

GENERATIONAL DIFFERENCES IN WORK VALUES IN THE WORKPLACE

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Abstract

Research background: Generational differences in work values, specifically in India, are now having an impact on organizational effectiveness and workplace environments. Even though a wide range of perspectives, experiences, and skill sets might be valuable to a business, generational mixing can also lead to conflict and a lack of agreement in the workplace. Such disagreements have a negative effect on the workplace since they reduce productivity and negatively damage employee morale. To solve the problems of inefficiency caused by the generation gap, different generations in the workplace must understand the differences between the three generations and be able to get along with each other.

Purpose: Examining the differences between three generations in the workplace is the purpose of the study. The study also aims to examine how different generations have different work values.

Research methodology: To examine the current situation in IT companies of Delhi and NCR. A total of 450 employees completed a questionnaire. Baby Boomers were defined as those born between (1946–1964), Generation X was born between (1965–1980) and Generation Y was born between (1981–1996). The values of status and freedom at work were more important to the younger group than to the older group.

Results: There were significant generational differences, with Baby Boomers having higher status values and extrinsic values in organizations than Generation X and Generation Y. Values have an important role in directing behaviour and improving work motivation. An organization's work values and expectations must be clarified to workers, and values must be flexible enough to satisfy the demands of various employees.

Novelty: Furthermore, Generation Y is the first generation that has grown up with the Internet; as a result, they consider working together virtually to be standard procedure.

Keywords: Generations, work values, conflicts, Internet

JEL classification: J210

Introduction

Ever since the concept of ‘Human Resources’ started to evolve, employees have become well-thought-out assets of companies. Companies are thereby focusing on managing their employees in a unit. However, today companies are facing the challenge of different generations’ different attitudes towards work and management among employees. It is observed that this has become an intrinsic issue for companies in relation to human resource management as today’s employees come from various generations (Berings *et al.*, 2004; Cable *et al.*, 2006; Cennamo, 2008). Fortunately, companies claim to be aware of the differences between employees of different ages, yet managers in companies sometimes struggle to find solutions to these issues (Deal *et al.*, 2010). Companies struggle to find ways to maintain effective communication among staff members to make an optimistic work environment since employees of different generations find it challenging to speak with one another. In such situations, ensuring the effective attainment of company goals and efficient administration is much more challenging (Kuran *et al.*; 2012). Many experts, specialists, and managers are involved in learning how to interact with various employees of different generations. This concept explains that various generations have radically different objectives, assumptions, and work values create considerable attention. Work values can be referred to as the work qualities, principles, or beliefs that matter to an employee in an organisation. Various ways to deal with ordering work values exist. The most broadly utilized work values are extraneous, or a result of work (for example employer stability, salary) or inherent, happening through the course of work (for example intellectual re-enactment, challenge) (Elizur, 1984). Resulting research has added altruistic values (for example making a commitment to society) (Borg, 1990), status-related values (for example impact, acknowledgment, headway) (Ros *et al.*, 1999), opportunity related values (for example the balance between serious and fun activities, working hours) and social values (for example great associations with bosses or companions). As Generation

is defined as “an easily identifiable grouping that provides birth years, age range, and key life events at basic formative stages” (Kupperschmidt, 2000). As a result, that more generations than ever are engaging and coexisting in the workforce, generational gaps have increased. It is believed that generational differences can be seen in the use of technology against each other in interactions, work ideals and attitudes vs. a balanced perspective, career aspirations vs. the desire to make a difference, and power and influence among generations (Harris, 2015). There are distinctive characteristics that identify each generation. These characteristics induce friction, which leads to conflict at work. The three generational groups that make up the current workforce are frequently referred to as Baby Boomers, Generation X, and Generation Y. Baby Boomers were born between (1946–1964), Generation X born between (1965–1980), and Generation Y (brought into the world from 1981 onwards) (Benson, Brown, 2011).

1. Literature review

The review of related literature, therefore, is considered as a prerequisite to the actual planning and execution of research work. Hence, for a proper understanding of the research work, sincere efforts have been made to review the related literature.

