston, 2004; Kupperschmidt, 2000; Lyons et al., 2005).

Success also comes by recognizing and valuing differences and working to create of inclusion in which every employee can thrive and work toward common goals (Mikitka, 2009). Understanding generational differences may also be used as a tool by managers to improve employee productivity, innovation and to create good corporate citizens (Kupperschmidt, 2000). This is especially important as managers from younger generation will gradually fill the management positions vacated by retiring Baby Boomer managers (Lyons et al.,2005).

Syahira Sa'aban, Noraisah Ismail and Mohd Fitri Mansor (2013) in their A study on generational behavior at workplace found that

Generation Y is the new generation after generation X that can be classified as a person who was born between 1980's and 1990's. This generation is the new generation or known as millennial who will fully enter the workforce and lead the organization. The objectives of this study are to get better understanding on the generation Y behaviour at the workplace. The subjects of this study is focusing on generation Y which age is between 18 to 32 years old who works in the government and private sector around Selangor and Kuala Lumpur.

The primary data source is using questionnaire that were distributed randomly among generation Y around Selangor and Kuala Lumpur. The analysis data was carried out using SPSS mode. The result of the study revealed that the flexibility & multitasking and teamwork is supported and influence the behaviour of generation Y in the workplace while technology, cultural acceptance and being independent are not supported of the current study. This research is basically to help the organization and other generations such as generation X to get more understanding about generation Y behaviour at workplace.

Business world are keep changing as well as the changing of generation from generation X to generation Y. Generation X can be classified as the people who born between 1960's and 1970's roughly while generation Y is the people who born between 1980's and 1990's roughly. Now days, most of generation X is in the workforce and some of them are already retired, while half of generation Y is already enter the workforce and the remaining of them will enter the

workforce soon. It means that ten years from now, generation Y will monopolize the working environment after generation X.

There are many differences between generation X and generation Y in terms of behaviour at workplace. The differences will give a negative impact to the organization if there is no understanding between each generation. According to Reilly (2012); Lindquist (2008), the differences in generation will give implication in the workplace. Therefore, this research was conducted to study the behaviour of generation

Y at workplace. Behaviour of generation Y is influenced by the characteristics of the generation itself. Generation Y is a new generation also known as millennial who was born and grown up with new technology such as hand phone, laptop and also social networking lifestyle such as Facebook, MySpace, Twitter and Blogger.

The purpose of this study is to understand more about generation Y behaviour at workplace and try to adapt it in the organization. Generation Y is the new generation that will take the responsibility to lead the organization to success. By conducting this research, it could help the organization to be more understanding about generation Y behaviour.

According to Marchel (2008), employee and employers from generation Y will change the workforce deployed in companies, challenging applied leadership styles, management and the approach to Human Resource Management.

David Solnet and Anna Hood (2008) *Generation Y as Hospitality Employees: Framing a Research Agenda* found that

This article considers the impact of the new generation of employees entering the hospitality workforce and the changes in management paradigms that will be required to successfully recruit, select, train and motivate Generation Y (Gen Y) to achieve the goals of the organisation, given the strategic importance of human resource management in creating competitive and sustainable service organizations. This article also analyses the current state of thinking on Gen



Y's work-related values, attitudes and behaviours and reviews the research that has been conducted to date on Gen Y in the workplace. A discussion is provided on how these values and attitudes will potentially interact with prevailing hospitality management paradigms, before presenting a research framework that depicts the potential relationships between the key variables and identified themes.

Following this, six propositions are presented regarding Gen Y's work-related values and attitudes in relation to hospitality employment. The article concludes with an outline of the intended direction for future research.

Perhaps the most significant challenge facing the hospitality industry is its inherent reliance on people to fulfil the industry's basic functions (e.g., greeting guests, serving guests). The predominance of transactions in hospitality involve either direct or indirect employee–customer interactions, described by service management academics as the simultaneous production and consumption of services (e.g., Berry, 1995).

It is the quality of these inseparable transactions, as perceived by the customer (Sachdev & Verma, 2002), that will give a hospitality business an edge over its competitors and ultimately make or break the success of that business (Bettencourt & Gwinner, 1996). Managers, then, must maintain steadfast attention beyond the challenges of not only managing individuals in the workplace (e.g., Gronroos, 2000) but also on the continuing importance of all human resource functions (e.g., attracting, selecting, training, motivating and rewarding)

Hospitality operators around the world concur on this issue — human resource concerns are consistently listed as the number one item of concern for hotel and restaurant operators (Enz, 2004; Enz, 2001). The study of human resource management (HRM) in hospitality is so crucial and specific to the industry that some argue that it warrants its own line of inquiry and sphere of academic journals separate to generic HRM theory (Lucas & Deery, 2004).

A service organisation's human resources are its potential for competitive advantage. According to the resource-based view (RBV) of gaining competitive advantage, differences in firm profitability are often due to the capabilities that are internal to a firm — including expertise, systems, and knowledge (Voola, Carlson, & West, 2004). Apart from the relatively rare scenario of a natural resource monopoly, the intangible resources of a firm, particularly its human resources, internal functions and processes, are more likely to produce a real competitive advantage — because engaged and committed employees who render quality services are difficult for competitors to emulate (Hitt, Bierman, Shimizu, & Kochar, 2001).

Valerie I. Sessa , Robert I. Kabacoff , Jennifer Deal & Heather Brown (2007) *Generational Differences in Leader Values and Leadership Behaviors* found that

As a new generation of workers enters the workforce and the realms of leadership and management, headlines in the business and popular press are encouraging managers to deal with generational differences that appear to be affecting employees, particularly those in the leadership ranks. This article describes generational cohort theory and summarizes research on the impact of generational differences on work processes. It then explores what differences are occurring among managers in different cohorts in terms of attributes they value in leaders and their actual behaviors as leaders (as perceived by self, boss, and subordinates) using data obtained from 2 large databases, including managers across the country spanning 4 generations. Results of the 1st study demonstrate that managers and professionals in different generational cohorts do value different attributes in leaders.

Results of the 2nd study find that managers in different generational cohorts also report behaving differently. Although the differences in both studies are not as drastic as predicted in the press, they are large and broad enough to suggest that organizations do need to pay attention to these differences. Implications of the findings are discussed.

Adam Murray (2013) in their *Mind the gap: technology, millennial leadership and the cross-generational workforce* found that

It comes as no surprise that different generations respond to and utilise emerging technology in vastly different ways. However as more Millennials take on leadership positions within academic libraries, their attitudes towards and uses of technology may bring conflicting expectations for leadership to the forefront. What are the generational traits and motivations of the Millennial and how will they manifest themselves as a style of leadership? What are some areas of tension arising from Millennial leadership and technology utilisation, and what steps can the Millennial leader take to alleviate such tension? Written by a Millennial who became a Dean of University Libraries at the age of 29, this article explores the challenges faced by the Millennial leader and the inherent opportunities for growth at both the personal and the organisational levels.

The study of generational differences and the impact of generational conflict on the workplace is a topic of concern for many disciplines, institutions, and businesses. The same is true for libraries, particularly when the defining characteristics of generational differences include attitudes towards technology, communication, and collaboration – elements that play central roles in modern library management. This article explores the implications of these and other defining characteristics in a multigenerational library workforce from a perspective not routinely found in the literature of multigenerational supervision: that of the Millennial leader.

Millennials are roughly defined as those individuals who were born in the late 1970s/early 1980s through approximately 2004. They are described as being more comfortable with technology and more prone to multitasking, collaborative work, and as having a more integrated view of the organisational hierarchy than any previous generational cohort. Members of this generation are increasingly gaining not only positions in the workforce, but are also achieving positions of leadership, including positions of authority in libraries. Results of Arn and Price's (2007, 17)

survey of recent library science graduates provided supporting evidence that recent graduates (of any generation) are 'gaining significant amounts of responsibility within a relatively short period after graduation.' This article seeks to address a unique (however temporary) situation:

It comes as no surprise that different generations respond to and utilise emerging technology in vastly different ways. However as more Millennials take on leadership positions within academic libraries, their attitudes towards and uses of technology may bring conflicting expectations for leadership to the forefront. What are the generational traits and motivations of the Millennial and how will they manifest themselves as a style of leadership? What are some areas of tension arising from Millennial leadership and technology utilisation, and what steps can the Millennial leader take to alleviate such tension?

This article, written by a Millennial who became a Dean of University Libraries at the age of 29, is guided by the following questions:

1. What are the generational traits and motivations of the Millennial generation and how will they manifest themselves as a style of leadership?
2. What are some areas of tension arising from Millennial leadership and technology utilisation, and what steps can the Millennial leader take to alleviate such tension?

