

GENERATIONAL COHORTS AND THEIR ATTITUDES
TOWARD WORK RELATED ISSUES IN
CENTRAL KENTUCKY

By
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ABSTRACT

Utilizing quantitative research methods, this study surveyed 834 Central Kentucky employees of various industries to investigate the relationship between generational cohorts and their attitudes towards work related issues. While the research confirmed some significant differences between the generational cohorts of Baby Boomers, Generation X, and Generation Y as reported in managerial literature, the study also found some beliefs in common among the cohorts. These have implications for working relationships as well as recruitment and retention. Further, the study observed that surveyed workers' attitudes were in line with previous research from various parts of the world.

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TABLE OF CONTENTS

ABSTRACT.....	2
ACKNOWLEDGEMENTS.....	3
LIST OF TABLES.....	6
CHAPTER	
1. INTRODUCTION	7
Statement of the Problem	9
Purpose and significance of the Study.....	9
Definitions.....	9
Delimitations.....	10
2. REVIEW OF LITERATURE.....	11
Generations in the Current Workforce	11
Defining a Generation.....	12
The Silent Generation.....	12
Baby Boomers.....	13
Generation X.....	14
Generation Y	15
Generational Attitudes in the Workplace.....	16
Generational Differences in the Workplace.....	23
Managing the Multi-Generational Workforce.....	25
Significant Difference Between Generations in Workplace?.....	29
Conclusion.....	31
3. METHODOLOGY.....	33

Overview.....	33
Participants.....	33
Instrument.....	34
Procedures.....	34
4. ANALYSIS OF DATA	35
5 DISCUSSION.....	47
Generational Differences and Similarities.....	47
Differences between Baby Boomers and Generation X and Generation Y.....	50
Differences between Generation X and Baby Boomers and Generation Y.....	51
Differences between Generation Y and Baby Boomers and Generation X.....	53
Generational Similarities.....	55
Generational Differences and Phases of Career.....	55
Survey Implications for Cross-Generation Working Relationships.....	56
Conclusions.....	59
Further Research.....	60
APPENDICES	
A: Permission to Conduct Study.....	62
B: Informed Consent Form.....	63
C: Survey Instrument.....	64
REFERENCES.....	67

List of Tables

Tables

Table 1	Generations At Work – Generation’s Core Values
Table 2	SHRM Study List of Generational Characteristics
Table 3	Randstad’s Survey: List of Generational Characteristics
Table 4	Randstad’s Survey: Importance of Co-Worker Traits
Table 5	Randstad’s Survey: Importance of Value to Cohorts
Table 6	May: Perceived Importance of Work Values
Table 7	Means and Standard Deviations
Table 8	t-tests Comparing Baby Boomers and Generation X
Table 9	t-tests Comparing Baby Boomers and Generation Y
Table 10	t-tests Comparing Generation X and Generation Y
Table 11	Results for the Survey with Areas of Difference Highlighted
Table 12	Baby Boomer Top Ten Responses
Table 13	Generation X Top Ten Responses
Table 14	Generation Y Top Ten Responses

CHAPTER ONE: INTRODUCTION

Never before has the American workforce been made up of employees from four distinct generations. Each of these generations came of age at a distinct moment in history and the generational beliefs and behaviors of these employees extend to their view of work and management.

According to Robbins & Coulter (2005), attitudes are evaluative statements that have three components. The cognitive component is the beliefs an individual holds. The emotional or feeling part of an attitude is the affective component, and the behavioral aspect is the intention component. Previous research had identified these common attitudes towards work for each of the four generational cohorts:

1. Silent Generation (Born between 1925 and 1942): Loyal, hardworking, financially conservative and faithful to institutions
2. Baby Boomers (Born between 1942 and 1960): Hardworking, have a sense of entitlement, optimistic, cynical toward institutions, and believe in endless youth.
3. Generation X (Born between 1961 and 1981): Work hard, prefer “hands off” supervision, seek immediate gratification, and want their need for a work/life balance respected.
4. Generation Y (Born after 1982): Adaptable to change, technologically advanced, seek challenging and motivating tasks, are flexible, and seek opportunities for growth including training. (Raines, 2009; SHRM, 2004; and Randstad, 2008)

If the various generational cohorts within an organization have overlapping or complementary attitudes this synergy can be a benefit for an organization. Yet differences between generations in the workplace can negatively impact an organization and is an important but often overlooked factor of diversity in the workplace. Previous researchers have suggested

that the different attitudes of the various generations can lead to conflict and loss of organizational effectiveness and efficiency. Communication and a positive organizational culture can help to resolve friction between the generations as well as meeting each generation's desire for different rewards.

In order to be effective and efficient, leaders and managers need to have as broad an understanding as possible of the people they hire, supervise and associate with daily. Providing managers with detailed information on the values, attitudes and preferences of different generations provides one more essential element of information that managers can refer to when anticipating, evaluating and/or resolving issues in the workplace.

An interdisciplinary research team of Midway College faculty conducted a quantitative research study to assess the impact of the different generational attitudes. This study utilized a survey of employees representing a variety of organizations in the Central Kentucky area. The survey asked members of the workforce their attitudes on competencies, achieving a balance between work and family, health care, compensation, communicating, working effectively as a team member, and motivation strategies.

The research found some significant differences between the generational cohorts of Baby Boomers, Generation X, and Generation Y which tended to confirm the differences reported in management literature. The research also found some common beliefs that suggest implications for working relationships between the generational cohorts as well as recruitment and retention. Further, this study observed that the examined workers' attitudes in central Kentucky were in line with previous research from various parts of the world.

Statement of the Problem

The workforce issues previously identified must be continually addressed to produce an efficient and effective organization. Indeed, leaders, whether they be at the executive, mid-management, supervisory or subordinate level are, or should be, keenly aware of them. This study addressed the item: In central Kentucky, are there significant differences in employees' attitudes towards work that align with generational affiliations?

Purpose and Significance of the Study

This study sought to provide organizational leaders and managers with detailed information on the attitudes and preferences of different generations. It provides an essential conceptual framework that managers can refer to when anticipating, evaluating and/or resolving organizational workforce issues among and between generations. The results of this study can assist management in the selection of employees. Having an understanding of the attitudes and preferences of co-workers and subordinates is likely to foster enhanced communication, collaboration and productivity in the workplace.

Definitions

1. Attitude: Evaluative statement, either favorable or unfavorable, concerning objects, people or events. It has three components: 1) cognitive which is beliefs, opinions, knowledge or information; 2) affective which is emotional; and 3) behavioral: which is the intention to behave in a certain way (Robbins & Coulter, 2005, p.344)
2. Baby Boom Generation: People born between 1943 and 1960
3. Generation X: People born between 1961 and 1981.
4. Generation Y: People born after 1982.
5. Silent Generation: People born between 1925 and 1942

Delimitations

This study's survey responses were limited to workforce members from the Central Kentucky area during January and April 2009. While there are four generations in the current workforce, according to the literature, this report only documents attitudes of three generational cohorts: Baby Boomers, Generation X, and Generation Y. The survey did not have enough representation from the Silent Generation to provide any statistically valid data.

CHAPTER TWO: REVIEW OF LITERATURE

Many management theorists believe differences among generational cohorts affect an organization's effectiveness. Evidence shows it exists in workplaces around the world (AHRI, 2008; Blythe.Bauman et al, 2008; Cennamo & Gardiner, 2002; Ranstad, 2008; SHRM, 2004; and Weston, 2005). Because of fluid demographics, along with the changing workplace, organizational policies have to accommodate the new workplace and the current workforce.

This Review of Literature provides a profile of the generational cohorts in the current workplace. Then it examines each generation's attitudes and how they might manifest in the workplace. Next, managing multi-generational diversity is discussed. Finally, research that contends that there may be no significant differences between generations is included.

Generations in the Current Workforce

The current workplace is populated with a very diverse workforce, especially in terms of age and generational perspectives. Never before have there been four distinct generational cohorts in the workplace at one time. While there are many definitions for these generations, we have defined the generations accordingly:

1. Silent Generation: people born between 1925 and 1942
2. Baby Boom Generation: people born between 1943 and 1960
3. Generation X: people born between 1961 and 1981
4. Generation Y: people born after 1982.

