

## **A STUDY ON GENERATIONAL DIFFERENCES IN EMPLOYEE WORKVALUE AND ITS IMPACT ON ORGANISATIONAL COMMITMENT**

**\*Dr.B.V.Nithi Varshini Devi**, Assistant Professor, Department of Social Work, Nallamuthu Gounder Mahalingam College, Pollachi, Tamilnadu, India.

**\*\*Dr.L.Ranjit**, Assistant Professor & Head, Department of Social Work, Nallamuthu Gounder Mahalingam College, Pollachi, Tamilnadu, India.

**\*\*\*Ms.Dharanipriya.D**, II MSW, Department of Social Work, Nallamuthu Gounder Mahalingam College, Pollachi, Tamilnadu, India.

### **Abstract**

This study explores the impact of generational differences on work values and organizational commitment among employees in a private limited company in Coimbatore, India. Using a descriptive research design, data was collected through a structured questionnaire from 103 employees selected via simple random sampling. The questionnaire examined demographic variables, work values, and organizational commitment, using a five-point scale for the latter two constructs. Statistical methods such as percentage analysis, t-tests, ANOVA, and correlation were applied for data analysis. The findings reveal that the majority of respondents (61.2%) exhibit moderate work values, while 62.1% display moderate levels of organizational commitment. Notably, marital status and generational differences significantly influence work values, but no demographic variables, including generational differences, significantly impact organizational commitment. The study emphasizes the importance of recognizing generational diversity in the workplace to minimize friction and enhance collaboration. It highlights the necessity for organizations to adopt tailored strategies that align with generational preferences, such as promoting flexibility, offering team-building opportunities, and leveraging technology. Ultimately, understanding and addressing generational dynamics can foster a more inclusive, productive, and harmonious work environment.

**Key Words:** Generational Difference, Work Value, Organizational Workforce, Demographic Variables, Employee Engagement.

### **Introduction**

Generational differences in the workplace refer to the varying beliefs, values, and attitudes that different age groups bring to their professional environments. These differences are shaped by the unique experiences individuals have had growing up, which influence their perspectives on work ethic, communication, and technology. As each generation is exposed to different societal, economic, and technological conditions, these formative experiences impact how they approach their careers and interact with colleagues. If not handled effectively, these generational differences can lead to friction, misunderstandings, and reduced productivity. However, understanding the preferences, motivations, and challenges of different generational cohorts can help organizations foster harmony, collaboration, and trust among their workforce. Several key examples illustrate how generational differences manifest in the workplace. Stereotyping can occur when older generations perceive younger workers as lazy or entitled, while younger employees may view older generations as outdated or resistant to change. Bridging this gap involves creating opportunities for team-building exercises and training to help both

sides better understand and collaborate with each other. Communication styles also vary: older generations typically prefer face-to-face or phone interactions, while younger generations lean towards digital communication like email or text messages. To address this, companies can implement company-wide tools that allow employees to choose their preferred communication methods, fostering flexibility and efficiency. Work styles are another point of divergence. Older managers may feel uncertain about younger workers who prefer remote or hybrid work environments. Educating managers to focus on performance outcomes rather than office presence can help mitigate these concerns. Additionally, leveraging collaborative tools like Asana and Google Docs ensures that teams can work effectively, regardless of location. Generational differences also reflect deeper cultural shifts. For example, Generation Z, born between 1995 and 2012, is often seen as highly tech-savvy and values inclusivity and authenticity in the workplace. Millennials, born between 1980 and 1994, are the largest generational group in the current workforce, shaped by the internet revolution and economic challenges such as the Great Recession. Baby Boomers, on the other hand, are known for their strong work ethic and preference for in-person interaction, shaped by their experiences in a more traditional, hierarchical work environment. Scholars such as Peter Warr, Jean Twenge, Paul E. Spector, and Tammy Allen have contributed significantly to understanding these generational differences, examining how societal and economic factors influence employees' work values and organizational commitment. Edgar Schein, a pioneer in organizational psychology, has also explored the importance of organizational culture and how it evolves in response to generational shifts in values and beliefs. Schein's work underscores the dynamic nature of organizational culture and the need for leadership to adapt to the evolving needs of a diverse workforce. Overall, recognizing and addressing generational differences can lead to more cohesive and productive workplaces. By understanding each generation's values and work preferences, organizations can make informed decisions that align with their workforce's needs, fostering a more inclusive, collaborative, and effective environment.