Appelbaum *et al.* (2022) studied a generational conflict that has been identified and acknowledged through research, organisations can manage and resolve it and create mentorship among the participants in order to embrace generational diversity. To adapt to generational changes and help a business recruit and keep talent, several HR tasks should be changed. Conflict could result from how various generations respond to the future of work because the techniques and expansions that led to generational divisions were sequential. However, other research has raised concerns that conflicts to generational differences can oversimplify the issues by failing to consider the connection between generational and social features in the workplace and advised the need for controlling generational conflicts.

Wang *et al.* (2021) found that age, education, and income differences contributed to explaining the differences in extrinsic work values, age, education, and job flexibility differences provided the best solution for differences in intrinsic work values. These findings have important implications for understanding ethnic minorities’ career choices and the outcomes of the workforce.

Moore and Krause (2021) found that the beliefs that some generations have about other generations influence the unfavourable attitudes that employees from different generations have toward one another at work. This can lead to conflict and misunderstandings. (It could

be predicted that the stereotypes that Generation Y and Generation X hold about Generation Z could cause a similar disconnect during the hiring process. These generations have two different communications style preferences that, when combined, can cause conflict.)

Fang *et al.* (2020) studied the relationship between turnover and work environment because new-generation employees tend to have weaker organizational loyalty and a higher frequency of employment. The purpose of the study is to provide answers to the questions of when and how doing decent work decreases employees' intentions to leave a company. The researcher examined the underlying mechanism of decent work on turnover intention, namely the mediating role of job satisfaction and the moderating role of job autonomy. The findings of this study can help in illuminating the "black box" that influences young workers' intentions to leave their jobs and offer advice to businesses on how to reduce that turnover rate.

Ali B. Mahmoud *et al.* (2020) Compared to Generation X and Generation Y, Generation Z showed greater attention to motivation. Only Generation X values extrinsic guidelines being social as a source of overall employee motivation. In contrast to Generation Z, workers from Generation X and Y valued identifying rules as a basis of work incentives. As compared to Generations X and Y, intrinsic motivation had a stronger impact on the overall work motivation of Generation Z.

Stat Can (2019) Studied that Generation Y is becoming the largest generation. Generation Y was a problem for baby boomers and Generation X. Both Generation Y and Generation Z were regular people in comparison to the previous generations. They remained familiar with material on the Internet and technology as a necessary component of daily life. Furthermore, members of Generation Y were frequently seen as self-assured, sociable, and adaptable.

Torsello (2019) studied, "Generation Y Workers: A Practical Context for Cultural and Organizational Aspects," looked at elements that might explain the conflicting social and professional ideals that mark relationships between Generation Y and X employees in the workplace. Additionally, Generation Y workers had to seek to achieve a balance between expectations, beliefs about what a good organization should look like, and real-life experiences because of the three different aspects (social, organizational, and cultural) on which work experience was based.

Shelley André (2018) studied a company with a multigenerational workforce which needs to accept, value, and seek to benefit from each generation's strengths. Identifying generational differences that contribute to a workplace where everyone feels respected and supported by their colleagues, while also creating an active, attractive, and satisfying work atmosphere. A workforce with a mix of generations has its benefits, but there might also be conflicts brought

on by the same diversity. Managers and organizations must have plans in place to handle these unavoidable disagreements.

Ondrej Palicka (2016) researched “Generational Differences in Work Values and Job Satisfaction” which looked at these issues. This study’s goals were to determine whether there were any significant differences in work values among the three generations that were the subject of the study, determine whether these differences could be attributed to age or generation, and carry out a similar investigation into job satisfaction. The study’s findings showed a significant relationship between work values and job satisfaction; however, some work values were expected to be the highest as people aged while others were expected to be the greatest as individuals aged. Moreover, it appears that generation also had an impact on job satisfaction.

The dominating work value, altruism, was researched in relation to how different generations perceived it. It was discovered that there were no significant differences in how each generation felt about altruism. Baby Boomers, Generation X and Generation Y regard it as a company’s values since it is the behaviour of well-being and service to others without self-interest (D’Souza & Adams, 2014).