A 2007 publication by the Boston College Center for Aging & Work (2007) reports these percentages from each generation made up the total workforce:

1. Silent Generation: (8.5 percent)

2. Baby Boom Generation: (39.9 percent)
3. Generation X: (35.7 percent)
4. Generation Y: (15.8 percent)
(<http://agingandwork.bc.edu/affiliate.php>)

Defining a Generation.

A generation has traditionally been defined as “the average interval of time between the birth of parents and the birth of their offspring.” This makes a generation approximately 20 years in length. However, while this rule of thumb has served sociologists well in analyzing generations up to and including the Baby Boomers, it is less relevant for recent generations for two reasons. First, because cohorts are changing so quickly in response to new technologies, changing career and study options, and because of shifting societal values, their characteristics can change in less than two decades. Second, the time between birth of parents and birth of offspring has stretched out from two decades to more than three (Strauss & Howe, 1991).

Now more than ever, the commonalities of today’s generations cut through global, racial/ethnic and socioeconomic boundaries. Due largely to globalization made possible through the various technologies of today, youth from Australia, the US, UK, Germany or Japan are shaped by the same events, trends and developments. They are witnessing unprecedented declines in their national birth rate and are concerned by global warming. More of their generation are tertiary-educated than their parents and grandparent (Strauss & Howe, 2007).

Silent Generation.

The Silent Generation was born between 1925 and 1942. While there are about 50 million of them, at this point about 95% are retired from the workplace. (<http://jamesbrett.com>). Our survey results (see Chapter Four) failed to find a sufficient number of them in the

organizations that we surveyed to generate statistically significant data that we could include in the results. However, as recently as 2007 they made up 8.5 percent of the work force.

Born between the two world wars, many were too young to serve in World War II. As an adaptive generation, they were rather quiet growing up - seen but not heard. An essay that appeared in Time (June 29, 1970) noted:

The term Silent Generation may have been unflattering, but it was not inaccurate. By the standards of today's aware youth, we were, with few exceptions, still, quiet and serenely uninvolved. Interested primarily in ourselves and our own destinies, we tended to be bored by politics and self-removed from social issues.

Growing up in the Great Depression caused them to be ambitious which lead them to be a generation with aspirations, goals, and purpose that lead to achievement, power and status. They are more patriotic and trusting of the American government because they came of age during World War II, "when patriotism ran high among American Citizens." (www.trinity.edu) As young adults, they conformed by marrying and having children early, but they had high divorce rates. They reached their peak in the 1950's and to date they are the first generation never to elect a U.S. President or to appoint a Chief Justice of the Supreme Court.

Baby Boomers.

Baby Boomers, currently the largest generational cohort in the workforce, are sometimes divided into the categories of the "early" and "late" Boomers. They came of age during the turbulent Civil Rights era and the Vietnam War, and saw enormous social change during their formative years (Hart, 2006). Though community spirit was strong during their youth, the older generations were determined to raise young people who would never follow a Hitler, a Stalin, or a Big Brother (Howe & Strauss, 2007).

Baby Boomers have had a huge influence on the corporate environments that we work in today. Boomers applied their competitive nature and industrious work ethic to building their

careers. Their willingness and ability to sustain hard work through mid-career is the topic of much research. Today, as they face increasing responsibilities for the care of aging parents and growing children, they are re-examining their careers and looking for ways to bring new balance to their lives (*Engaging the Generations* workshop, 2002).

Generation X.

Generation Xers view themselves as free agents, rather than as long-term employees loyal to one organization. They tend to be skeptical of organizations and authority. They prefer limited bureaucracy and the freedom to work independently (Hart, 2006).

Regarding training and development, Generation X employees feel it is an investment in themselves, a way to increase their marketability. This differs from Boomers and Traditionalists, who view training as a way to help them contribute to their present organization. Generation Xers expect fair compensation and the opportunity to earn more for doing more. They value time off, which helps them achieve the balance they seek in life (Wendover & Gargiulo, 2006).

Generation X will generally have more than 3 careers and 12 employers. They are resourceful, self-reliant and disinterested in corporate loyalty (Knight, 2007; Cary, 2008). When they leave a job, they seek more money, better benefits, greater appreciation, or a new challenge (Ludwick, 2007).

To understand this generation's lack of corporate loyalty and desire for balance between family and work, one should consider their history. They were the first latch-key children and 40 percent of them were raised in single-parent households. Despite the fact that their parents worked long hours and sacrificed leisure time for work, they saw organizations downsizing, reorganizing, and laying off their loyal grandparents and parents. From this, they learned that the job market is uncertain. When many of them were entering the professional workforce, they

witnessed the great success of people who started their own companies or worked for small start-up businesses. From this, they learned that success is perhaps more likely to be gained by ingenuity and a certain amount of risk-taking. The bottom line: they do not expect to spend a great length of time with any one company (Weston, 2001).

Generation Y.

Generation Y, the children of supportive yet overprotective “soccer moms” is viewed as confident, goal-oriented, well-socialized, and compliant. They gravitate to group activities, appreciate instant communication, and are accustomed to giving feedback (Hart, 2006).

Generation Y is understood to desire a voice in their workplace, and have high expectations of their employers and themselves. For a sense of safety and security, they turn to their families (Brosse, 2007; Pitt-Catsouphes & Smyer, 2007; Sherman, 2006).

Some researchers have found that Generation Y holds values similar to those of Traditionalists. However, they are more comfortable with mixed ethnicity and opposite gender, desire and expect flexibility, and have five careers and twenty-nine employers in their working life (Knight, 2007).

Generally, Generation Y desires to feel that they are a part of something important and that they can contribute something worthwhile. Managers should take note of this and make an effort to create excitement about the company’s achievement and employees’ roles in accomplishing their goals. To that end, management should not use meetings as a means of disseminating news and giving orders, but instead should invite participation from all parties (Gallo, 2006). In short, they should capitalize on the generation’s desire for collective action and all-around positive expectations about their work (Zemke, Raines, & Filipczak, 2000).

Generational Attitudes in the Workplace

As Robbins and Coulter (2005) point out, attitudes are evaluative statements that have three components. The cognitive component is the beliefs an individual holds. The emotional or feeling part of an attitude is the cognitive component and the behavioral component is the intention component. Previous research had identified these common attitudes towards work for each the four generational cohorts.

The attitudes developed by a generation influence how a person views the world, which includes how the person is motivated and wants to be managed. Values may influence attitudes.

A study (Blythe, Baumann et al, 2008) carried out in three large teaching hospitals in Ontario, Canada, during 2002 found “differences among age cohorts of nurses.” It found significant differences in career commitment, commitment to their current organization and job satisfaction. Among their findings:

1. Older nurses tended to be more committed to their hospitals than were younger nurses. Nurses aged 50+ and 40-49 scored significantly higher on affective commitment than did those aged 30-39; the 50+ group also scored significantly higher than did nurses 20-29 years of age.
2. Nurses in the oldest age group experienced the greatest job satisfaction. In particular, nurses 50+ and 40-49 were significantly more satisfied with their pay than nurses 20-29.
3. Nurses 50+ were significantly more satisfied with their promotion opportunities than were those who were 30-39 and 40-49 and significantly more satisfied with rules and procedures than were nurses who were 20-29
4. The oldest nurses had greater intrinsic job satisfaction than nurses 30-39 and were significantly more satisfied with the type of work they did, the financial

rewards they received, and the communication within their organizations.

Nurses in the oldest age group were significantly more satisfied with contingent rewards, work, and the work environment, and they experienced greater overall job satisfaction than the three younger groups.

Another study by Major Graig Triscarl (2002) found that generational differences between Generation X and the Baby Boomers had an impact on the U.S. Army's ability to retain quality officers. Triscarl studied seven sociological differences (values, economic trends, enemy threat, generational milestones, technology, career stages, gender and race relationships), in the two generations of officers. He found that values and milestones were affecting retention.

Cennamo & Gardiner (2008) explain that generational differences in work values may be linked to changes in the meaning of work. These changes are due to “. . . increasing numbers of dual-career and single parent families' expectations for work/life balance and to the increased use of electronic media and continuous learning of new skills” (p. 892).