These questions are explored using behavioural tendencies and attitudes of the Millennial outlined by Abram and Luther (2004) as a conceptual framework, specifically collaboration, integration, multitasking, experimentation, and nomadic.

It should be noted that a consistent definition of different generations will vary across cultures and societies, as each generation is defined in large part not by the year range of births but by the large, society-changing events taking place during the formative years of individual generational members. Historically, these types of large, altering events were unique to each society, thereby creating differences in generational definitions across different societies. However, the emergence of a global economy and the global impact of such events as World War II, along with a worldwide adoption of rapidly changing communication technologies have resulted in the convergence of generational definitions and delineations across Western culture (Edmunds and Turner 2005). Four primary generational cohorts may be observed across Western society since the early/mid 1900s, each sharing similar motivators, work styles, and attitudes, although the labels of these generations vary even within particular societies. This variation in labels and consistency in descriptions may be glimpsed in almost any field of study or

description of the Western generational cohorts, from those of Australian travel agents (Chiles 2005) and neurologists (Panegyres and Gray 2010) to British retail outlooks (Broadbridge, Maxwell and Ogden 2007) and adult learners (Field 2006). For the purposes of this conceptual investigation, the following labels and dating conventions will be used throughout:

- Traditionalists: born before World War II
- Baby Boomers: born following World War II
- Generation X: born between the mid-1960s and the late 1970s
- Millennials: born in the early 1980s through the early 2000s.

While these generational labels and descriptions apply across Western culture, both Egri and Ralston (2004) and Bonnin (2006) outline the significant differences in Eastern culture and generations, specifically those found in China. Egri and Ralston (2004) described the four most recent generations in China since the end of the Qing Dynasty in 1911. These start with the Republican and Consolidation generations, move through a Cultural Revolution generation, and conclude at the present Social Reform generation. These cohorts displayed an evolution from Confucianism as the ‘root of Chineseness’ through increasingly Maoist/Marxist- Leninist ideologies to the current generation’s entrepreneurial spirit and materialism. Because of the variance between Western and Eastern definitions of the generations, this study limits its focus to an examination of the Western generational cohorts.

As noted in the literature review below, the majority of studies into Millennials and libraries deal either with the provision of services to Millennials or the supervision of Millennial library employees by members of previous generational cohorts. This article is a conceptual investigation of the behaviors attributed to Millennials and how these behaviors might manifest as styles of leadership. It should also be acknowledged that any discussion of generational differences is by nature a discussion based on generalities.

This investigation does not attempt to outline the preferred behaviours of leaders, but rather the implications of the behaviours attributed to the Millennial generation on their approach to leadership. As more Millennials take leadership positions within libraries, this conceptual investigation fills a gap in the existing literature that will only continue to become more relevant.

The conceptual investigation of potential Millennial leadership behavior is supplemented by the experiences of the author, a Millennial who currently serves as a Dean of University Libraries

C. King , E. Murillo , H Lee (2007) The effects of generational work values on employee brand attitude and behavior: A multi-group analysis found that

- Empirical validation of generational theory, examining formative referents influence on Gen Y, Gen X and Baby Boomers.
- Adoption of multi-group analysis informed how generation's work values influence employee brand attitudes and behavior.

Promoting a fit between the brand and its employees may neutralize previously observed workplace generational differences.

The competitive hospitality industry requires effective external and internal brand management. Since service employees bring the brand to life, insight regarding their motivational drivers is important. Given a multigenerational hospitality workforce, individual motivations will likely differ and therefore inform attitudes and behavior differently. Adopting work values as a motivational lens, and drawing on generational theory, this study surveys 303 hospitality employees to understand how generational collective memories (i.e., formative referents) inform individuals' work values. Further, it examines how generational work values differentially influence employees' perceived brand fit and brand citizenship behavior. The results suggest that an individual's collective memories from their formative years influence their work values, with altruistic, social and intrinsic work values having a positive impact on employee brand attitude and behavior, while extrinsic and leisure work values have no significant impact. Generational differences are evident, but not always in a manner that is consistent with previous literature.

Kelly Pledger Weeks, Matthew Weeks, Nicolas Long (2017) Generational perceptions at work: in-group favoritism and out-group stereotypes found that

The purpose of this paper is to examine the relationship between stereotypes, in-group favoritism, and in-group bolstering effects across generations.

Based on the trends found in a qualitative study on generational stereotypes, questions on work ethic, work-life balance, and use of technology were administered to 255 participants identified as Millennials, Generation X, and Baby Boomers. Hypotheses predicted that with a strong stereotype, traditional in-group favoritism will not be found; however, an in-group bolstering effect will emerge. In the absence of a strong stereotype, traditional in-group favoritism is expected.

Generally, there was a strong stereotype that Baby Boomers are worse at technology than Generation X and Generation X is worse than Millennials. There was also a strong stereotype that Millennials do not do what it takes to get the job done as much as other generations. In the presence of these stereotypes, traditional in-group favoritism was not found, but in-groups bolstered themselves by rating themselves more favorably than other groups rated them. Although these findings did not hold for every item studied, there was moderate support for all three hypotheses.

Yu, Hui-Chun; Miller, Peter (2005) Leadership style: The X Generation and Baby Boomers compared in different cultural contexts found that

Western researchers have concluded that generational groups of workers have different work characteristics and prefer different leadership styles. This paper investigates whether Western research applies equally to generational groups in Taiwan's workplaces, specifically in the higher education sector and manufacturing industry.

A total of 20 higher education institutions and 148 manufacturing SMEs in machinery manufacturing in Taipei were identified. After operational definitions for constructs were defined, a questionnaire was developed and administered. After data had been processed through editing, coding and tabulation, a statistical technique was selected where research expectation tests could be conducted. In order to test construct validity, factor analysis was also performed. Multivariate analysis of variance (MANOVA) was conducted to test for any significant differences between the variables under investigation.

The research shows that generational groups in manufacturing industry have different work characteristics and require different leadership styles, while there were no differences in work characteristics and preferred leadership style for generational groups in the education sector. Originality/value - The results of this research provide some direction for leaders and researchers. Leaders should recognise the different work characteristics between generational groups and apply leadership styles that will positively contribute to employee motivation.

Lucy Cennamo, Dianne Gardner (2008) Generational differences in work values, outcomes and person-organisation values fit found that

The purpose of this paper is to investigate differences between three generational groups currently in the workforce (Baby Boomers, Generation X, and Generation Y), in work values, job satisfaction, affective organisational commitment and intentions to leave. The study also seeks to examine generational differences in person-organisation values fit.

A total of 504 Auckland employees representing a range of industries completed an online questionnaire. Generation X (57 per cent) was defined as those born between 1962-1979, Baby Boomers (23 per cent) were born 1946-1961 and Generation Y (17 per cent) were born 1980-2000. The remainder (3 per cent) were born 1925-1945.

The youngest groups placed more importance on status and freedom work values than the oldest group. Baby Boomers reported better person-organisation values fit with extrinsic values and status values than Generation X and Generation Y but there were no other generational differences in fit. Where individual and organisational values showed poor fit there were reduced job satisfaction and organisational commitment, and increased intentions to turnover across all three generational groups

The study was cross-sectional and based on self-report data, limiting the generalisability of findings. Values are important in guiding behaviour and enhancing work motivation.



Organisational values must be able to meet the needs of different employees, and organisations need to clarify their work values and expectations with staff.

The paper presents evidence that person-organisation values fit is important for all generational groups and popular notions about generational differences should not be over-generalised.

## **Chapter 4**

## **Research Methodology**

## **RESEARCH METHODOLOGY**

### **Research Design**

Research design constitutes the blueprint for the collection ,measurement and analysis of data.

### **Data Collection Design**

Given the study objectives it was decided to use a descriptive technique for data collection.

Current study is a descriptive study .Considering there search question and type of information needed for current study , the communication approach of data collection was used. The communication approach involves surveying or interviewing people and recording the irresponses for analysis(Cooper&Schindler,2006).

For current covid condition it is not possible to connect the company so all questionnaires are distributed electronically (via google form).

### **Data Collection Design**

#### **Primary Data :**

Primary data is an original data , that is one in which the data is collected first hand by the researcher for a specific research purpose or project.

The primary data for study was collected by conducting survey on different employees through questionnaires.