Schullery (2013) found out in research that there were various generational differences among Baby boomers, Generation X and Generation Y in terms of values and employee engagement. The values changed according to the generational cohort. Compared to Generation X and Baby Boomers, the values of Generation Y were distinct. While older generations place more emphasis on intrinsic values, younger generations favour extrinsic values. Similar differences exist between generations in terms of sociability, altruism, and free time preferences.

Twenge *et al.* (2012) found research studies made an effort to look into the variations among a generational workforce. Their research was done to challenge or support anecdotal information about generational disparities seen in cross-sectional studies or widely reported media sources. Her study was unique in that it made use of time lag studies. This approach tackles the drawback of cross-sectional research, which had been the main objection against the validity of the generational theory. Therefore, any differences could be attributable to time effects or generational effects. The impacts of time, however, are not significant. As people develop their personalities and their belief systems during their early years. It was believed that these attitudes and personalities develop stability over an individual’s generation.

Hartman and Mc Cambridge (2011) looked at teamwork for generation Y as an upcoming difficulty for managers because they need to replace staff from the senior generations. Employers

have to engage and retain the youngest generation in order to fill these senior roles since generation X cannot occupy them exclusively. Generation Y management was more important than generation X management since they were more inclined to change jobs if they were dissatisfied. The high self-esteem and high aspirations of generation X made it harder to engage generation Y than it was to engage generation X.

1.1. Research gap

Any company, in this case, IT companies, will lose appeal to younger generations if generational differences are not taken into consideration, which would raise the cost of hiring new staff and make it more challenging to find the right candidates. Previously, it was less noticeable than it is now that many different generations worked together in the same organization. In the past, rigid hierarchical structures, job requirements, positions, duties, etc. frequently kept employees from interacting with one another. The top, middle, and bottom levels of management were often composed of older, middle-aged, and younger generations, respectively.

2. Materials and methods

Research is an academic activity and as such, the term should be used in a technical sense. Research comprises defining and redefining problems, formulating hypotheses or suggested solutions; collecting, organizing and evaluating data; making deductions, and reaching conclusions; and lastly carefully testing the conclusions to determine whether they fit the formulating hypothesis.

2.1. Data

The following three generations currently present generational differences. The final part of the research deals with identifying the possible approaches to decrease and manage conflicts between the three generations, in terms of what are the most effective and widely used ways to deal with the gap in the perception and understanding of managers concerned with generational issues. Understanding and solving differences are essential in establishing a good workplace that will allow managers in the IT sector to attract and retain employees who will ensure and improve the quality of service and productivity. There is always a chance that others with different perspectives will contribute new ideas and thoughts to problem solutions (Gursoy 2008). Different ideologies of different generations create great challenges

for management especially these days as work is done mostly in teams. The study will help the management of companies to formulate strategies and make such policies that can make it possible for the three generations to co-exist together, work harmoniously, overcome their differences, resolve conflicts effectively, and aim for better personal and professional growth and commitment. As a result of such actions, five IT companies from Delhi and NCR were invited to participate in the current study. We used the ANOVA and MANOVA tests.

2.2. Hypothesis of the Study

In order to look into how work values, vary between generations in Delhi and NCR, the following hypothesis will be examined:

- H1a. Baby Boomers will show a higher level of being extrinsic, social, and status work value as compared to Generation X and Y.
- H1b. Generation X and Y will show significant levels of freedom and being intrinsic as compared to Baby boomers.
- H1c. Generation Y will show a higher level of freedom and being intrinsic as compared to baby boomers and Generation X.

This current study's emphasis is on work values, even though the latter three have a significant impact on work outcomes.

The need of this research is to examine work values from different perspectives and how they may change over time. Thus far there has not been much discussion of how values at work differ between generations. According to several perspectives, a company's success frequently reflects the values of its important members. A younger employee might feel less at home if their values differ from those of different generations and hold the oldest positions. The research examined how far each generation's perception of organizational values fits their values.