The website Generations At Work (www.generationsatwork.com) which was developed by Claire Raines, one of the three co-authors who wrote the book by the same name, identifies these core values for each of the generations:

Table 1

Generations At Work - Generation's Core Values

World War II	Baby Boomers	Generation X	Millennial Generation
Dedication	Optimism	Diversity	Optimism
Sacrifice	Team oriented	Thinking globally	Civic duty
Hard work	Personal gratification	Balance	Confidence
Conformity	Health and wellness	Techno-literacy	Achievement

World War II	Baby Boomers	Generation X	Millennial Generation
Law and order	Personal growth	Fun	Sociability
Respect for authority	Youth	Informality	Morality
Patience	Work	Self-reliance	Street smarts
Delayed reward	Involvement	Pragmatism	Diversity
Duty before pleasure			
Adherence to rules			

The Society for Human Resource Management (SHRM) surveyed its members in 2004 about the different generations in the workplace. Each SHRM respondent was asked to identify the top workplace traits that were most attributed to a specific generation and ones that were the least. Results for each generation follow (Pages 11 & 12):

Table 2

SHRM Study List of Generational Characteristics

Generation	Most Characteristic	Least Characteristic
Silent	Loyal to organization	Embraces diversity
	Respectful of hierarchy	Has technological skills
	Prefers structure	Likes informality
	Gives maximum effort	
Baby Boomers	Gives maximum effort	Likes informality
	Accepting of authority	Respectful of hierarchy
	Results driven	Needs supervision
	Loyal to organization	

Generation	Most Characteristic	Least Characteristic
	Retains knowledge	
Generation X	Has technological skills	Respectful of hierarchy
	Likes informality	Likes structure
	Learns quickly	Loyal to organization
	Seeks life/work balance	
	Embraces diversity	
Generation Y	Has technological skills	Respectful of hierarchy
	Likes informality	Likes structure
	Learns quickly	Loyal to organization
	Embraces diversity	
	Needs supervision	

Randstad is an international staffing company that has been surveying the workforce in an effort to define current and emerging issues. In 2008 (2008 World of Work), Randstad asked participants in their survey to rank terms used to describe co-workers in their same generational cohorts and found (Page 21) the following:

Table 3

Randstad's Survey of List of Generational Characteristics

Gen Y	Gen X	Baby Boomers	Silent
Make personal friend at the workplace	Confident	Strong work ethic	Strong work ethic
Sociable	Competent	Competent	Ethical

Gen Y	Gen X	Baby Boomers	Silent
Thinks out of box	Willing to take responsibility	Ability to handle crisis	Committed to the company
Open to new ideas	Willing to put in the extra time to get the job done	Willing to take responsibility	Competent
Friendly	Ethical	Good communications skills	Confident

The Ranstad survey then asked participants the importance of their co-worker traits and how well the trait described themselves (Page 24):

Table 4

Randstad's Survey: Importance of Co-worker Traits

	Gen Y	Gen Y	Gen X	Gen X	Baby Boomers	Baby Boomers	Silent Generation	Silent Generation
Trait	Importance %	Describes Self %	Importance %	Describes Self %	Importance %	Describes Self %	Importance %	Describes Self %
Competent	70	64	73	74	82	78	81	83
Interacts well with all age groups	52	61	54	69	63	70	63	75
Ethical	55	58	69	71	75	78	87	86
Willing to take Responsibility	56	57	65	69	69	75	66	62
Ready to share knowledge with co-workers	53	56	62	63	65	71	69	83
Takes directions well	54	58	60	60	67	65	65	74
Good communication skills	65	55	70	60	69	69	72	74
Respectful of co-workers	67	55	71	66	77	72	76	83
Strong work ethics	65	53	73	68	77	78	79	84
Ability to handle crisis	65	53	73	68	77	78	79	84

Randstad (2008 World of Work) found the importance of various values by generational cohort (Page 27):

Table 5

Randstad's Survey: Importance of Value to Cohorts

Value	Silent Generation %	Baby Boomers %	Generation X %	Generation Y %
Feeling Valued	84	78	73	74
Recognition and appreciation	70	69	63	61
Supportive environment	71	65	58	53
Leadership I can relate to	69	64	51	51
Being part of a team	67	51	46	45
Shared vision, values, and pride	59	48	34	38
Empowerment	26	42	35	33

As elders, the Silent Generation has focused on discussion, inclusion, and process (as with the Iraq Study Group's list of 79 recommendations) but not on decisive action. Benefiting more than other generations have or will from ample late-in-life payouts, they have entered retirement with a comfortable lifestyle and unprecedented affluence. (Howe & Strauss, July-August, 2007). In sum, the Silent Generation is loyal, hardworking, financially conservative and faithful to institutions.

Baby Boomers tend to give themselves over to their jobs. They believe in paying dues, playing by the rules and building careers. Their feedback and guidance is indirect and considerate of people's feelings. They are process-oriented. They are trained to believe that

business results and relationships are intertwined. To get ahead, boomers learned to be diplomatic and to believe in people skills. (Zemke, Raines, Filipczak, 2000)

Summing up, Baby Boomers will demonstrate hard work and loyalty to employers as the way to get ahead. Their sense of who they are is deeply connected to their career achievements. They also have a sense of entitlement, are optimistic, cynical towards institutions, and believe in endless youth.

In the workplace, Generation X, like others, has specific needs. They desire a fun and casual work environment with a sense of teamwork. They view all team members as equally important. They prefer a more hands-off supervisory approach, preferring to be given a task and left alone to figure out the process of completing it. Tasks are performed quickly with expectations for immediate gratification. Generation Xers are willing to work hard, but expect supervisors to respect their need to have a personal life outside of work (Weston, 2001).

Generation Y tends to be well-educated, technologically advanced, and globally aware (Swenson, 2008). They have a short-term career perspective and general lack of trust in corporations. Their focus tends to be on personal success, but with a desire to improve life for others by volunteering. They are known as multi-taskers and versatile communicators (Swenson, 2008). Even though they are noted for being technologically savvy, they are also able verbal communicators (Melik, 2007).

For companies to successfully deal with Generation Y, they should understand that this group is mobile, able and willing to pursue better jobs anywhere. Organizations of the future could work to attract and keep Generation Y employees by being adaptable to change, being technologically advanced, providing challenging and motivating tasks, adopting flexible work schedules, and providing efficient training and mentoring programs (Swenson, 2008).

Generational Differences in the Workplace

In February 2008, The Australian Human Resources Institute (AHRI) surveyed more than 1,000 of its members concerning the significance of the role of different generations in their organization for their HRpulse Report: “What’s age got to do with it?” Forty- nine (49%) of all those surveyed responded that they thought intergenerational conflicts impacted their performance; forty-one percent (41%) said no, and ten percent (10%) were not sure.

SHRM (2004) surveyed 258 human resource (HR) professionals in the United States who were randomly selected members of the organization (p. iv). The SHRM survey respondents generally reported positive relations between the generations with 51% saying they work effectively together, 31% reported they frequently saw workers from different generations learning from each other, and 27% said the quality of work frequently improved with a variety of generational perspectives.

Forty percent of HR professionals observed conflict among employees as a result of generational differences. In organizations with 500 or more employees, 58% of HR professionals reported conflict between younger and older workers, largely due to differing perceptions of work ethic and work/life balance. Specifically:

1. 66% reported frequent (24%) and occasional (42%) conflicts regarding work hours between workers of different generations
2. 65% reported frequent (20%) and occasional (45%) perceptions that co-workers from other generations were not respecting them.
3. 76% reported frequent (19%) and occasional (57%) communication breakdowns between workers of different generations
4. 37% reported frequent (8%) and occasional (29%) resentment between workers of different generations (Page 2)
5. 59% reported frequently (14%) and occasionally (45%) that employees felt coworkers from other generations are over- or under reliant on technology
6. 60% reported frequently (13%) and occasionally (45%) employees take coworkers from other generations less seriously

Forty-two percent of the SHRM survey respondents reported that their organization has lost employees who are members of the two youngest generations because they felt that the members in the organization from the two older generations held top positions and they would not advance fast enough.

Drawing on the items used in the SHRM survey, Tony DiRomualdo (2006, October) surveyed participants in a workshop he was conducting with 70 workers, from age 21- 60 and from different companies, and “found some clear . . . perspectives on intergenerational relationships at work.” Although this was a limited study he found that work values, communications styles, and attitudes toward technology seemed to be the major points of intergenerational friction. His survey’s significant findings were:

1. Conflicts regarding acceptable work hours between workers of different generations (19 percent frequently observed, 37 percent sometimes observed)
2. Communication breakdowns between workers of different generations (15 percent frequently observed, 52 percent sometimes observed)
3. Employees stating that coworkers from other generations are over- or under-reliant on technology (12 percent frequently observed, 39 percent sometimes observed)
4. Employees taking co-workers from different generations less seriously (10 percent frequently observed, 34 percent sometimes observed)
5. Employees feeling that coworkers from other generations do not respect them (9 percent frequently observed, 30 percent sometimes observed)

The 2008 Randstad survey provided the following observations:

1. The transfer of knowledge between retiring generations of veteran workers and newer entrants to the workforce is unlikely.

