

ANALYSING THE MULTIGENERATIONAL DIFFERENCES ON GROUP DYNAMICS

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Abstract:

The study is concerned with the attitudes, values, and behaviours of the several generations of workers. The goal of the study is to better workers' working circumstances by determining how different dynamics, such as values, behaviour, and attitude, of different generations of employees relate to one another. The purpose of the study is to examine how group dynamics vary through generations and how behaviour, attitude, and values are related.

Keywords —Multi-generations, Attitude, Values, Behaviour.

I. INTRODUCTION

The idea of having workers from a variety of generations in the workforce is known as generational diversity. Due to many people retiring later today, this is particularly true. For the first time, four generations are represented in the workforce, including Gen Z, Millennials, Gen X, and Boomers. Each generation experiences the world differently because they were raised in a dramatically different era.

II. REVIEW OF LITERATURE

(Gursoya, Chi, & Ersem, 2013) The study assesses hotel employees' work values using data from frontline and service contact personnel and analyses variations among generations. Exploratory factor analysis reveals significant disparities in work values across three generations. The study suggests managerial implications and solutions to create a work environment that supports leadership, motivation, communication, and generational synergy.(Hapsari, Stoffers, & Gunawan,

2019)The study examines employee engagement, generational diversity management, and leader-member interactions in Indonesia's largest telecommunications business. Results show that diversity management improves innovative work habits and quality in leader-member interactions. Gen Y has lower levels of diversity, leader-member exchange, and innovative practices, while Gen X has the highest. Baby Boomer engagement is at work peaks.(Gordon, 2018) Age diversity is crucial in today's workforce, as it enables organizations to acquire technical, analytical, and experiential skills. HR professionals and leaders face challenges in managing different age groups due to a mix of ideas about life span development and generational differences. This chapter examines perceptions of workplace age diversity, evidence-based knowledge, and applications for managing an age-diverse workforce.(Verg, 2023) Generational variation and the metaphor of an iceberg are crucial features of diversity, as different generations have different perspectives on work-related issues, lifestyles, and social values. These differences significantly impact the workplace, as each generation has

unique experiences and influences that shape their worldview and beliefs. (Parry & Lub, 2014) Generational disparities in consumer preferences and workplace attitudes have gained attention in recent years. In Western economies, there are four generations: Veterans, Baby Boomers, Generation X, and Generation Y. *Generational Diversity at Work: New Research Perspectives* aims to critically investigate the theoretical and empirical bases for generational disparities and present fresh empirical data.

III. RESEARCH METHODOLOGY

This study includes both primary and secondary data. Primary data is collected by circulating the questionnaire, and secondary data is collected through different websites, journals, and the financial report of the company. Statistical tools used: ANOVA and Correlation analysis. Population Size: 60 employees belonging to the supervisory level of different departments.

IV. PROBLEM STATEMENT

Generational differences face the challenges of creating the innovative and more productive environment in the workplace. The employees belonging to different generations have their own values, beliefs and attitude distinctive from their colleagues. This reduces the employee's productivity. So, the employer has to create more harmonious working environment by understanding the generational differences among the employees in the organisation.

V. OBJECTIVES OF THE STUDY

- To analyse the multigenerational differences on group dynamics.
- To analyse the correlation between behaviour, attitude and values.

VI. NEED OF THE STUDY

The need of the study is that there are distinct differences in values, beliefs, communication

styles, and work ethics between different generations of workers, which can lead to communication barriers, misunderstandings, conflicts, and reduced productivity in the workplace. Therefore, understanding the beliefs, attitudes, and behaviours of various generations is crucial to increase employee productivity.

VII. HYPOTHESIS

H0 : There is no significant relation between Values and Attitude

H1 : There is a significant relation between Values and Attitude

H0 : There is no significant relation between Values and Behaviour

H2 : There is a significant relation between Values and Behaviour

H0 : There is no significant relation between Behaviour and Attitude

H3 : There is a significant relation between Behaviour and Attitude

H0 : There is no significant difference between Age and the mean scores of Values

H4 : There is a significant difference between Age and the mean scores of Values

H0 : There is no significant difference between Age and the mean scores of Attitude

H5 : There is a significant difference between Age and the mean scores of Attitude

H0 : There is no significant difference between Age and the mean scores of Behaviour

H6 : There is a significant difference between Age and the mean scores of Behaviour

VIII. DATA ANALYSIS

1. Correlation Calculation

- **Correlation between Values and Attitude**

H0 : There is no significant relation between Values and Attitude

H1 : There is a significant relation between Values and Attitude

Correlations

		Values	Attitude
Values	Pearson Correlation	1.000	.667 _a
	Sig. (2-tailed)		.000
	N	60	60
Attitude	Pearson Correlation	.667 _a	1.000
	Sig. (2-tailed)	.000	
	N	60	60

a. Significant at .05 level

P = 0.000

So, Reject H0 and Accept H1.