#### **Data Collection Techniques:**

Data was first entered into an excel sheet. It was checked for accuracy and imported into SPSS datasheet. Here, the data was recorded and prepared for further analysis . Before testing the hypothesis , we had to ensure that the scales, measured what they were expected to measure Exploratory Factor Analysis was carried out test the factor structure of scales .Cronbach's alpha reliability was tested (alpha -.891)

## **Sampling Design**

### **Sampling method:**

In the current study , Convenience sampling is non-probability sampling and involves the selection of sample members based on easy availability or accessibility. Hence , non-probability convenient sampling method was used to reach the respondents in this study.

### **Sample Size:**

Sample size denotes the number of selected for the study. Total 117 individuals have been taken as sample for the purpose of the study.

#### **a) Sample size in previous studies:**

Previous studies on single and dual income individuals used sample sizes as follows-

**Table No.1 Sample size used in previous study.**

<b>Sr .No</b>	<b>Study</b>	<b>Sample Size</b>
<b>1.</b>	Generational perceptions at work: in-group favoritism and out-group stereotypes.	225
<b>2.</b>	Generational differences in work values, outcomes and person-organisation values fit.	504
<b>3.</b>	The effects of generational work values on employee brand attitude and behavior: A multi-group analysis.	303

#### **b) Item-to-response Ratio:**

Researcher need to ensure that data is collected from adequat sample size , so that subsequent analysis can be appropriately conducted. An item-to-response ratio

recommendation ranges from 1:4(Rummel,1970) to 1:10(Schwab,1980). However ,in most cases,the ratio of 1:5 is considered to be sufficient(Guadagnoli&Velicer,1988). In the current research , total number of items was 28 .Using the ratio of 1:5,minimum sample size required was 140.

**c) Adequacy for statistical analysis:**

The size of study sample is critical in producing meaningful results (High, 2000).If the Sample size is too small , It might be difficult to detect the effect or phenomenon under study.

Sample size (n = 120 to 150) is considered good sample size when conducting Statistical analysis (Bujang, Sa'at,Sidik,2017)

**Details of Sectors for data collection**

Total 117 respondents who are included as sample of this study , belong to different sectors. The details of the sectors are given below.

**Table No. 2 Details of sectors and organization:**

Sector	Number
Banking / Finance	18
IT	37
HR	18
Marketing	19
Civil	13
Law	11

Data of 116 respondents was secured from Banking/Finance , Manufacturing and Information Technology (IT )sectors , Law , Civil etc.

### **Measures/Scales/Questionnaires:**

Various scales have been used to measure the variables in this study such as generational differences.

We decided to use the Generational differences in work values and attitudes among frontline and service contact employees. Dogan Gursoy, Christina Geng-Qing Chi, Ersem Karadag (2013)

Final survey questionnaire thus had 28 items. Demographic data was collected on following parameters-gender ,age, educational qualification ,designation ,department, work experience, working days in week, weekly working hours , annual income, family type, marital status.

The section B includes different variables such as work centrality, Non – compliance, Technology challenges, Work life balance, Leadership, Power, Recognition.

**Limitations:**

1. As with every research ,this study also has certain limitations.
2. We have used select sectors such as banking ,manufacturing and I.T. as a part of this study and Employees from other sectors(like education, hospitality etc.)are not considered here and hence, the findings of this study may not be generaliz able to the whole population.
3. Participants and hence the issue arises regarding whether the findings of this study will generalize to the entire population.

# **Chapter 5**

## **Data Analysis**



**Sample Profile:**

Section A of the questionnaire contained demographic profile related in formation of Respondents like gender , educational qualification , family type etc .The details of Sample profile are given in the table.

**Table No. 3 Demographic profile of respondents**

	Number	Percentage
<b><u>Gender</u></b>		
1) Male	62	52.99
2) Female	54	47.00
<b><u>Highest qualification</u></b>		
1) 12 th	10	8.54
2) Diploma	25	21.36
3) Graduation	41	35.89
4) Post-Graduation	40	34.18
<b><u>Family Type</u></b>		
1) Nuclear	52	45.29
2) Joint	64	54.70
<b><u>Marital status</u></b>		
1)Yes	82	1
2)No	34	2

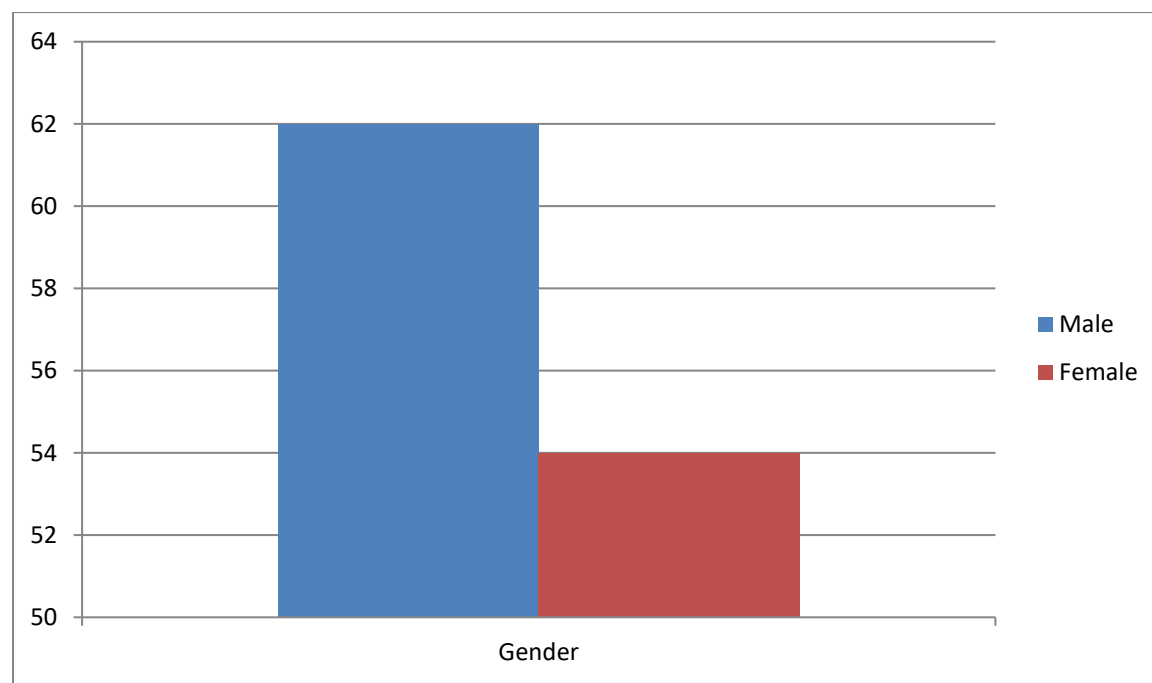
Average	
Age(yr.)	33.48
Work Experience(yr.)	9.18
Working days in weeks	1
Weekly working hours	7.96

Sample was 116 male and female respondents. Approximately 35.89 % respondents Were graduate , while 34.18 % had postgraduate degrees 54.70 % were from joint family And 45.29 % from nuclear family .

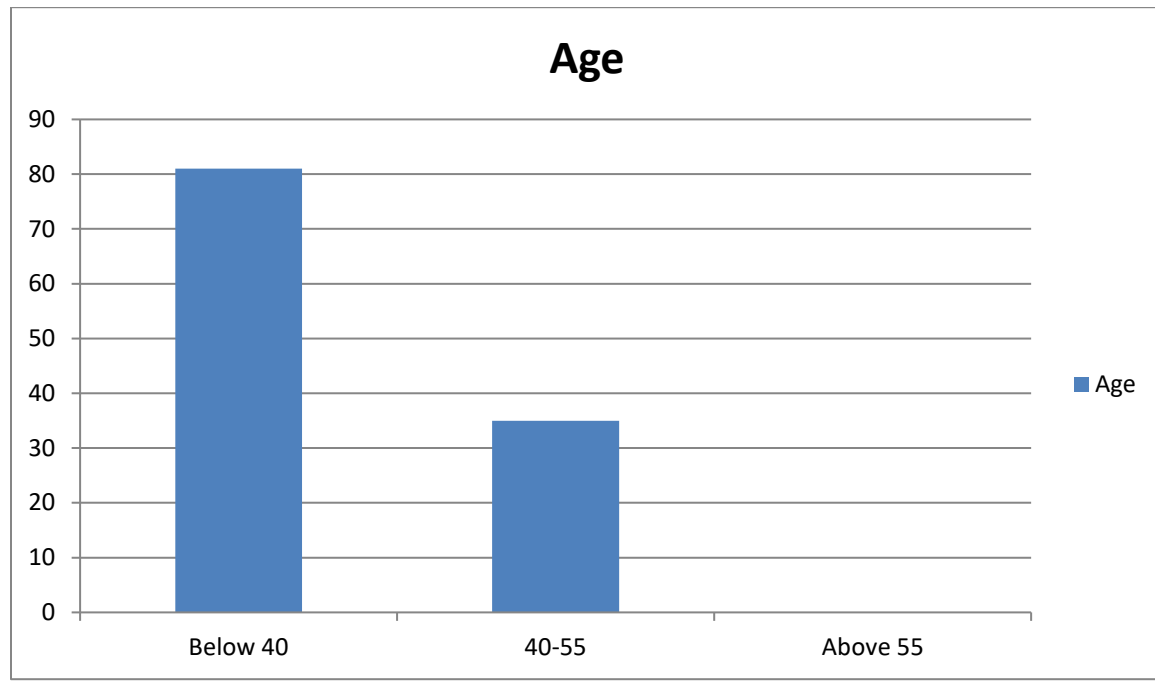
On average respondents worked 2.93 days a week with average 2.68 working hours per Week and average annual income of 2.68 million Rupees .Average work experience was 2.13 years.