## **Review of Literature**

Emmanuel Nkomo's (2000) study examined the impact of generational cohorts on motivation, work values, organizational commitment, and job satisfaction in South Africa, finding that Generation Y exhibited higher organizational commitment than Baby Boomers and Generation X. BihShiaw Jaw, Ya Hui Ling, et al. (2007) examined the impact of Chinese cultural values on work values, finding that Confucian dynamism, rather than individualism or masculinity, primarily influences self-enhancement and other work values among Chinese employees. Emma Parry and Peter Urwin (2011) critically reviewed the theoretical and empirical evidence on generational differences in work values, highlighting methodological limitations and issues related to defining generations, as well as the lack of consideration for national context, gender, and ethnicity. Costanza, Badger, et al. (2012) conducted a meta-analysis examining generational differences in job satisfaction, organizational commitment, and intent to turnover, finding no meaningful differences among generations, with observed variations likely due to factors other than generational membership. Hoole and Bonnema (2015) found a moderate relationship between work engagement and meaningful work, with baby boomers showing the highest levels, emphasizing the need for cohort-specific engagement strategies. Dick (2019) found more similarities than differences in work values among Generations X, Y, and Z,

emphasizing the need for flexibility and individualized engagement strategies in the multigenerational workforce. Kassahun (2005) studied organizational commitment in Delhi industries, finding that job independence, managerial support, and equity in work outcomes are key predictors, urging management to prioritize these factors. San Martin (2008) found that fostering emotional commitment through relational and economic strategies is key to enhancing normative commitment, ensuring employee retention. Cohen (2009) explored the relationship between individual values, work-family conflicts, and coping mechanisms among Israeli high-tech employees, finding Schwartz's values significantly influence work-family dynamics and coping strategies. Sousa and Coelho (2011) found that frontline employees' creativity is significantly influenced by personal values, organizational commitment, and client orientation, with moderating and mediating effects identified. Beukes and Botha (2013) examined the work engagement, organizational commitment, and sense of purpose among hospital nursing staff, suggesting that viewing work as a calling can enhance commitment and engagement. Gorenak, Edelheim, and Brumen (2020) found a positive link between organizational values and employee job satisfaction, particularly regarding task satisfaction and working conditions.

### **Objectives of the study**

- To study the Demographic profile of the Respondents.
- To assess the work value of the Generational Employees.
- To assess the level of Organisational commitment.
- To examine the relationship between work values and Organisational commitment.

### **Methodology**

The descriptive research design is used in the study. The private limited company employees in Coimbatore district is taken as the universe of the study. Employees of the company are included in the study. A sample of 103 employees was included in the study by using simple random sampling. Questionnaire method was adopted for the data collection. The Questionnaire consists of demographic variables namely age, gender, educational qualification, years of experience, place of living, nature of job, marital status, generational differences. Work value which consists of 17 questions used by five point scale. Organizational commitment which consists of 14 questions used by five point scale. The data was analysed using SD, mean, percentage analysis, t-test, ANOVA and correlation to analyse the data.

### **Analysis and Interpretation**

#### **Demographic Variables**

The demographic profile of the respondents shows that majority 32.0 percent belong to 29-39 years, male respondents constitute 84.5 percent, 40.8 percent of them has Under Graduate qualification, 57.3 percent of them within 0-5 years of experience, 39.8 percent are living in semi-urban area, 45.6 percent of them are employees, 52.4 percent are single, 49.5 percent of them had a Generational differences between 1981-1996.

**Table 1: Difference in Work Value based on Demographic Variables**

Variables	Test	Value	Result
Age & Work Value	ANOVA	F=1.857(P=0.005)	NS
Gender & Work Value	T-test	P=1.575(P=0.005)	NS
Educational qualification & Work Value	ANOVA	F=0.394(P=0.005)	NS
Years of Experiences & Work Value	ANOVA	F=0.759(P=0.005)	NS
Place of Living & Work Value	ANOVA	F=2.111(P=0.005)	NS
Nature of job & Work Value	ANOVA	F=1.088(P=0.005)	NS
Marital status & Work Value	T-test	P=2.866(P=0.005)	S
Generational Differences & Work Value	ANOVA	F=7.586(P=0.005)	S

NS- Not Significant

S- Significant at 0.05 level

Table 1 reveals that, Work Value is significant with marital status, generational differences.