2. Perceptions of co-workers, particularly those in Gen Y, are based largely on stereotypes.

3. Each generation sees itself as bringing different strengths to the workplace that don't enhance or expand the strengths of those older or younger (p. 20).

Differences in workplace expectations can vary greatly from one generation to the next. Research from the Boston College Center for Work & Family (Fraone, Hartmann, McNally) confirms that, "Employees of different generations define success in different ways; no longer is climbing the corporate ladder the ultimate goal. Younger workers may care less about advancement than about work-life balance, and may be less willing to make sacrifices in terms of overtime or overnight travel" (p.4).

Lyon, Legg, & Tomlson (2005) explain that organizations can: 1) understand and learn the values of generational cohorts; 2) learn to value this dimension of diversity; and 3) accommodate and meet the needs of these diverse generational cohorts by first understanding and acknowledging the values of each cohort. Then they must realize that their policies to meet the needs of a homogenous workforce no longer work. Thirdly, according to these researchers, organizations and managers need to accommodate and meet the needs of each segment of this diverse workforce. They contend that generation-friendly organizations allow the workplace to shape itself around its work, its customers served, and its employees.

Managing the Multi-Generational Workforce

Significant changes in work structures have forced more intense interactions in the workplace (Weston, 2005). The author pointed out that in nursing there is less of a hierarchy than in previous years, and more involvement of employees in decision making. This has led to increased interaction of employees from different generations. In the past, younger nurses would

often rely on more senior nurses in dealing with an unusual diagnosis, but today they can use the internet for quick research. This has resulted in instances in which the youngest employee in the workforce is the most expert at a given skill.

A successful manager will understand not only where associates are coming from, but also examine and understand his or her own framework in order to lessen any negative effects of these attitudes. For example, younger workers tend to value building job skills and retaining marketability on the job market, which older managers may view as disloyalty. However, younger workers are more likely to stay with an employer willing to make an investment in his or her personal skills and who maximizes the use of their unique contribution as the first generation to grow up in the Internet era

A 2007 AARP publication “Leading a Multigenerational Workforce” explained how Scripps Health in San Diego implemented a system-wide approach for attracting and retaining workers from all generations. Employee satisfaction has increased as well as retention, and the trust as measured by Work Trust Index has increased from 58 in 2001 to 82 in 2006. Their efforts included:

1. Conducting training for all leaders about generations. They learned about communication styles for each of the generations, studied workplace motivation and demotivators, and committed to specific leadership strategies.
2. Developing a life cycle employment and benefits program based on what employees need at certain stages of life and work.
3. Creating work/life and wellness programs including health assessments, concierge services, and on-site massage services.
4. Implementing training and re-skilling scholarships, career pathways, and coaching.

5. Offering a clinical mentor program which gives experienced nurses the opportunity to each, coach, and connect with nurses in the early stages of their careers.

6. Conducting a life equipment and ergonomic needs analysis.

7. Revamping their employee orientation.

8. Creating meaningful work opportunities, and enhancing communication strategies on the topic of career.

SHRM (2004) asked what approaches the HR professional might use to manage a multi-generational workforce. The respondents identified communicating information in multiple ways and using collaborative discussions for decision-making as the most successful managerial techniques. Training managers on dealing with generational differences and providing team-building activities were ranked third and fourth in terms of success, respectively.

There clearly is a power shift in the traditional employer/employee relationship (Sayers, 2008). Understanding the complexity of the individual members of the workforce is required. Sayers stated that a positive organizational culture is required for success as well as attracting and retaining a qualified workforce. He concluded that in order to meet the needs of a flexible, highly-trained and adaptable workforce, employers must provide flexible and adaptable employment options to fit employees' needs, abilities, and talents. Bruce Tulgan (2004) added that employers are finding that more of their best people are thinking like free agents, no longer establishing long-term employment relationships.

Sometimes generational differences are more perception than reality. One school district in North Carolina was facing a teacher shortage because of the high number of experienced Baby Boomers teachers retiring over a short period of time. At the same time Boomer principals, near

the end of their career, were reluctant to hire Generation X applicants. Renn (2008) explained: “These new generation teacher applicants (Generation X) were often described by principals as having ‘bad attitudes,’ as ‘lacking commitment’ and as being ‘poorly motivated for teaching’” (p. 23).

While the school system worked at slowing the tide of retirements, the system’s administration also conducted “principal development in order to improve understanding and appreciation of the new generations of teachers. The principals faced with teacher-less classrooms along with the training encouraged them to

. . . listen more carefully and more positively to the younger generation and to begin to consider instructional ability as the sole discriminator of quality rather than being fixated on such things as perceived poor attitudes, body art, or apparent generational differences. (Renn, p. 24).

A study sponsored by the Department of Medicine at the University of Calgary (Jove, Wallace, and Lemaitre, 2006) used both quantitative and qualitative data to explore how Baby Boomers and Generation X perceived the generation shift in work attitudes and behaviors. While qualitative data suggested that Baby Boomers generally viewed Gen X physicians as less committed to their medical career; the quantitative data reported few differences between the generations in work/life balance and attitudes towards patient care. They concluded that the majority of Baby Boomers saw Generation Xers’ emphasis on a balanced life as a lack of commitment and an unwillingness to work.

Psychologist Constance Patterson, PhD is a training specialist for the Louisiana School Psychology Internship Consortium. She notes, for example, Boomers may believe Gen Xers are too impatient and willing to throw out the tried-and true strategies, while Gen Xers may view Boomers as always trying to say the right thing to the right person and being inflexible to change. Traditionalists may view baby boomers as self-absorbed and prone to sharing too much

information, and baby boomers may view traditionalists as dictatorial and rigid. And, Gen Xers may consider Generation Y as too spoiled and self-absorbed, while Generation Y may view Gen Xers as too cynical and negative. (Dittmann, 2005)

Work/life balance can be a significant issue for both workers and organizations, as it was for P & G, a global consumers product company. Generations X and Y staff were willing to work hard but also want down time which was recognized as a generational difference. In a case study, Penna (global human resources consulting group) explained that the firm set up a cross-functional team to study these issues and try proposed solutions. The case study found this approach helped develop a range of internal communications that explained the issues around work/life balance geared to the various generations – this increased understanding and appreciation for the various generational perspectives.

Significant Difference Between Generations in the Workplace?

Several researchers and thinkers question the significance of generational differences in the workplace. Adler (2006) argues that there is no significant generational cohort differences in the workplace because all employees are seeking similar goals, including a chance to develop their skills, a chance to be rewarded fairly for their efforts, the opportunity to make an impact or a difference, and the opportunity to work with a team of top performers at a highly regarded company.

Jennifer Deal (2007) from The Center for Creative Leadership - like Alder - contended that generational differences in the workplace were a myth. Deal explained all generations have similar desires including wanting respect, desiring trustworthy leaders, disliking change, loyalty depending on the content, wanting to learn, and appreciating feedback. Among the top five values across all generations, according to Deal, were family, integrity, love, and self-respect.

A study published in the *Journal of Managerial Psychology* (Wolf, et al, 2008) by researchers in Australia shows their results were “. . . not supportive of the generational stereotypes that have been pervasive in the management literature and the media.” They contended that even when there were differences between generations based on personality and drivers of motivation they found these differences were related more to “age” rather than “generation.” They felt this difference was more related to stage of life rather than generation affiliation. They explained: “Different life stages may also serve as the most robust explanation for some of the other differences observed.” For example, it is possible that Baby Boomers, with senior positions, may be at a stage that necessitates and allows less socialization than their younger generations. Gen Y, on the other hand, may look for opportunities for social networks in order to build contacts within an organization.

In a 2001 study, Robert May examined the relationship between generational cohorts and their ratings of eight work attitudes from the Work Orientations module of the 1997 General Social Survey. He contended that: “Work values, which indicate both what aspects people consider when applying, selecting, and staying at their job, as well as the importance they assign to each of these aspects, have been recognized as a significant motivating factor and predictor of job satisfaction”(p.1).