H1a examined the differences between generations. In the study, it was found that gender may have a significant impact on orientations, hence generations group and gender were entered as fixed factors (Meglino, Rvlin, 2006). There were no significant changes in social, altruistic, internal, or external values. H1a was not supported. Contrary to predictions, Generation X and baby boomers were less concerned with status than Generation Y, but Generation Y was more concerned with freedom.

Although Generation Y respondents are still looking for autonomy and status at work due to better status and longer duration, it is possible that older groups have achieved these goals and these work values are not and these work values are not extended as being important to

them. There were no significant changes in social or intrinsic values. H1b and H1c were not supported. All of the groups had the same perceptions of workplace values.

2.3. Methodology

The technique used is purposive sampling. It is a non-probability sampling in which a researcher, based on their judgment, has chosen the members of the population to participate in the study. This researcher took a sample of 450 respondents, and this 450 was divided into five groups 90 samples were taken from each company comprising three different generations. Among three different generations, 150 samples were taken from Baby Boomers, Generation X, and Generation Y to study generation differences and work values.

Manova and Anova were used to examine the scale structure. There were 34 statements with six variables i.e. extrinsic, intrinsic, social, altruism, status, and freedom. The results were with a 34 item model with good **fitness** ($\chi^2 = 13516.445$, $TLI = 0.937$, $CFI = 0.943$, $NFI = 0.909$, $RMSEA = 0.058$, $p < 0.000$). All scales presented good internal reliability.

Table 1. Descriptive analysis

Scale		No. of items	Mean	Std. Deviation	Cronbach's alpha
1		2	3	4	5
Intrinsic	Baby Boomers	12	1.7406	0.7730	0.959
	Generation X		2.7506	1.1588	
	Generation Y		2.1056	0.9655	
	Total		2.1989	1.0621	
Extrinsic	Baby Boomers	6	3.3289	1.6778	0.947
	Generation X		4.0800	0.9598	
	Generation Y		3.6933	1.0638	
	Total		3.7007	1.3076	
Status	Baby Boomers	7	3.9981	0.676	0.955
	Generation X		4.0476	0.6008	
	Generation Y		4.0010	0.6749	
	Total		4.0156	0.6504	
Altruism	Baby Boomers	3	4.1667	1.2008	0.812
	Generation X		4.2889	0.7614	
	Generation Y		4.2511	0.8531	
	Total		4.2356	0.9565	

1		2	3	4	5
Freedom	Baby Boomers	3	2.1889	0.9992	0.780
	Generation X		3.6444	0.9234	
	Generation Y		3.3489	1.1452	
	Total		3.0607	1.2021	
Social	Baby Boomers	3	3.5044	1.4592	0.850
	Generation X		4.0467	0.9892	
	Generation Y		3.9267	1.0369	
	Total		3.8259	1.201	

Source: own study.

Further, the importance of the factor affecting the difference in a generation was examined using a descriptive analysis of factors. Baby Boomers, Generation X, and Generation Y characteristics are described in the descriptive statistics. The mean of Altruism was found to be the highest (4.23, SD = 0.95) suggesting that doing work that is consistent with our moral values. The second highest mean was observed for Status (4.01, SD = 0.65) suggesting that having the ability to influence organizational outcomes. The freedom, Social, and Extrinsic were the most average variable (3.82, SD = 1.20) suggesting that Gen X is the best generation out of the three generations. The lowest mean was observed for Intrinsic (2.19, SD = 1.06) suggesting that having the opportunity to continuously learn and develop new knowledge skills. Generation X has the highest mean of all the variables. Examining group variations in work values was done using the Multivariate Analysis of Variance (MANOVA), when appropriate. ANOVAs were performed to look at differences if these tests generated significant results.