### **Graphical Presentation of Sample Profile:-**

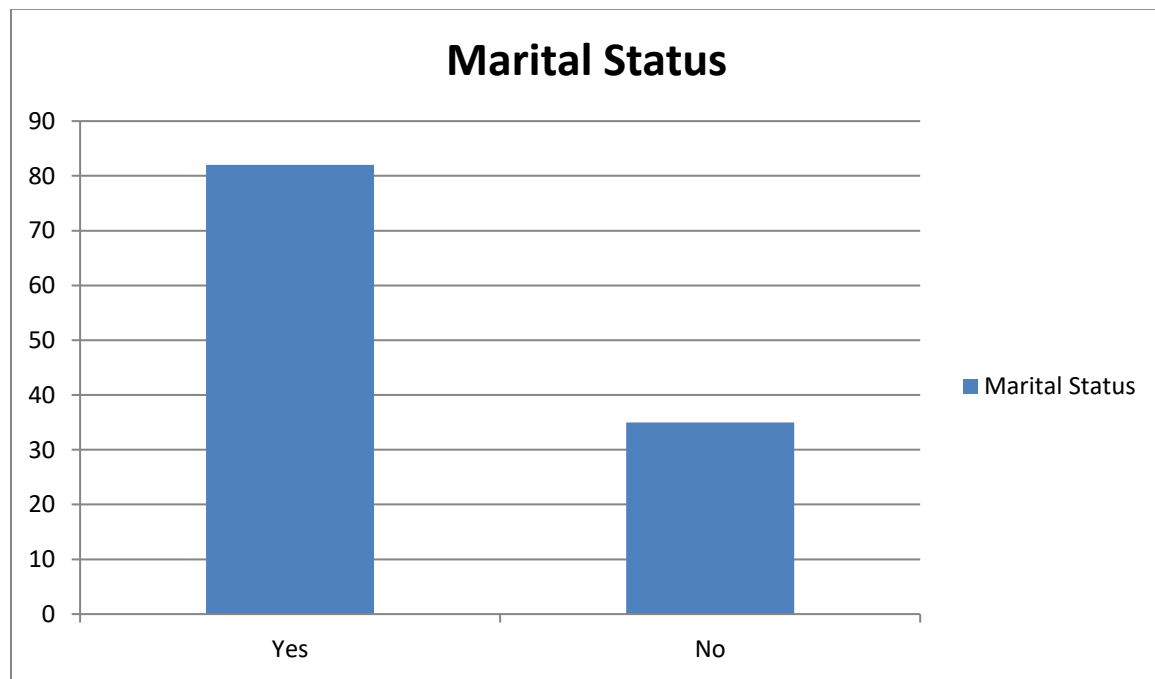
**Figure3.1 - Gender of respondents**



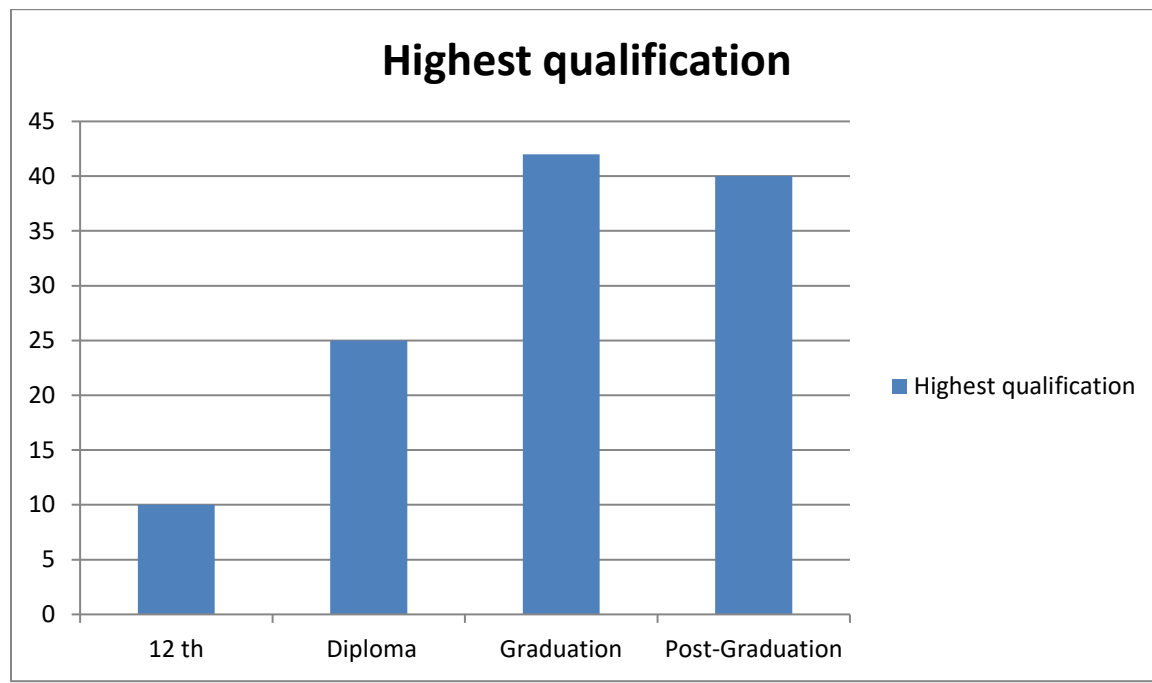
**Figure3.2– Age of respondents**



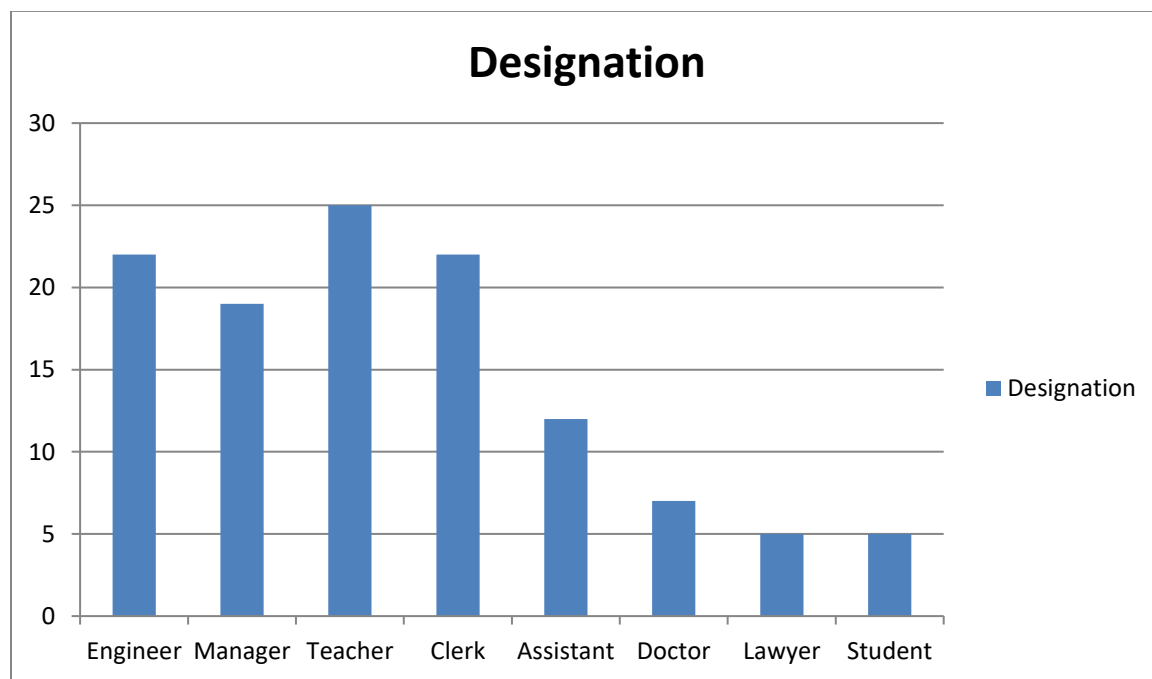
**Figure3.3– Marital status of respondents**