Therefore, there is a significant relation between Values and Attitude.

R value is 0.667, so there is moderate uphill positive linear relation.

Interpretation: The test shows that there is a significant relation between the values and attitude of the employees. That means there is a relation between the values and attitude of the employees belonging to different generations.

• **Correlation between Values and Behaviour**

H0 : There is no significant relation between Values and Behaviour

H2 : There is a significant relation between Values and Behaviour

Correlations

		Values	Behaviour
Values	Pearson Correlation	1.000	.880 _a
	Sig. (2-tailed)		.000
	N	60	60
Behaviour	Pearson Correlation	.880 _a	1.000
	Sig. (2-tailed)	.000	
	N	60	60

a. Significant at .05 level

P = 0.000

So, Reject H0 and Accept H2.

Therefore, there is a significant relation between Values and Behaviour.

R value is 0.880, so there is strong uphill positive linear relation.

Interpretation: The test shows that there is a relation between values and behaviour. This means that depending upon the values of the employees, their behaviour towards the work changes.

• **Correlation between Behaviour and Attitude**

H0 : There is no significant relation between Behaviour and Attitude

H3 : There is a significant relation between Behaviour and Attitude

Correlations

		Behaviour	Attitude
Behaviour	Pearson Correlation	1.000	.552 _a
	Sig. (2-tailed)		.000
	N	60	60
Attitude	Pearson Correlation	.552 _a	1.000
	Sig. (2-tailed)	.000	
	N	60	60

a. Significant at .05 level

P = 0.000

So, Reject H0 and Accept H3.

Therefore, there is a significant relation between Behaviour and Attitude.

R value is 0.552, so there is moderate uphill positive linear relation.

Interpretation: The test shows that there is a relation between behaviour and attitude. This means that depending upon the behaviour of the employees, their attitude towards the work changes.

2. ANOVA Calculation

• **Age & Values**

H0 : There is no significant difference between Age and the mean scores of Values

H4 : There is a significant difference between Age and the mean scores of Values

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Values	.37	2	57	.696

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Values	Between Groups	37.17	2	18.59	181.13	.000
	Within Groups	5.85	57	.10		
	Total	43.02	59			

Multiple Comparisons (Values)

	(J) Family	(I) Family	Mean Difference (I - J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Games-Howell	Gen Z	Millennials	.14	.12	.615	-.26	.55
		Gen X	1.83	.13	.000	1.41	2.24
	Millennials	Gen Z	-.14	.12	.615	-.55	.26
		Gen X	1.68	.09	.000	1.47	1.89
	Gen X	Gen Z	-1.83	.13	.000	-2.24	-1.41
		Millennials	-1.68	.09	.000	-1.89	-1.47
Tukey HSD	Gen Z	Millennials	.14	.12	.462	-.15	.43
		Gen X	1.83	.13	.000	1.51	2.14
	Millennials	Gen Z	-.14	.12	.462	-.43	.15
		Gen X	1.68	.09	.000	1.46	1.91
	Gen X	Gen Z	-1.83	.13	.000	-2.14	-1.51
		Millennials	-1.68	.09	.000	-1.91	-1.46

Significance value is 0.000, so we Reject H0 and Accept H4.

So, there is a significant difference between Age and the mean scores of Values.

Test of Homogeneity of Variance

Significant Value = 0.696

Levene test is not significant, so we check TUKEY table.

Compare to Gen Z and Millennials there is no significant difference. Compare to Gen Z and Gen X there is a significant difference.

Compare to Millennials and Gen Z there is no significant difference. Compare to Millennials and Gen X there is a significant difference.

Compare to Gen X and Gen Z there is a significant difference. Compare to Gen X and Millennials there is a significant difference.