Table 2. Tests of between-subjects effects

Source	Dependent Variable	Type III Sum of Squares	Df	Mean Square	F	Sig.
1	2	3	4	5	6	7
Corrected model	Intrinsic	78.467 ^a	2	39.234	40.973	0.000
	Extrinsic	42.325 ^b	2	21.162	13.042	0.000
	Status	0.232 ^c	2	0.116	0.273	0.761
	Altruism	1.175 ^d	2	0.587	0.641	0.527
	Freedom	177.580 ^e	2	88.790	84.229	0.000
	Social	24.334 ^f	2	12.167	8.726	0.000

1	2	3	4	5	6	7
Intercept	Intrinsic	2,175.801	1	2,175.801	2,272.264	0.000
	Extrinsic	6,162.967	1	6,162.967	3,798.115	0.000
	Status	7,256.109	1	7,256.109	17,096.108	0.000
	Altruism	8,072.969	1	8,072.969	8,809.367	0.000
	Freedom	4,215.660	1	4,215.660	3,999.114	0.000
	Social	6,586.969	1	6,586.969	4,724.209	0.000
Generation	Intrinsic	78.467	2	39.234	40.973	0.000
	Extrinsic	42.325	2	21.162	13.042	0.000
	Status	0.232	2	0.116	0.273	0.761
	Altruism	1.175	2	0.587	0.641	0.527
	Freedom	177.580	2	88.790	84.229	0.000
	Social	24.334	2	12.167	8.726	0.000
Error	Intrinsic	428.024	447	0.958		
	Extrinsic	725.319	447	1.623		
	Status	189.720	447	0.424		
	Altruism	409.634	447	0.916		
	Freedom	471.204	447	1.054		
	Social	623.253	447	1.394		
Total	Intrinsic	2,682.292	450			
	Extrinsic	6,930.611	450			
	Status	7,446.061	450			
	Altruism	8,483.778	450			
	Freedom	4,864.444	450			
	Social	7,234.556	450			
Corrected total	Intrinsic	506.491	449			
	Extrinsic	767.644	449			
	Status	189.952	449			
	Altruism	410.809	449			
	Freedom	648.784	449			
	Social	647.586	449			

Source: own study.

Table 2 presents the results of between-subjects effects to study the univariate ANOVA explaining the difference between the generations based on the six factors.

For components of Intrinsic Factors, the overall F-test for the final Multiple Regression Model is statistically significant ($F=40.973$, $p = 0.000$).

As shown in the Extrinsic factor, the overall F-test for the final Multiple Regression Model is statistically significant (F-13.042, $p = 0.000$).

For the third factor i.e., Status factors, the overall F-test for the final Multiple Regression Model is statistically significant (F-0.273, $p = 0.761$).

As shown in the Altruism factor, the overall F-test for the final Multiple Regression Model is statistically significant (F-0.641, $p = 0.527$).

In another component i.e., Freedom factors, the overall F-test for the final Multiple Regression Model is statistically significant (F-84.229, $p = 0.000$).

For Social factors, the overall F-test for the final Multiple Regression Model is statistically significant (F-8.726, $p = 0.000$).

ANOVA Results: Multivariate Analysis of Variance (MANOVA) and, where applicable, are used to examine group differences in work values. If these tests yielded significance then ANOVA is used to examine differences in Table 3.

Table 3. ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Intrinsic	Between Groups	78.467	2	39.234	40.973	0.000
	Within Groups	428.024	447	0.958	—	—
	Total	506.491	449	—	—	—
Extrinsic	Between Groups	42.325	2	21.162	13.042	0.000
	Within Groups	725.319	447	1.623	—	—
	Total	767.644	449	—	—	—
Status	Between Groups	0.232	2	0.116	0.273	0.761
	Within Groups	189.720	447	0.424	—	—
	Total	189.952	449	—	—	—
Altruism	Between Groups	1.175	2	0.587	0.641	0.527
	Within Groups	409.634	447	0.916	—	—
	Total	410.809	449	—	—	—
Freedom	Between Groups	177.580	2	88.790	84.229	0.000
	Within Groups	471.204	447	1.054	—	—
	Total	648.784	449	—	—	—
Social	Between Groups	24.334	2	12.167	8.726	0.000
	Within Groups	623.253	447	1.394	—	—
	Total	647.586	449	—	—	—

Source: own study.