May’s research found “mixed support for generational differences in work attitudes.” (p. 23). There was no apparent significant preference of the generational cohorts for either the extrinsic or intrinsic work value. More often than not the various cohorts agreed on the perceived importance of work values. His research is provided in following tabular format:

Table 6

May: Perceived Importance of Work Values

Value	Silent Generation Mean	Baby Boom Generation Mean	Generation X Mean	Overall Mean
Importance of Job Security	1.49	1.50	1.48	1.49
Importance of High Income	2.09	1.96	1.98	2.00
Importance of Opportunities for Good Advancement	1.88	1.80	1.63	1.76
Importance of Having an Interesting Job	1.61	1.55	1.47	1.54
Importance of Helping Other People	1.92	1.94	1.92	1.93
Importance of Having a Job that is Useful to Society	1.88	1.96	1.91	1.93
Importance of Being Able to Decide Times of Work	2.44	2.31	2.41	2.37
Preference for Being Self-Employed	1.63	1.69	1.79	1.71

Conclusion

The research has found that the very definition of generation is changing. Instead of the once thought 20 years span, now generation refers to a cohort of people shaped by a span of time that has contracted in length. Also a generation's commonalities cut through global, racial/ethnic and social boundaries. The four cohorts currently in the workplace are just such examples whose understanding of work and organization has been shaped by their own experiences.

Values are an individual's sense of right and wrong. They have been found to impact one's behavior and shape their sense of themselves. The common key values for each generation are:

1. Silent Generation: Loyal, hardworking, financially conservative and faithful to institutions

2. Baby Boomers: Hardworking, have a sense of entitlement, optimistic, cynical toward institutions, and believe in endless youth.

3. Generation X: Work hard, prefer "hands off" supervision, seek immediate gratification, and want their need for a work/life balance respected.

4. Generation Y: Adaptable to change, technologically advanced, seek challenging and motivating tasks, are flexible, and seek opportunities for growth including training.

Researchers have produced evidence that the different values of the various generations can lead to conflict and loss of organizational effectiveness and efficiency. Communication and a positive organizational culture can help to resolve friction between the generations as well as meeting each generation's desire for different rewards.

On the other hand, there is a school of thought that questions the significance of the generational differences in the workplace. They believe that all employees are seeking essentially the same things including respect, trustworthy leaders, loyalty, the opportunity to learn and grow as well as feedback. Some argue that any differences may be caused by the stage of the individual's career cycle.

Our research was aimed at soliciting Central Kentucky's workforce on 35 workplace issues that reflected their values. This was done to ascertain differences between generational beliefs and attitudes towards work.

CHAPTER THREE

METHODOLOGY

Overview

This study investigated the relationship between generational cohort and attitudes towards work-related issues. The researchers utilized a quantitative design. The Research Ethics Review Board of Midway College approved the study before any surveys were administered. All participants gave informed consent before beginning the survey.

Participants

The study took place in central Kentucky. The largest and most populous city in the area is Lexington. The following statistics describe the Lexington, Fayette County Metropolitan area. From 2005-2007, there were 440,000 residents (182,000 households). Eighty-six percent (86%) of individuals 25 years old and older had graduated from high school, and 33% had a bachelor's degree or higher. Fourteen percent (14%) were high school dropouts not currently enrolled in school. From 2005-2007 the leading industries were educational services, health care, social assistance (25%), and manufacturing (13%). Among the most common occupations were management, professional, and related occupations, 39%; sales and office occupations, 25%; service occupations, 15%; production, transportation, and material moving occupations, 12%; and construction, extraction, maintenance and repair occupations, 8%. The average household income was \$46,311 (U.S. Census Bureau, 2007).

The researchers surveyed approximately 1000 teachers, factory, service, office, and hospital workers at fifteen sites. Eight hundred and thirty-four surveys were found to be filled out completely.

Instrument

The research team designed the instrument. First, participants were asked to circle their generational cohort (Silent Generation: born between 1925 and 1942, Baby Boom Generation: born between 1943 and 1960, Generation X: born between 1961 and 1981, and Generation Y: born after 1982). Next, on a 1-5 Likert scale, they rated the extent to which they agreed with various work-related statements. The statements were decided upon after a review of the pertinent literature which suggested that there were differences among the generations' attitudes towards retirement, technology, diversity, formality, and loyalty. There were a total of 35 items. A pilot study was done in one of the researcher's classes to ascertain the instrument's validity. No participant from the pilot was included in the sample for the research study.

The survey took a participant approximately ten minutes to complete. All surveys were kept in a file in one of the researcher's offices.

Procedures

Approval from the Midway College Research Ethics Review Board was acquired prior to the onset of this study. Each participant received a cover letter explaining informed consent. Members of the research team administered the survey at some sites, while participants were able to submit their completed surveys in sealed envelopes at other sites.

CHAPTER 4

ANALYSIS OF DATA

In an effort to discover the workplace attitudes of employees from different generations, approximately 1000 surveys were administered to Kentucky employees from the manufacturing, education, and medical fields. These employees were from Generation Y, Generation X, and the Baby Boomer generation. From the total surveys administered, 834 were completed. Two hundred thirty-seven surveys were completed by employees from the Baby Boomer generation (BB), Four hundred ninety-seven surveys were completed by employees from Generation X (GenX), and one hundred surveys were completed by employees from Generation Y (GenY).

All responses that were either “Agree” or “Strongly Agree” were coded with a “1”. All responses of “Neutral”, “Disagree”, or “Strongly Disagree” were coded with a “0”. Items 10 and 29 were omitted early in the study as it was determined that several respondents did not understand the term “impromptu”.

Table 7

Means and Standard Deviations for BB, GenX, and GenY (standard deviations in parentheses)

Item	BB	GenX	GenY
1. Close supervision improves my performance.	0.20 (0.40)	0.23 (0.42)	0.29 (0.46)
2. I take my job performance appraisals very seriously.	0.90 (0.30)	0.91 (0.28)	0.89 (0.31)
3. I appreciate formality in speech and dress in the workplace.	0.59 (0.49)	0.59 (0.49)	0.59 (0.49)
4. Praise from my supervisor is a strong motivator for me.	0.78 (0.41)	0.79 (0.41)	0.83 (0.38)
5. I consider myself to be more work-focused than family-focused.	0.21 (0.41)	0.14 (0.35)	0.21 (0.41)

Item	BB	GenX	GenY
6. I am comfortable working with members from the opposite sex.	0.95 (0.22)	0.93 (0.26)	0.92 (0.27)
7. Job security is my top priority.	0.78 (0.41)	0.82 (0.39)	0.84 (0.37)
8. I am loyal to the organization I work for.	0.95 (0.21)	0.92 (0.28)	0.86 (0.35)
9. I can consider job opportunities at another organization while remaining loyal to my existing employer.	0.63 (0.48)	0.73 (0.44)	0.65 (0.48)
10. I welcome impromptu meetings to receive important information and updates.	Omitted	Omitted	Omitted
11. My co-workers are competent at what they do on the job.	0.73 (0.44)	0.73 (0.45)	0.75 (0.44)
12. I would enjoy attending company-sponsored social events for employees and their families.	0.54 (0.50)	0.67 (0.41)	0.58 (0.50)
13. Bonus pay and/or overtime pay are strong motivators for me.	0.80 (0.40)	0.80 (0.40)	0.83 (0.38)
14. It is important to me to be challenged at my job.	0.84 (0.36)	0.86 (0.35)	0.80 (0.40)
15. In general, I prefer to communicate in person rather than by electronic methods.	0.75 (0.44)	0.66 (0.47)	0.63 (0.49)
16. Competition among coworkers is a strong motivator for me.	0.21 (0.41)	0.30 (0.46)	0.44 (0.50)
17. Tuition aid would be a strong incentive for me.	0.43 (0.50)	0.61 (0.49)	0.70 (0.46)
18. I prefer group projects to individual projects.	0.31 (0.46)	0.38 (0.49)	0.34 (0.48)
19. Having an inexpensive health insurance plan is important to me.	0.92 (0.27)	0.90 (0.30)	0.88 (0.33)
20. Special recognition is a strong motivator for me.	0.51 (0.50)	0.53 (0.50)	0.74 (0.44)