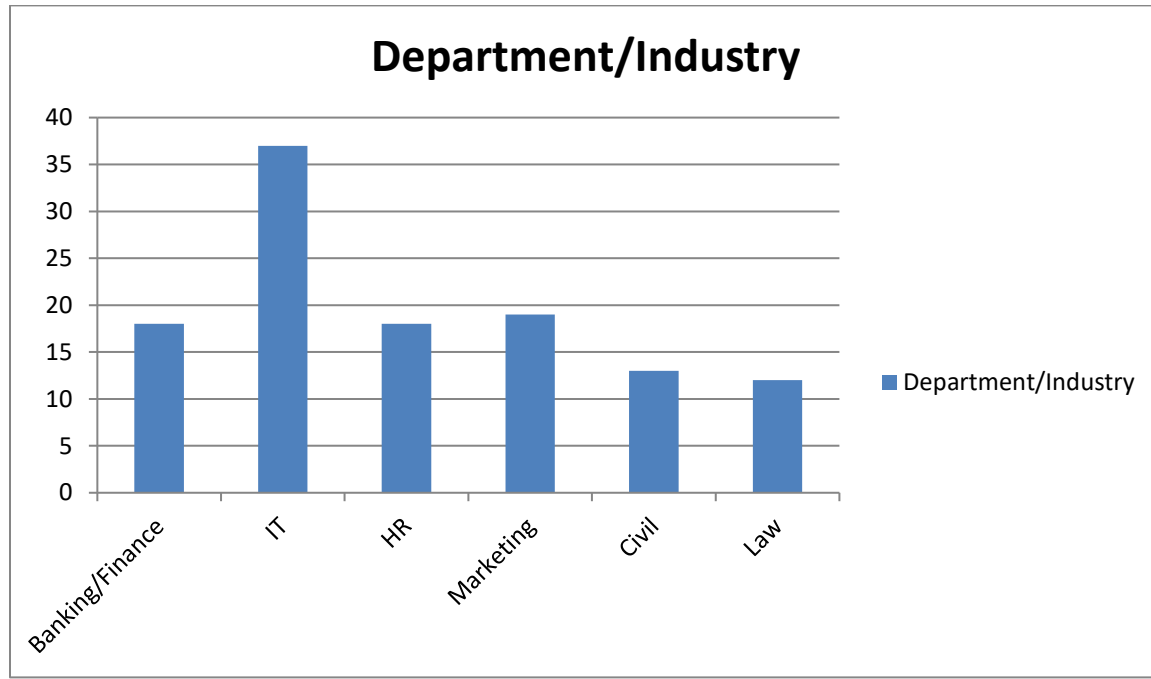
**Figure3.4 – Educational Qualification of respondents**



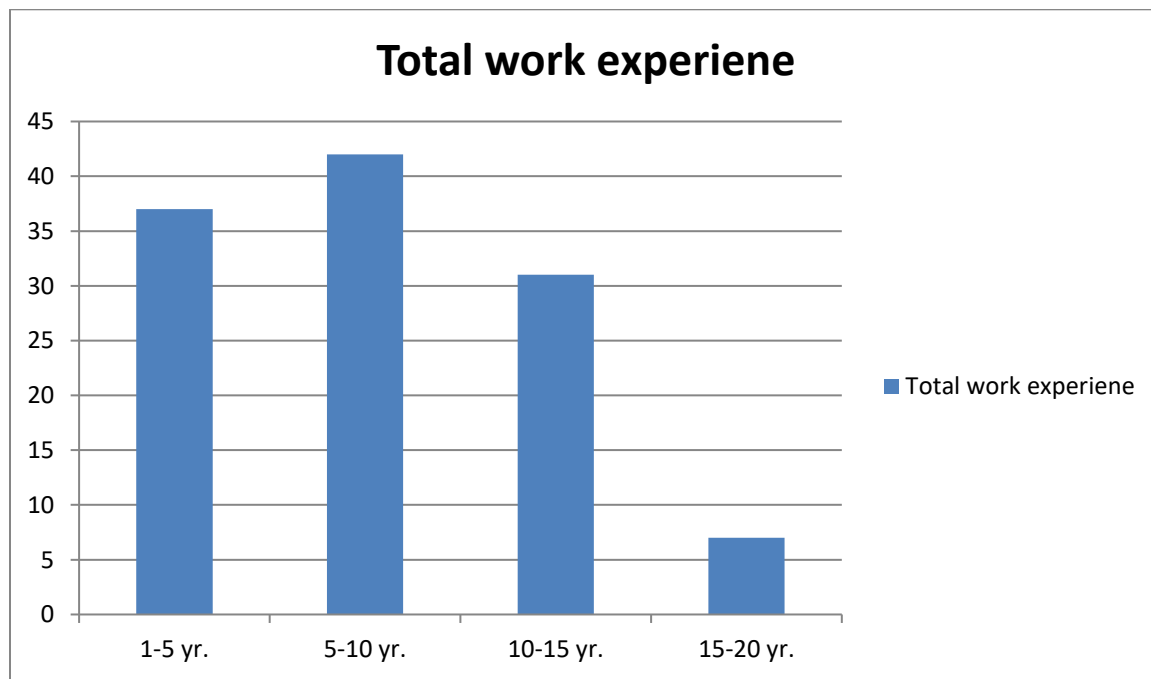
**Figure3.5– Designation of respondents**



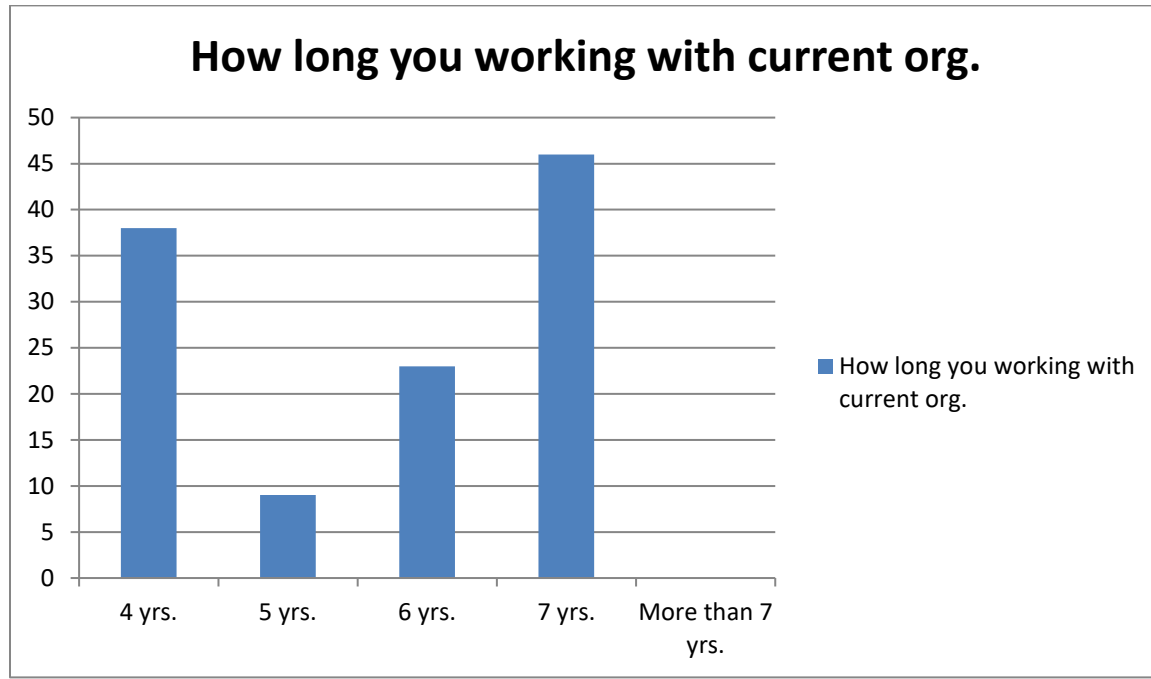
**Figure3.6– Department of respondents**