ANOVA in Table 3 indicated that the work values test is significantly different for three generations with different degrees of education, $F(2, 447) = 40.97, p < 0.001$, $F(2, 447) = 13.042, p < 0.001$, $F(2, 447) = 0.273, p > 0.001$, $F(2, 447) = 0.641, p > 0.001$, $F(2, 447) = 84.29, p > 0.001$, $F(2, 447) = 8.76, p > 0.001$ respectively. From the above ANOVA Table 3, All four variables out of six variables i.e. Intrinsic, Extrinsic, Freedom, and Social have a significant value of less than 0.05. So there is a significant difference between Baby Boomers, Generation X, and Generation Y. The Status and Altruism variable has the P values 0.76 and 0.527, which means there is no significant difference among the respondents of three generations.

From the results so far, we know that there are statistically significant differences between the groups as a whole. Multiple Comparisons showed which groups differed from each other.

The first Variable, in the Intrinsic Variable are the multiple Comparisons, as is explained. Firstly, the Baby Boomers mean value is less and the Generation X mean value is more so it shows a negative relation between them whereas secondly, the Generation X mean value is more and the Generation Y mean value is less so it shows a positive relation between them and thirdly the Generation Y mean value is more and the Baby Boomers mean value is less so it shows a positive relation between them. The mean difference is significant as its p Value is less than 0.05.

The second Variable, in the Extrinsic Variable as it is explained firstly, the Baby Boomers mean value is less and the Generation X mean value is more so it shows a negative relation between them whereas secondly, the Generation X mean value is more and the Generation Y mean value is less so it shows a positive relation between them and thirdly the Generation Y mean value is more and the Baby Boomers mean value is less so it shows a positive relationship between them. The mean difference is significant as its p Value is less than 0.05.

The third Variable, in the Status Variables as it is explained. The Baby Boomers mean value is less and the Generation X mean value is more so it shows a negative relation between them. Secondly, the Generation X mean value is more and the Generation Y mean value is less so it shows a positive relation between them and thirdly the Generation Y mean value is less and the Baby Boomers mean value is more so it shows a negative relation between them. The mean difference is not significant as its p Value is not less than 0.05.

Table 4. Multiple comparison

Least Significant Difference (LSD)

Variable	Generation (i)	Generation (j)	Mean difference (i – j)	Std. error	Sig.
Intrinsic	Baby Boomers	Generation X	–1.01000*	0.11299	0.000
		Generation Y	–0.36500*	0.11299	0.001
	Generation X	Baby Boomers	1.01000*	0.11299	0.000
		Generation Y	0.64500*	0.11299	0.000
	Generation Y	Baby Boomers	0.36500*	0.11299	0.001
		Generation X	–0.64500*	0.11299	0.000
Extrinsic	Baby Boomers	Generation X	–0.75111*	0.14709	0.000
		Generation Y	–0.36444*	0.14709	0.014
	Generation X	Baby Boomers	0.75111*	0.14709	0.000
		Generation Y	0.38667*	0.14709	0.009
	Generation Y	Baby Boomers	0.36444*	0.14709	0.014
		Generation X	–0.38667*	0.14709	0.009
Status	Baby Boomers	Generation X	–0.04952	0.07523	0.511
		Generation Y	–0.00286	0.07523	0.970
	Generation X	Baby Boomers	0.04952	0.07523	0.511
		Generation Y	0.04667	0.07523	0.535
	Generation Y	Baby Boomers	0.00286	0.07523	0.970
		Generation X	–0.04667	0.07523	0.535
Altruism	Baby Boomers	Generation X	–0.12222	0.11054	0.269
		Generation Y	–0.08444	0.11054	0.445
	Generation X	Baby Boomers	0.12222	0.11054	0.269
		Generation Y	0.03778	0.11054	0.733
	Generation Y	Baby Boomers	0.08444	0.11054	0.445
		Generation X	–0.03778	0.11054	0.733
Freedom	Baby Boomers	Generation X	–1.45556*	0.11856	0.000
		Generation Y	–1.16000*	0.11856	0.000
	Generation X	Baby Boomers	1.45556*	0.11856	0.000
		Generation Y	0.29556*	0.11856	0.013
	Generation Y	Baby Boomers	1.16000*	0.11856	0.000
		Generation X	–0.29556*	0.11856	0.013
Social	Baby Boomers	Generation X	–0.54222*	0.13635	0.000
		Generation Y	–0.42222*	0.13635	0.002
	Generation X	Baby Boomers	0.54222*	0.13635	0.000
		Generation Y	0.12000	0.13635	0.379
	Generation Y	Baby Boomers	0.42222*	0.13635	0.002
		Generation X	–0.12000	0.13635	0.379

*??.....