Item	BB	GenX	GenY
21. It is important to me that the organization I work for is loyal to employees.	0.98 (0.13)	0.97 (0.18)	0.98 (0.14)
22. The number of vacation days available is very important when choosing an employer.	0.69 (0.46)	0.69 (0.46)	0.62 (0.49)
23. Being allowed creativity is important to me.	0.84 (0.37)	0.81 (0.39)	0.82 (0.39)
24. Teams are more effective in accomplishing work projects than individuals.	0.51 (0.50)	0.61 (0.49)	0.60 (0.49)
25. Having a company-funded retirement plan is important to me.	0.96 (0.20)	0.93 (0.25)	0.81 (0.39)
26. I follow the appropriate chain of command.	0.91 (0.29)	0.92 (0.28)	0.86 (0.35)
27. Tangible awards, such as trophies, plaques, and parking spaces, are strong motivators for me.	0.20 (0.40)	0.22 (0.41)	0.37 (0.49)
28. Having a strong voice in decision-making is important to me.	0.77 (0.42)	0.83 (0.37)	0.81 (0.39)
29. I am inconvenienced by having to attend an impromptu meeting.	Omitted	Omitted	Omitted
30. Time-off from work would be a strong incentive for me.	0.67 (0.47)	0.70 (0.46)	0.74 (0.44)
31. A balance between work and family is important to me.	0.93 (0.26)	0.95 (0.23)	0.90 (0.30)
32. Opportunity for advancement is important to me.	0.71 (0.45)	0.84 (0.37)	0.93 (0.26)
33. Having good working relationships with my colleagues is important to me.	0.96 (0.20)	0.96 (0.20)	0.97 (0.17)
34. I am comfortable working with people from different backgrounds and cultures.	0.94 (0.24)	0.96 (0.21)	0.97 (0.17)
35. Having comprehensive health insurance is important to me.	0.97 (0.16)	0.95 (0.23)	0.95 (0.22)

Three separate independent sample t-tests were conducted on the responses from the different generations. The alpha level was .01. These allow for comparison of Baby Boomers (BB) and Generation X (GenX), Baby Boomers and Generation Y (GenY), and Generation Y and Generation X. Table 8 lists the results comparing Baby Boomers with Generation X.

Table 8

t-tests Comparing BB and GenX (denotes significance)*

Item	Results	
1. Close supervision improves my performance.	$t(732) = 3.764,$	$p=.053$
2. I take my job performance appraisals very seriously.	$t(732) = 1.661,$	$p=.198$
3. I appreciate formality in speech and dress in the workplace.	$t(732) = 0.024,$	$p=.877$
4. Praise from my supervisor is a strong motivator for me.	$t(732) = 0.250,$	$p=.617$
5. I consider myself to be more work-focused than family-focused.	$t(732) = 19.255,$	$p<.001*$
6. I am comfortable working with members from the opposite sex.	$t(732) = 5.109,$	$p=.024$
7. Job security is my top priority.	$t(732) = 5.186,$	$p=.023$
8. I am loyal to the organization I work for.	$t(732) = 13.315,$	$p<.001*$
9. I can consider job opportunities at another organization while remaining loyal to my existing employer.	$t(732) = 23.883,$	$p<.001*$
10. I welcome impromptu meetings to receive important information and updates.	Omitted	
11. My co-workers are competent at what they do on the job.	$t(732) = 0.042,$	$p=.838$
12. I would enjoy attending company-sponsored social events for employees and their families.	$t(732) = 26.765,$	$p<.001*$

Item	Results	
13. Bonus pay and/or overtime pay are strong motivators for me.	$t(732) = 0.217,$	$p=.642$
14. It is important to me to be challenged at my job.	$t(732) = 0.634,$	$p=.426$
15. In general, I prefer to communicate in person rather than by electronic methods.	$t(732) = 26.274,$	$p<.001^*$
16. Competition among coworkers is a strong motivator for me.	$t(732) = 30.077,$	$p<.001^*$
17. Tuition aid would be a strong incentive for me.	$t(732) = 2.919,$	$p=.088$
18. I prefer group projects to individual projects.	$t(732) = 15.876,$	$p<.001^*$
19. Having an inexpensive health insurance plan is important to me.	$t(732) = 5.516,$	$p=.019$
20. Special recognition is a strong motivator for me.	$t(732) = 0.717,$	$p=.397$
21. It is important to me that the organization I work for is loyal to employees.	$t(732) = 7.089,$	$p<.01^*$
22. The number of vacation days available is very important when choosing an employer.	$t(732) = 0.104,$	$p=.747$
23. Being allowed creativity is important to me.	$t(732) = 3.135,$	$p=.077$
24. Teams are more effective in accomplishing work projects than individuals.	$t(732) = 12.348,$	$p<.001^*$
25. Having a company-funded retirement plan is important to me.	$t(732) = 8.077,$	$p<.01^*$
26. I follow the appropriate chain of command.	$t(732) = 0.553,$	$p=.457$
27. Tangible awards, such as trophies, plaques, and parking spaces, are strong motivators for me.	$t(732) = 0.851,$	$p=.357$
28. Having a strong voice in decision-making is important to me.	$t(732) = 16.786,$	$p<.001^*$

Item	Results	
29. I am inconvenienced by having to attend an impromptu meeting.	Omitted	
30. Time-off from work would be a strong incentive for me.	$t(732) = 3.143,$	$p=.077$
31. A balance between work and family is important to me.	$t(732) = 3.412,$	$p=.065$
32. Opportunity for advancement is important to me.	$t(732) = 57.283,$	$p<.001^*$
33. Having good working relationships with my colleagues is important to me.	$t(732) = 0.000,$	$p=.994$
34. I am comfortable working with people from different backgrounds and cultures.	$t(732) = 2.988,$	$p=.084$
35. Having comprehensive health insurance is important to me.	$t(732) = 13.106,$	$p<.001^*$

Table 9 lists the results comparing Baby Boomers with Generation Y.

Table 9

t-tests Comparing BB and GenY (denotes significance)*

Item	Results	
1. Close supervision improves my performance.	$t(335) = 11.955,$	$p=.001^*$
2. I take my job performance appraisals very seriously.	$t(335) = 0.227,$	$p=.634$
3. I appreciate formality in speech and dress in the workplace.	$t(335) = 0.014,$	$p=.905$
4. Praise from my supervisor is a strong motivator for me.	$t(335) = 4.531,$	$p=.034$
5. I consider myself to be more work-focused than family-focused.	$t(335) = 0.002,$	$p=.968$
6. I am comfortable working with members from the opposite sex.	$t(335) = 4.267,$	$p=.04$

Item	Results	
7. Job security is my top priority.	$t(335) = 6.743,$	$p=.01^*$
8. I am loyal to the organization I work for.	$t(335) = 36.731,$	$p<.001^*$
9. I can consider job opportunities at another organization while remaining loyal to my existing employer.	$t(335) = 0.371,$	$p=.543$
10. I welcome impromptu meetings to receive important information and updates.	Omitted	
11. My co-workers are competent at what they do on the job.	$t(335) = 0.599,$	$p=.440$
12. I would enjoy attending company-sponsored social events for employees and their families.	$t(335) = 2.161,$	$p=.143$
13. Bonus pay and/or overtime pay are strong motivators for me.	$t(335) = 1.994,$	$p=.159$
14. It is important to me to be challenged at my job.	$t(335) = 3.665,$	$p=.056$
15. In general, I prefer to communicate in person rather than by electronic methods.	$t(335) = 14.618,$	$p<.001^*$
16. Competition among coworkers is a strong motivator for me.	$t(335) = 46.613,$	$p<.001^*$
17. Tuition aid would be a strong incentive for me.	$t(335) = 24.324,$	$p<.001^*$
18. I prefer group projects to individual projects.	$t(335) = 1.226,$	$p=.269$
19. Having an inexpensive health insurance plan is important to me.	$t(335) = 6.545,$	$p=.011$
20. Special recognition is a strong motivator for me.	$t(335) = 70.283,$	$p<.001^*$
21. It is important to me that the organization I work for is loyal to employees.	$t(335) = 0.156,$	$p=.694$
22. The number of vacation days available is very important when choosing an employer.	$t(335) = 5.398,$	$p=.021$

Item	Results	
23. Being allowed creativity is important to me.	$t(335) = 0.466,$	$p=.495$
24. Teams are more effective in accomplishing work projects than individuals.	$t(335) = 8.913,$	$p=.003^*$
25. Having a company-funded retirement plan is important to me.	$t(335) = 87.030,$	$p<.001^*$
26. I follow the appropriate chain of command.	$t(335) = 6.337,$	$p=.012$
27. Tangible awards, such as trophies, plaques, and parking spaces, are strong motivators for me.	$t(335) = 31.931,$	$p<.001^*$
28. Having a strong voice in decision-making is important to me.	$t(335) = 3.087,$	$p=.080$
29. I am inconvenienced by having to attend an impromptu meeting.	Omitted	
30. Time-off from work would be a strong incentive for me.	$t(335) = 7.207,$	$p<.01^*$
31. A balance between work and family is important to me.	$t(335) = 2.980,$	$p=.085$
32. Opportunity for advancement is important to me.	$t(335) = 134.629,$	$p<.001^*$
33. Having good working relationships with my colleagues is important to me.	$t(335) = 1.138,$	$p=.287$
34. I am comfortable working with people from different backgrounds and cultures.	$t(335) = 5.157,$	$p=.024$
35. Having comprehensive health insurance is important to me.	$t(335) = 5.384,$	$p=.021$

Table 10 lists the results comparing Generation X with Generation Y.