**Table 2: Difference in Organizational Commitment based on Demographic Variables**

Variables	Test	Value	Result
Age & Organizational Difference	ANOVA	F=0.271(P=0.005)	NS
Gender & Organizational Difference	T=test	P=0.693(P=0.005)	NS
Educational qualification & Organizational Difference	ANOVA	F=0.284(P=0.005)	NS
Years of Experiences & Organizational Difference	ANOVA	F=0.311(P=0.005)	NS
Place of Living & Organizational Difference	ANOVA	F=1.963(P=0.005)	NS
Nature of job & Organizational Difference	ANOVA	F=0.228(P=0.005)	NS
Marital status & Organizational Difference	T-test	P=0.417(P=0.005)	NS
Generational Differences & Organizational Difference	ANOVA	F=1.399(P=0.005)	NS

Table 2 reveals that, the none of the demographic variables is significant with organizational commitment among employees.

## Discussion

The research highlights the significance of understanding generational differences in the workplace to foster collaboration, enhance productivity, and improve employee engagement. By analyzing the impact of generational cohorts on work values and organizational commitment, the study sheds light on how societal, economic, and technological influences shape employee attitudes and behaviors. It reveals that while generational stereotypes and differing communication styles often create friction, addressing these differences through tailored strategies can lead to a more harmonious and inclusive environment. The findings underscore the importance of emotional commitment, flexible work practices, and cohort-specific approaches in enhancing organizational outcomes. The study also emphasizes the role of universal factors like job satisfaction and equity in bridging generational divides. With data from employees in Coimbatore's private sector, the research provides insights into the demographic, cultural, and professional dynamics that impact workforce cohesion. By leveraging these insights, organizations can better align their practices with employee needs, creating a culture that values diversity while promoting shared goals and mutual respect.

## Conclusion

The purpose of this study was to understand the ways in which these generational differences affect organizational commitment. This study clears that every generation has its own ideas, which are influenced by society, technology and work culture. Baby boomers frequently place a strong emphasis on possibilities for career progression and work life harmony. Generation X looks for meaningful job experiences and values. Generation Z and millennials value work that has a meaning and they look for growth opportunities and an environment that growth workplace cultures. These differing values impact organizational commitment in varied ways. Employers need to understand how important it is to match company values with employee values in order to increase employee loyalty and retention. Finally, for companies looking to improve organizational commitment, it is critical to understand how work values vary between generations.

## References

- Emmanuel Nkomo. (2000). —Motivation, Work values, Organizational commitment and job satisfaction: age and generational cohort effects'. Vol.34, No.3, pp.1-5.
- Bih Shiao Jaw, Ya Hui Ling, Christina Yu Ping Wang, Wen Ching Chang. (2007). "The impact of culture on Chinese employees' work values", Personnel review, Vol.36, No.1, PP.128-14.
- Parry, E., & Urwin, P. (2011). Generational differences in work values: A review of theory and evidence. *International Journal of Management Reviews*, 13(1), 79–96. <https://doi.org/10.1111/j.1468-2370.2010.00285.x>.
- David P Costanza, Jessica M Badger, Rebecca L Fraser, Jamie B Severt, Paul A Gade. (2012). —Generational differences in work- related attitudes: A meta- analysis, Journal of business and psychology, Vol.27, pp.375-394.
- Crystal Hoole, Jackie Bonnema. (2015). —Work engagement and meaningful work across generational cohorts, SA journal of Human Resource Management, Vol.13, No.1, pp. 1-11.
- Shanna Dienna Dick. (2019). —A study of the generational differences in work values of generations X, Y and Z, North central university.
- Tilaye Kassahun. (2005). "Level of organizational commitment: its correlates and predictors ", Indian journal of Industrial relations, PP.29-63.
- Sonia San Martin. (2008). "Relational and economic antecedents of organisational commitment", Personnel review, Vol.37, No.6, PP.589-608.
- Aaron Cohen. (2009). "Individual values and the work/family interface: An examination of high tech employees in Israel", journal of managerial psychology, Vol.24, No.8, PP.814-832