Source: own study.

The fourth Variable, in the Altruism Variables as it is explained. The Baby Boomers mean value is less and the Generation X mean value is more so it shows a negative relation between them whereas secondly, the Generation X mean value is more and the Generation Y mean value is less so it shows a positive relation between them and thirdly the Generation Y mean value is more and the Baby Boomers mean value is less so it shows a positive relation between them. The mean difference is not significant as its p Value is not less than 0.05.

The fifth Variable, in the Freedom Variables as it is explained. The Baby Boomer mean value is less and the Generation X mean value is more so it shows a negative relation between them Secondly, the Generation X mean value is more and the Generation Y mean value is less so it shows a positive relation between them and thirdly the Generation Y mean value is more and the Baby Boomers mean value is less so it shows a positive relation between them. The mean difference is significant as its p Value is less than 0.05.

The sixth Variable, in the Social Variables as it is explained. The Baby Boomer mean value is less and the Generation X mean value is more so it shows a negative relation between them Secondly, the Generation X mean value is more and the Generation Y mean value is less so it shows a positive relation between them and thirdly the Generation Y mean value is more and the Baby Boomers mean value is less so it shows a positive relation between them. The mean difference is significant.

2.4. Results

Overall, the mean of Altruism was found to be the highest (4.23, SD = 0.65) suggesting that doing work that is consistent with our moral values. The lowest mean was observed for intrinsic (2.19, SD = 1.06) suggested that having the opportunity to continuously learn and develop new knowledge skills. H1 investigated the differences between generational groups. All four variables out of six variables i.e. Intrinsic, Extrinsic, Freedom, and Social have a significant value of less than 0.05. The P values for status and altruism are 0.76 and 0.527, respectively. The MANOVA results showed significant differences among the different generations. The ANOVA results showed all four variables out of six variables i.e. Intrinsic, Extrinsic, Freedom, and Social have a significant value less than 0.05 i.e., there is a significant difference in work attitudes between Baby Boomers, Generation X, and Generation Y. The Status and Altruism variables showed no significant difference among the respondents of three generations. Compared to previous generations, Generation X gave status and altruism more importance. According to studies, Baby Boomers priorities are traditional work models that demand commitment and hard effort. However, Generation Y is interested in leaving

a company if their needs are not fulfilled. Only four out of the six factors were found to be different between the generations in the present study.

Conclusions

Human resource specialists and managers can create strategies that promote commitment, communication, and improved organizational information management by taking into account the differences across generational groups. The different generations are understood to have different values and expectations regarding work that are not easily compatible. In an organization, people from different generations have often been working together for longer periods. Further, generations differentiated significantly with respect to work values such as Intrinsic, Extrinsic, freedom, and social variables but showed similarity for work values like Status and Altruism. Further, Generation X is the best generation out of the three generations concerning work attitudes.

Limitations of the study

The limitations of the study included issues and challenges that the researchers faced during the study. The limitations are pertaining to the method of collecting the data, as the study was based on primary data, it may have affected the results. Incomplete questionnaires were returned by the respondents which made tabulation difficult. The limited knowledge of the researcher and availability of time are considered as important aspects in the limitations.

Research implications

Future studies should look at the combined long-term effects of individual and environmental change on specific career outcomes like success and happiness. It is possible to identify variations in the ways that careers span across a working life course by analysing longitudinal data from numerous associates. It has been found that the Baby Boomer, Generation X, and Generation Y groups have significantly different work values. This might be similar to generational theory, which argues that depending on social and economic experiences, different generations have distinct values. A study can thus be conducted on social and economic approaches.

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