Table 10

t-tests Comparing Gen X and GenY (denotes significance)*

Item	Results	
1. Close supervision improves my performance.	$t(595) = 5.728,$	$p=.017$
2. I take my job performance appraisals very seriously.	$t(595) = 2.149,$	$p=.143$
3. I appreciate formality in speech and dress in the workplace.	$t(595) = 0.000,$	$p=.986$
4. Praise from my supervisor is a strong motivator for me.	$t(595) = 3.826,$	$p=.051$
5. I consider myself to be more work-focused than family-focused.	$t(595) = 9.547,$	$p<.01^*$
6. I am comfortable working with members from the opposite sex.	$t(595) = 0.275,$	$p=.600$
7. Job security is my top priority.	$t(595) = 1.264,$	$p=.261$
8. I am loyal to the organization I work for.	$t(595) = 12.198,$	$p=.001^*$
9. I can consider job opportunities at another organization while remaining loyal to my existing employer.	$t(595) = 8.115,$	$p<.01^*$
10. I welcome impromptu meetings to receive important information and updates.	Omitted	
11. My co-workers are competent at what they do on the job.	$t(595) = 1.008,$	$p=.316$
12. I would enjoy attending company-sponsored social events for employees and their families.	$t(595) = 7.530,$	$p<.01^*$
13. Bonus pay and/or overtime pay are strong motivators for me.	$t(595) = 1.439,$	$p=.231$
14. It is important to me to be challenged at my job.	$t(595) = 7.020,$	$p<.01^*$

Item	Results	
15. In general, I prefer to communicate in person rather than by electronic methods.	$t(595) = 1.151,$	$p=.284$
16. Competition among coworkers is a strong motivator for me.	$t(595) = 16.325,$	$p<.001^*$
17. Tuition aid would be a strong incentive for me.	$t(595) = 17.136,$	$p<.001^*$
18. I prefer group projects to individual projects.	$t(595) = 2.496,$	$p=.115$
19. Having an inexpensive health insurance plan is important to me.	$t(595) = 1.034,$	$p=.310$
20. Special recognition is a strong motivator for me.	$t(595) = 131.440,$	$p<.001^*$
21. It is important to me that the organization I work for is loyal to employees.	$t(595) = 2.228,$	$p=.136$
22. The number of vacation days available is very important when choosing an employer.	$t(595) = 5.014,$	$p=.026$
23. Being allowed creativity is important to me.	$t(595) = 0.275,$	$p=.600$
24. Teams are more effective in accomplishing work projects than individuals.	$t(595) = 0.240,$	$p=.624$
25. Having a company-funded retirement plan is important to me.	$t(595) = 54.579,$	$p<.001^*$
26. I follow the appropriate chain of command.	$t(595) = 11.189,$	$p=.001^*$
27. Tangible awards, such as trophies, plaques, and parking spaces, are strong motivators for me.	$t(595) = 27.513,$	$p<.001^*$
28. Having a strong voice in decision-making is important to me.	$t(595) = 1.184,$	$p=.227$
29. I am inconvenienced by having to attend an impromptu meeting.	Omitted	
30. Time-off from work would be a strong incentive for me.	$t(595) = 2.306,$	$p=.129$

Item	Results	
31. A balance between work and family is important to me.	$t(595) = 11.349,$	$p=.001^*$
32. Opportunity for advancement is important to me.	$t(595) = 27.179,$	$p<.001^*$
33. Having good working relationships with my colleagues is important to me.	$t(595) = 1.318,$	$p=.251$
34. I am comfortable working with people from different backgrounds and cultures.	$t(595) = 1.724,$	$p=.190$
35. Having comprehensive health insurance is important to me.	$t(595) = 0.123,$	$p=.726$

Baby Boomers are significantly more likely than Generation X to agree with items:

- 5. I consider myself to be more work-focused than family-focused.
- 8. I am loyal to the organization I work for.
- 15. In general, I prefer to communicate in person rather than by electronic methods.
- 21. It is important to me that the organization I work for is loyal to employees.
- 25. Having a company-funded retirement plan is important to me.
- 35. Having comprehensive health insurance is important to me.

Generation X is significantly more likely than Baby Boomers to agree with items:

- 9. I can consider job opportunities at another organization while remaining loyal to my existing employer.
- 12. I would enjoy attending company-sponsored social events for employees and their families.
- 16. Competition among coworkers is a strong motivator for me.
- 18. I prefer group projects to individual projects.
- 24. Teams are more effective in accomplishing work projects than individuals.
- 28. Having a strong voice in decision-making is important to me.
- 32. Opportunity for advancement is important to me.

Baby Boomers are significantly more likely than Generation Y to agree with items:

- 8. I am loyal to the organization I work for.

15. In general, I prefer to communicate in person rather than by electronic methods.
25. Having a company-funded retirement plan is important to me.

Generation Y is significantly more likely than Baby Boomers to agree with items:

1. Close supervision improves my performance.
7. Job security is my top priority.
16. Competition among coworkers is a strong motivator for me.
17. Tuition aid would be a strong incentive for me.
20. Special recognition is a strong motivator for me.
24. Teams are more effective in accomplishing work projects than individuals.
27. Tangible awards, such as trophies, plaques, and parking spaces, are strong motivators for me.
30. Time-off from work would be a strong incentive for me.
32. Opportunity for advancement is important to me.

Generation X is significantly more likely than Generation Y to agree with items:

8. I am loyal to the organization I work for.
9. I can consider job opportunities at another organization while remaining loyal to my existing employer.
12. I would enjoy attending company-sponsored social events for employees and their families.
14. It is important to me to be challenged at my job.
25. Having a company-funded retirement plan is important to me.
26. I follow the appropriate chain of command.
31. A balance between work and family is important to me.

Generation Y is significantly more likely than Generation X to agree with items:

5. I consider myself to be more work-focused than family-focused.
16. Competition among coworkers is a strong motivator for me.
17. Tuition aid would be a strong incentive for me.
20. Special recognition is a strong motivator for me.
27. Tangible awards, such as trophies, plaques, and parking spaces, are strong motivators for me.
32. Opportunity for advancement is important to me.

CHAPTER 5

DISCUSSION

The first part of the discussion will consider and analyze responses that were significantly different among the generational cohorts. This is followed with a review and analysis of responses with no significant differences between generations. The possibility that generational differences might be related to phases of a person's career is considered as well as the implications of cross generational working relations and their implications for recruitment and retention. Finally, the conclusions are reviewed and suggestions for future research are made.