Interpretation:The test shows that there is a difference between the age and values of the employees. Employees belonging to different generations have differed values with respective to their generation.

• **Age & Attitude**

H0 : There is no significant difference between Age and the mean scores of Attitude

H5 : There is a significant difference between Age and the mean scores of Attitude

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Attitude	1.23	2	57	.301

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Attitude	Between Groups	3.54	2	1.77	32.18	.000
	Within Groups	3.14	57	.06		
	Total	6.68	59			

Multiple Comparisons (Attitude)

	(J) Family	(I) Family	Mean Difference (I - J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Games-Howell	Gen Z	Millennials	-.33	.09	.008	-.56	-.09
		Gen X	.21	.10	.084	-.03	.45
	Millennials	Gen Z	.33	.09	.008	.09	.56
		Gen X	.54	.07	.000	.39	.69
	Gen X	Gen Z	-.21	.10	.084	-.45	.03
		Millennials	-.54	.07	.000	-.69	-.39
Tukey HSD	Gen Z	Millennials	-.33	.09	.001	-.54	-.11
		Gen X	.21	.10	.073	-.02	.44
	Millennials	Gen Z	.33	.09	.001	.11	.54
		Gen X	.54	.07	.000	.37	.71
	Gen X	Gen Z	-.21	.10	.073	-.44	.02
		Millennials	-.54	.07	.000	-.71	-.37

Significance value is 0.000, so we Reject H0 and Accept H5.

So, there is a significant difference between Age and the mean scores of Attitude.

Test of Homogeneity of Variance

Significant Value = 0.301

Levene test is not significant, so we check TUKEY table.

Compare to Gen Z and Millennials there is a significant difference. Compare to Gen Z and Gen X there is no significant difference.

Compare to Millennials and Gen Z there is a significant difference. Compare to Millennials and Gen X there is a significant difference.

Compare to Gen X and Gen Z there is no significant difference. Compare to Gen X and Millennials there is a significant difference.

Interpretation:The test shows that there is a difference between the age and attitude of the employees. Employees belonging to different generations have differed attitude with respective to their generation.

• **Age & Behaviour**

H0 : There is no significant difference between Age and the mean scores of Behaviour

H6 : There is a significant difference between Age and the mean scores of Behaviour

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Behaviour	.53	2	57	.591

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Behaviour	Between Groups	11.90	2	5.95	134.62	.000
	Within Groups	2.52	57	.04		
	Total	14.42	59			

Multiple Comparisons (Behaviour)

	(J) Family	(I) Family	Mean Difference (I - J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Games-Howell	Gen Z	Millennials	.07	.08	.743	-.18	.31
		Gen X	1.02	.09	.000	.77	1.28
	Millennials	Gen Z	-.07	.08	.743	-.31	.18
		Gen X	.96	.06	.000	.81	1.10
Tukey HSD	Gen X	Gen Z	-1.02	.09	.000	-1.28	-.77
		Millennials	-.96	.06	.000	-1.10	-.81
	Gen Z	Millennials	.07	.08	.669	-.12	.26
		Gen X	1.02	.09	.000	.82	1.23
Tukey HSD	Millennials	Gen Z	-.07	.08	.669	-.26	.12
		Gen X	.96	.06	.000	.81	1.10
	Gen X	Gen Z	-1.02	.09	.000	-1.23	-.82
		Millennials	-.96	.06	.000	-1.10	-.81

Significance value is 0.000, so we Reject H0 and Accept H6.

So, there is a significant difference between Age and the mean scores of Behaviour.

Test of Homogeneity of Variance

Significant Value = 0.591.

Levene test is not significant, so we check TUKEY table.

Compare to Gen Z and Millennials there is no significant difference. Compare to Gen Z and Gen X there is a significant difference.

Compare to Millennials and Gen Z there is no significant difference. Compare to Millennials and Gen X there is a significant difference.

Compare to Gen X and Gen Z there is a significant difference. Compare to Gen X and Millennials there is a significant difference.

Interpretation:The test shows that there is a difference between the age and behaviour of the employees. Employees belonging to different

generations have differed behaviour with respective to their generation.

CONCLUSION

Employers should provide workshops, seminars, and training sessions to promote open communication and interaction. Gen Z employees should be emphasized for long-term retention. Factory data reveals differences in workers' comfort among generations due to differing beliefs and attitudes, with age significantly affecting satisfaction.

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