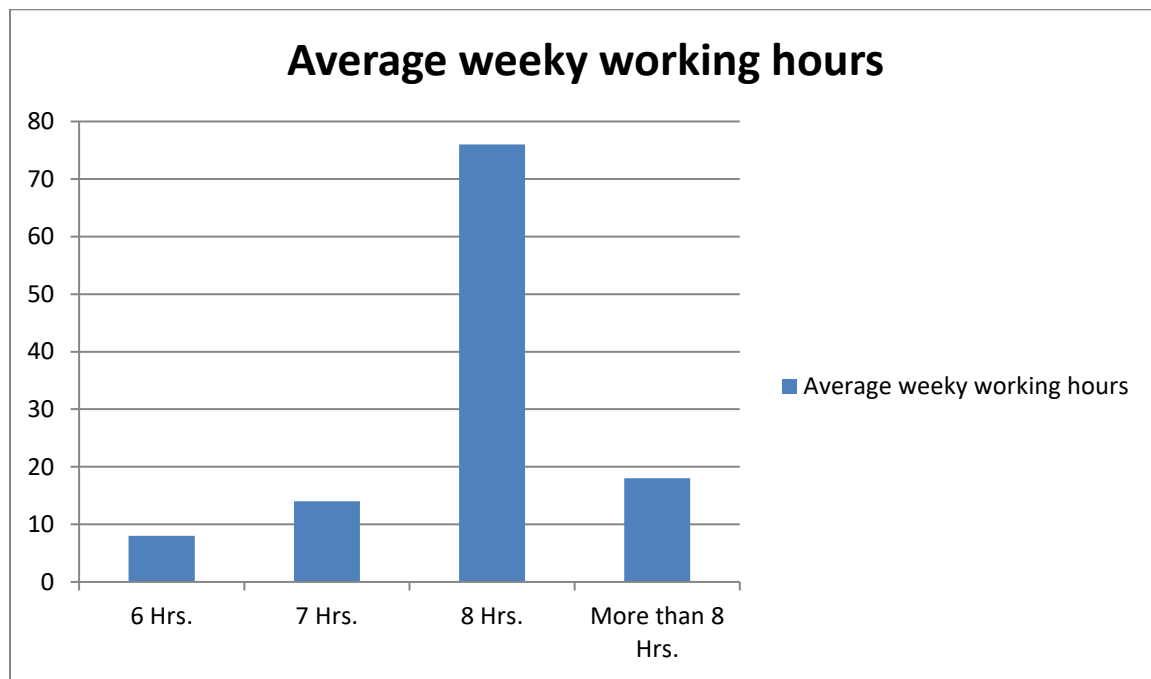
**Figure3.7– Total work experience of respondents**



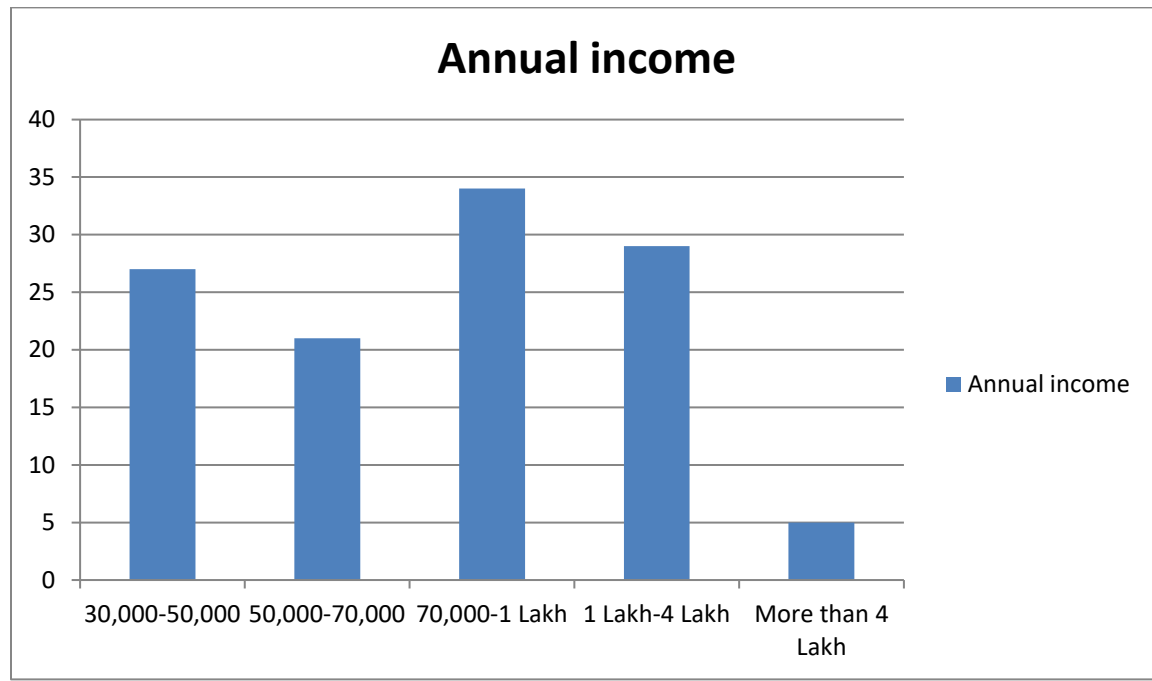
**Figure3.8– How long respondents are working with current org .**



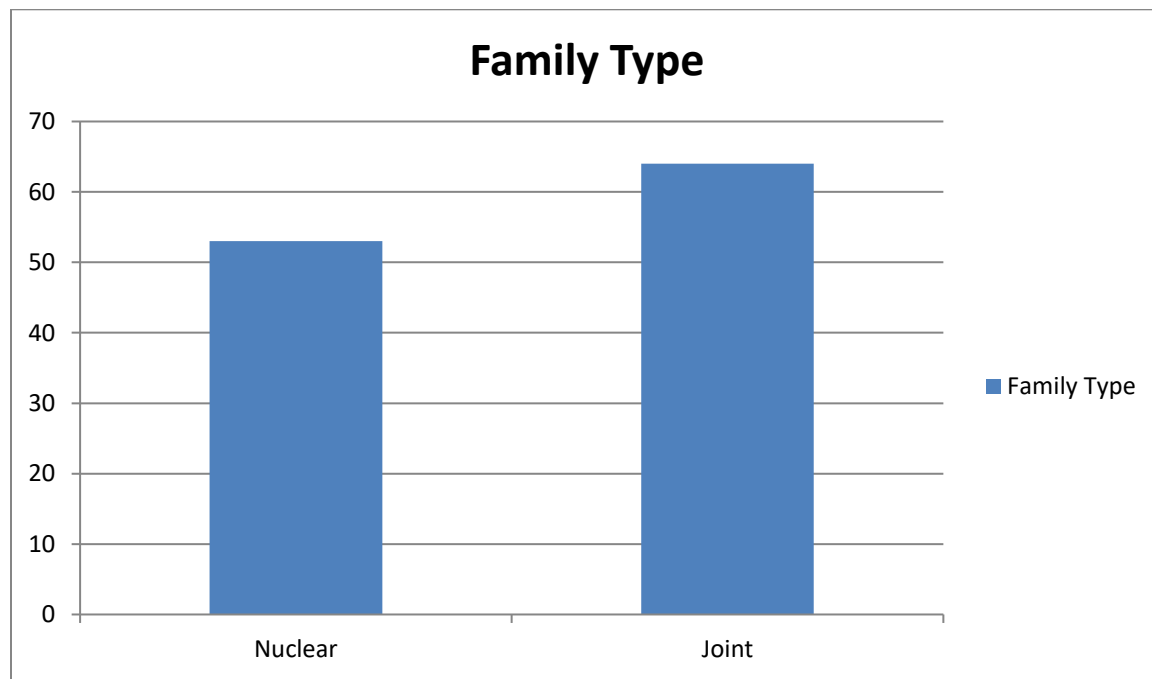
**Figure3.10– Average weekly working hours of respondents**



**Figure3.11– Annual income of respondents**



**Figure3.12– Family type of respondents**



### **T test**

Here we are trying to find out Generation Differences in the perception of work behaviour.

**Table: - 1**

One way T- test was conducted to compare if there are significant differences in perception towards work behavior based on work centrality of respondents.

Group Statistics					
	Age(in years)	Mean	SD	F	Sig
work centrality	1	4.01	.562	1.807	.187
	2	3.83	.561		

The effect of work centrality of respondent on their perception of work behavior was not found to be significant  $F = 1.807$  ,  $p = .187$

**Table: - 2**

One way T test was conducted to compare if there are significant differences in perception towards work behavior based on Non- Compliance of respondents.

Group Statistics					
	Age(in years)	Mean	SD	F	Sig
Non- Compliance	1	3.76	.783	6.756	.011
	2	3.44	1.340		

The effect of Non – Compliance of respondent on their perception of work behavior was found to be significant  $F = 6.756$  ,  $p = .011$



**Table:-3**

One way T test was conducted to compare if there are significant differences in perception towards work behavior based on Technology Challenges of respondents.

Group Statistics					
	Age(in years)	Mean	SD	F	Sig
technology challenges	1	3.16	.987	.149	.700
	2	2.78	.959		

The effect of Technology Challenges of respondent on their perception of work behavior was not found to be significant  $F = .149$  ,  $p = .700$

**Table: - 4**

One way T test was conducted to compare if there are significant differences in perception towards work behavior based on Work life balances of respondents.

Group Statistics					
	Age(in years)	Mean	SD	F	Sig
work life balance	1	3.60	.684	.012	.914
	2	3.56	.607		

The effect of Technology Challenges of respondent on their perception of work behavior was not found to be significant  $F = .012$  ,  $p = .914$

**Table:-5**

One way T test was conducted to compare if there are significant differences in perception towards work behavior based on Leadership of respondents.

Group Statistics					
	Age(in years)	Mean	SD	F	Sig
Leadership	1	3.79	.669	3.679	.058
	2	3.67	.829		

The effect of Leadership of respondent on their perception of work behavior was found to be significant  $F = 3.679$  ,  $p = .058$

**Table:-6**

One way T test was conducted to compare if there are significant differences in perception towards work behavior based on Power of respondents.

Group Statistics					
	Age(in years)	Mean	SD	F	Sig
Power	1	3.75	.540	15.492	.000
	2	3.50	.811		

The effect of Power of respondent on their perception of work behavior was not found to be significant  $F = 15.492$  ,  $p = .000$

**Table:-7**

One way T test was conducted to compare if there are significant differences in perception towards work behavior based on Recognition of respondents.

Group Statistics					
	Age(in years)	Mean	SD	F	Sig
Recognition	1	3.11	.827	5.252	.024
	2	3.03	.558		

The effect of Recognition of respondent on their perception of work behavior was found to be significant  $F = 5.252$  ,  $p = .024$

## **Chapter 6**

### **Findings & Recommendation**

## **Findings & Recommendation**

The contents of the seven factor dimensions were named and analyzed as follows:

As presented in Tables , results of the one-way T tests indicated significant differences in all underlying dimensions.

**Work centrality:** Among seven factors (work values), the first factor was named “work centrality.” This dimension emphasizes the importance of one’s job in his/her life. People with this value are likely to be very job oriented and their life is likely to rotate around their job.

Findings revealed that there was a significant effect of generation on “work centrality” dimension at the  $p < .05$  level [ $F = 1.807$  ,  $p = .182$ ].

There was no significant difference between Different age groups and Work Centrality taken together, these results suggest that work is likely to be more central to generation and they are likely to place more importance on their jobs compared to the other . This finding is consistent with the results of other studies that reported work being a defining part of different age groups self worth and their evaluation of others. This difference may create significant tensions in the workplace unless elder people realize and understand the fact that people from younger generations have different work values and perspectives.

**Non-compliance:** The second factor was named “noncompliance”. This dimension deals with outside of the box type behavior, and the need to challenge conventional norms and superiors. Employees with this type of work value are likely to challenge conventional norms. Those employees are not likely to buy into the phrase, “because that’s how we’ve always done it.”

When corporate begins to feel too big and bureaucratic, employees with this work value are likely to challenge the rules, their superiors, and their peers.

: Significant differences were also found in “non-compliance” dimension at the  $p < .05$  level [ $F = 6.756$  ,  $p = 0.11$ ].

These findings suggest that Millennials generation is more likely to show outside of the box type behavior, and challenge conventional norms and superiors compared to Generation X. Showing

outside the box type behavior is likely to bother both Baby Boomers and Generation X but especially Baby Boomers who have traditionally been brought up in a work environment that respected authority and hierarchy.

**Technology challenge:** The third factor was named “technology challenge” because of its emphasis on how technology may influence employees work. This dimension could be result of a couple of very different sources; either the individual does not have the proper training to be comfortable with the technology or the individual feels the technology is old and outdated. Both groups would experience frustration when dealing with their particular situation.

Result indicated no significant differences in “technology challenge” dimension at the  $p < .05$  level [ $F = 1.49$ ,  $p = .700$ ].

No significant differences were found between the mean scores for Millennials and Generation X. It means that there is no differences between generation X and generation Y in their attitudes towards technology challenges Even the older generation ( X ) is comfortable with technology.

**Work-life balance:** The forth factor was named “work-life balance”. This dimension focuses on the need for separation of work and personal life. When people with this value are asked to describe themselves, what they do for a living or where they work may never enter the conversation. For them, work is something to be done for sheer survival—life outside of work is far more important than anything at work. Friends and family have a tremendous influence on these individuals and work will likely never be the first priority in their lives.

The study findings suggested no significant effect of generation employees belong to on “work-life balance” dimension at the  $p < .05$  level [ $F = .012$ ,  $p = .914$ ].

Findings further suggested no significant differences between the mean score for Millennials and Generation X. Taken together, these results suggest that both Millennials and Generation X are strong believer of separation of work and personal life, compared to Millennials are likely to be the ones with the least attachment to their work. While Baby Boomers’ life rotates around work, for both Millennials and Generation X, work is something to be done for sheer survival; life outside of work is far more important than anything at work. Friends and family have a

tremendous influence on these associates and work will likely never be the first priority in their lives.

**Leadership:** The fifth factor was named “leadership”. This dimension focuses on employees’ need for direction and leadership. Employees with this value are likely to be in search of strong, competent leadership with a vision because they tend to work best when they know where they are going and how their work fits into the overall mission of the organization. They will likely remain loyal to a great leader, but may begin to look elsewhere for employment if the leader does not measure up to their standards.

Findings also suggested a significant effect of generation employees belong to on “leadership” dimension at the  $p < .05$  level [ $F = 3.679$  ,  $p = .058$ ].

However, there was significant difference between Generation X generation. Taken together, these results suggest that while Millennials generation looks for direction, guidance and leadership; Generation X tend to be less reliant on strong, competent leadership.

**Power:** The sixth factor was called “power.” This dimension focuses on power struggle among employees. Employees with this value tend to strive for power and are likely to organize their own daily duties and will probably tell those around them how to organize theirs. Even when not put in charge, employees with these values will likely find away to take over a task or project and guide it to completion. Even with lines of authority clearly delineated, these people will find a way to be in charge of someone or something.

There were also significant differences in “power” dimension at the  $p < .05$  level [ $F = 15.492$  ,  $p = .000$ ]. This comparisons suggested that the Generation X was significantly higher than both Millennials.

These findings suggest that Generation X is more likely to strive for power compared to other two generations. They are likely to try to find away of taking charge of activities around them in the workplace. This may be due to the fact that generation who are already holding a managerial position in their workplace may not have any intention to strive for top executive positions or the who do not hold a managerial position may have no desire to strive for power because as suggested by they are approaching the end of their careers and they may be less interested in career management and more interested

in their retirement. Another reason might be that some of the may assume they cannot compete with Generation X employees who have strong desire and energy for power. Since Millennials do not have yet sufficient experience and are not yet ready to take additional responsibilities required by managerial positions, they may be willing to wait until they gain experiences required by those position

**Recognition:** The seventh factor was named “recognition” focusing on the perception of employees of younger ones. This dimension suggests that people feel younger employees do not get the respect or consideration they deserve simply because of their age. The perception is because the individual is young; it is okay to treat him or her like a kid. This treatment could take on many forms—not taking them seriously, not really listening to their comments or suggestions, giving them meaningless tasks, or perhaps bossing them around all the time.

Finally, the study findings also suggested a significant effect on “recognition” dimension at the  $p < .05$  level [ $F = 3.228$ ,  $p = .75$ ]

These findings suggest that Millennials generation is more likely to be troubled by the fact that they are seen as just kids and they do not get the respect and recognition they think they deserve from their colleagues compared to Generation X.



### **Suggestions:-**

As the findings of this study suggest, generational differences in work values and attitudes exist between older and younger generations of employees. Those generational differences can be viewed as an obstacle or an opportunity to improve the workplace . Some respondents may see those differences as superficial and may ignore them. However, those differences may have a substantial influence on workplace attitudes, and influence interactions between employees and managers, employees and customers, and employees and employees. If not managed well, those differences can be a source of significant frustration for everyone in the workplace . If managers and coworkers do not understand each other's generational differences, tension among employees are likely to increase, and job satisfaction and productivity are likely to decrease . On the other hand, managers who understand those differences and the priorities of each generation are likely to create a workplace environment that foster leadership, motivation, communication and generational synergy. It is important to understand that the cost of failing to manage generational differences in an effective way may increase turnover rate, losing valuable employees, and affect profitability.

Findings of this study suggested that Millennials and Generation X employees are more technology savvy compared to the , Millennials and Generation X employees are likely to prefer technology such as email, text, etc. as a major means of communication, which may enable managers to provide more immediate and frequent feedback to those employees .

It is also important to create an atmosphere where expectations of each generation can be accommodated. For example, Millennials want work environments that are flexible because they want to have the time to spend on things that are important for them when they need it. Therefore, developing flexible policies and practices will help companies to attract and retain those talented younger employees. This strategy can also be used to address the power struggle among generations. Findings suggested that employees from Generation X are more likely to strive for power compared to other two generations. Providing an environment that offers various leadership opportunities may fulfill Generation X employees' desire for power. Making a few minor changes in the organizational chart of each department may enable management to come up with more leadership opportunities for Generation X employees. For example, instead of having a single shift supervisor without any assistants, assistant positions can be created. Also,

Generation X employees can be asked to lead internal events and activities. Having a policy that favors internal promotions for leadership positions may also have significant impact on Generation X employees' view of an organization.

Clearly, the current study is just one step toward development of management and leadership strategies through understanding of generational differences and similarities. This study argues that successfully managing a diverse workforce requires managers to accept the fact everyone is different yet each employee is likely to have something good to offer and might bring something better to the table if they are given a chance. This is why if managers learn to appreciate differences by focusing on positive attributes and take time to consider the strengths each co-worker brings to the workplace, they are likely to manage those differences effectively and create a positive work environment.

# **Chapter 7**

## **Conclusion**

## **Conclusion**

Findings of this study provided further evidence that differences in work values among employees from different generations exists.

Awareness of those differences among generations can help managers to create amore pleasant and productive workplace. Findings suggested that respect authority, and hierarchy, while Millennials tend to challenge authority. Findings also suggest that while live to work, Millennials work to live. Boomers are willing to wait their turn for promotions and rewards, and they are very loyal .

On the other hand, younger generations want immediate recognition through title, praise, promotion, and pay. They also want a life outside of work; they are not likely to sacrifice theirs for the company. Millenials believe in collective action and are optimistic. They like teamwork, showing a strong will to get things done with great spirit.

This study is one step further toward a thorough understanding of generational differences and similarities among frontline and service contact employees and managers. Identification of generational issues is likely to result in development of leadership strategies that increases employee morale and productivity by lowering workplace tensions and generational conflicts in the workplace.

Therefore, this study holds the potential for helping companies and managers to better understand generational issues in the workplace. In addition, the results of the study, will hopefully serve as a base for more comprehensive research.

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[https://en.wikipedia.org/wiki/Generation\\_gap](https://en.wikipedia.org/wiki/Generation_gap)

<https://www.purdueglobal.edu/education-partnerships/generational-workforce-differences-infographic>

## **Appendix**

## **Appendix 1**

### **Questionnaire**

Dear Respondent,

I am Manali Prakash Bangal pursuing my M.B.A. from Savitribai Phule Pune University. As a part of my curriculum this study is being conducted purely for the academic purpose.

All the information provided by you will be kept completely confidential.

Thank you in advance for your participation. I am extremely appreciative of your time and effort.

### **SECTION A – Demographic Profile**

*Please provide the following information*

Name (optional) - \_\_\_\_\_

1. Gender –

Male

Female

2. Age ( in years)(required) - \_\_\_\_\_

3. Are you married? Yes

No

4. Highest Educational Qualifications- (Please tick all that is applicable)

10<sup>th</sup>                  12<sup>th</sup>                  Diploma

Graduation      Please Specify \_\_\_\_\_

Post-Graduation                  Please Specify \_\_\_\_\_

Any other, please Specify \_\_\_\_\_

5. Designation – \_\_\_\_\_

6. Department/ Industry - \_\_\_\_\_

7. Total Work Experience ( in years)(required) - \_\_\_\_\_

8. How long are you working in current organization?(required) \_\_\_\_\_

9. How many days in a week do you work?(required) 4 days    5 days    6 days                  7days

10. Average **daily** Working Hours - \_\_\_\_\_ Hours

11. Your Annual Income (in Rs.)– \_\_\_\_\_

12. Your Family type – Nuclear Family                                  Joint Family

13. How many members are there in your family that stay with you?

**Section –B**



### **Part 1-**

**Instruction** - Mark the degree to which you agree or disagree to the following statements.

1. Strongly Disagree
2. Disagree
3. Neutral ( Neither agree or disagree)
4. Agree
5. Strongly Agree

	Statement	1	2	3	4	5
1.1	Job security is very important for me .					
1.2	I am willing to work hard and long hours .					
1.3	When it comes to my job, I am very idealistic and driven .					
1.4	I take my job and professional development very seriously					
1.5	I am willing to wait for my turn for promotions and rewards					
1.6	I am likely to					

	challenge workplace norms such as dress codes, flextime, and employee-supervisor relations					
<b>1.7</b>	I have low tolerance for bureaucracy and rules					
<b>1.8</b>	I am deeply cynical about management					
<b>1.9</b>	Technology makes my job harder					
<b>1.10</b>	Using latest technology makes my job easier					
<b>1.11</b>	I work to live, not the other way around					
<b>1.12</b>	My philosophy is "Leave work at work."					
<b>1.13</b>	I will not sacrifice my leisure time for the company					
<b>1.14</b>	My priorities are with my friends and my family, not the boss					

<b>1.15</b>	I want to work as many hours as I have to but not a minute longer					
<b>1.16</b>	I work best when there is strong leadership					
<b>1.17</b>	I work best when there is direction					
<b>1.18</b>	I strive to be “in command” when I am working in a group					
<b>1.19</b>	I strive to gain more control over the events around me at work					
<b>1.20</b>	I find myself organizing and directing the activities of others					
<b>1.21</b>	I take moderate risks and stick my neck out to get ahead at work					
<b>1.22</b>	I think management treat younger employees like kids					
<b>1.23</b>	I think no one					

	respects younger employees because they are young					
<b>1.24</b>	I feel is generation gap is social problem?					
<b>1.25</b>	I think there is a conflict between generations?					
<b>1.26</b>	I find it difficult to accept young ideas from people who are very young or very old than me?					
<b>1.27</b>	How difficult do you think it is to work in the same team with youngsters/elderly people?					
<b>2.28</b>	I think that generation gap is mainly typical between the young and the old?					

## **Appendix 2**

### **Coding information of data**

#### **Section A**

1	Gender	Male	0
		Female	1
2	Age	Below 40	1
		40-55	2
		Above 55	3
3	Marital status	Yes	1
		No	2
4	Qualification	12 th	1
		Diploma	2
		Graduation	3
		Post - Graduation	4
5	Designation	Engineer	1
		Manager	2
		Teacher	3
		Clerk	4
		Assistant	5
		Doctor	6
		Lawyer	7
		Student	8
6	Department / Industry	Banking / Finance	1
		IT	2

		HR	3
		Marketing	4
		Civil	5
		Law	6
7	Total work experience	1 – 5 yrs.	1
		5 – 10 yrs.	2
		10 – 15 yrs.	3
		15 – 20 yrs.	4
8	How long you working in current org	4 yrs.	1
		5 yrs.	2
		6 yrs.	3
		More than 7 yrs.	4
9	Average daily working	6 hrs.	1
		7 hrs.	2
		8 hrs.	3
		More than 8 hrs.	4
10	How many days in week you work	4 days	1
		5 days	2
		6 days	3
		7 days	4
11	Annual income	30,000 – 50,000	1
		50,000 – 70,000	2

		70,000 – 1 Lakh	3
		1 Lakh – 4 Lakh	4
		Above 4 Lakh	5
12	Your family type	Nuclear family	1
		Joint family	2
13	How many members in your family	2	1
		3	2
		4	3
		Above 4	4

### **Section B**

	Strongly disagree	1
	Disagree	2
<b><u>Section B</u></b>	Neutral	3
	Agree	4
	Strongly agree	5