Generational Differences and Similarities

The following table shows the areas of significant differences between the generations' responses to the survey:

Table 11

Results from the Survey with Areas of Significant Difference Highlighted

	Significant Difference between Baby Boomers and Generation X	Significant Difference between Baby Boomers and Generation Y	Significant Difference between Generation X and Generation Y
1. Close supervision improves my performance.		X	
2. I take my job performance appraisals very seriously.			
3. I appreciate formality in speech and dress in the workplace.			
4. Praise from my supervisor is a strong motivator for me.			
5. I consider myself to be more work-focused than family-focused.	X		X

	Significant Difference between Baby Boomers and Generation X	Significant Difference between Baby Boomers and Generation Y	Significant Difference between Generation X and Generation Y
6. I am comfortable working with members from the opposite sex.			
7. Job security is my top priority.		X	
8. I am loyal to the organization I work for.	X	X	X
9. I can consider job opportunities at another organization while remaining loyal to my existing employer.	X		X
11. My co-workers are competent at what they do on the job.			
12. I would enjoy attending company-sponsored social events for employees and their families.		X	X
13. Bonus pay and/or overtime pay are strong motivators for me.			
14. It is important to me to be challenged at my job.		X	
15. In general, I prefer to communicate in person rather than by electronic methods.	X	X	
16. Competition among coworkers is a strong motivator for me.	X	X	X
17. Tuition aid would be a strong incentive for me.		X	X
18. I prefer group projects to individual projects.	X		
19. Having an inexpensive health insurance plan is important to me.			
20. Special recognition is a strong motivator for me.		X	X
21. It is important to me that the organization I work for is loyal to employees.	X		

	Significant Difference between Baby Boomers and Generation X	Significant Difference between Baby Boomers and Generation Y	Significant Difference between Generation X and Generation Y
22. The number of vacation days available is very important when choosing an employer.			
23. Being allowed creativity is important to me.			
24. Teams are more effective in accomplishing work projects than individuals.	X	X	
25. Having a company-funded retirement plan is important to me.	X	X	X
26. I follow the appropriate chain of command.		X	
27. Tangible awards, such as trophies, plaques, and parking spaces, are strong motivators for me.		X	X
28. Having a strong voice in decision-making is important to me.	X		
30. Time-off from work would be a strong incentive for me.		X	
31. A balance between work and family is important to me.		X	
32. Opportunity for advancement is important to me.	X	X	X
33. Having good working relationships with my colleagues is important to me.			
34. I am comfortable working with people from different backgrounds and cultures.			
35. Having comprehensive health insurance is important to me.	X		

Note: Items 10 and 29 were omitted early in the study because it was determined that several respondents didn't fully understand the wording.

Differences between Baby Boomers and Generation X and Generation Y

Based on the survey results, Baby Boomers are significantly more likely than Generation X to agree with being more work-focused than family-focused, valuing organizational loyalty to employees, and comprehensive health insurance. Baby Boomers are significantly more likely than Generations X *and* Y to agree with preferring in-person communication, valuing a company-funded retirement plan, and being loyal to their organization.

Baby Boomers see themselves as more work-focused and loyal to their organization. Baby Boomers appear to be more likely than other generations to value survey items (5, 8, 21, 25, & 35) that protected their current job status and future retirement interests. Results for item 15 (In general, I prefer to communicate in person rather than by electronic means) may relate more to a lack of familiarity with or possession of advanced computer skills rather than not wanting to use this form of communication, which younger generations acquired and practiced early in life.

The “significantly more likely” choices made by Baby Boomers are confirmed when one examines the top ten values of generational respondents as reflected by the survey items, listed below:

Table 18

Baby Boomer Top Ten Responses

Rank	Item	Mean	Value Reflected in Item
1	21	0.98	Value their organization’s loyalty to employees
2	35	0.97	Value comprehensive health insurance
3	25	0.95	Value a company funded retirement
4	33	0.95	Value good working relationship with fellow employees

Rank	Item	Mean	Value Reflected in Item
5	8	0.95	Value employee's loyalty to their organization
6	6	0.94	Value gender diversity
7	34	0.94	Value of diversity
8	19	0.92	Value of inexpensive health insurance
9	26	0.90	Value of organizational authority
10	2	0.89	Value feedback from employer

Some of the values expressed by Baby Boomers surveyed in Central Kentucky were similar to the SHRM 2004 study, which also found that Baby Boomers viewed themselves as loyal to their organization, and accepting of organizational authority.

Differences between Generation X and Baby Boomers and Generation Y

The survey found that Generation X is significantly more likely than Baby Boomers to agree that they are strongly motivated by competition, prefer group projects to individual projects, believe that teams are more effective than individuals, feel that it is important to have a strong voice in decision-making, and value the opportunity for advancement.

Generation X is significantly more likely than Generation Y to agree that the following issues are important: a balance between work and family, having a company-funded retirement plan, and being challenged at work. They are also more likely to state that they are loyal to their organization and they follow the proper chain of command.

Generation X respondents were more likely than Baby Boomers *and* Generation Y to agree that they could consider job opportunities at another organization while remaining loyal to their current employer, and that they would enjoy attending company-sponsored social events for employees and families.

Generation X, based on their credentials (education and experience), would generally be more marketable than Baby Boomers nearing retirement and/or Generation Y, the newest entrants in the workforce with less experience. Thus, it is not surprising that Generation X respondents were more likely to be more comfortable with item 9 (I can consider job opportunities at another organization while remaining loyal to my existing employer). Such security appears to be generally an expression of their perceived marketability based on their education or experience or both, even when given our current unemployment rate of almost 10 percent and the weak job market as indicated by the US Dept. of Labor in its June 5, 2009 information.

The survey showed these were the top ten responses by Generation X:

Table 13

Generation X Top Ten Responses

Rank	Item	Mean	Attitude Reflected in Item
1	21	0.96	Value their organization's loyalty to employees
2	33	0.95	Value good working relationship with fellow employees
3	34	0.95	Value of diversity
4	31	0.94	Value balance between family and work
5	35	0.94	Value comprehensive health insurance
6	25	0.93	Value a company sponsored retirement plan
7	6	0.92	Value gender diversity
8	8	0.91	Value employee's loyalty to their organization
9	26	0.91	Value of organizational authority
10	2	0.91	Value feedback from employer

A couple of commonalities exist between the current study and earlier research. The SHRM 2004 study also noted that Generation X sought a work-life balance, while the Generations at Work study described Generation X as valuing diversity.

Differences between Generation Y and Baby Boomers and Generation X

Generation Y is significantly more likely than Baby Boomers to agree that job security is their top priority, that teams are more effective than individuals, that time off from work is a strong incentive, and that close supervision improves their performance.

Generation Y is significantly more likely than Generation X to agree that they considered themselves more work-focused than family-focused.

Generation Y is significantly more likely than Baby Boomers *and* Generation X to agree on the importance of opportunity for advancement, and that competition, tuition aid, special recognition, and tangible rewards are all strong motivators.

Generation Y is significantly stronger in their desire for the opportunity for advancement than the Baby Boomers or Generation X, and they see competition among co-workers as a strong motivator. Generation Y values “close supervision” more highly when compared to Baby Boomers and Generation X respondents. Considering Generation Y workers are usually the new employees in an organization, their desire to advance in an organization may be perceived as threatening to Baby Boomers and Generation X.

The welcoming of close supervision (coaching and counseling) to increase their level of proficiency (job skills) and desire for “tuition aid” to increase their educational level could give them a leg up relative to advancement in an organization. Obtaining tuition assistance not only is necessary due to the fact that new employees are often paid at lower rates than longer term employees but such allows them to return to school and obtain additional education, training, and

certifications. Such will enhance their vitas and hopefully give them an advantage especially in an economy that is increasingly driven by the service sector where additional education and experience can place them in contention for higher level supervisory and management positions and more continuous employment.

Table 14

Generation Y Top Ten Responses

Rank	Item	Mean	Value Reflected in Item
1	21	0.98	Value their organization's loyalty to employees
2	34	0.97	Value of diversity
3	33	0.97	Value good working relationship with fellow employees
4	35	0.95	Value comprehensive health insurance
5	32	0.93	Value opportunity for advancement
6	6	0.92	Value gender diversity
7	31	0.90	Value balance between family and work
8	2	0.89	Value feedback from employer
9	19	0.88	Value inexpensive health insurance
10	26	0.86	Value organizational authority

The top-ten responses for Generation Y are similar to some of the previous generational research. Specifically, the SHRM 4004 study and Generations at Work noted Generation Y's tendency to embrace diversity, while the Randstad study noted Generation Y's sociability.

Generational Similarities

All three generations represented by the survey respondents agreed or valued seven of the same items as part of their top ten list:

- Item 2 I take my performance appraisals very seriously
- Item 6 I am comfortable working with members from the opposite sex
- Item 21 It is important to me that the organization I work for is loyal to employees
- Item 26 I follow the appropriate chain of command
- Item 33 Having good working relationships with my colleagues is important to me
- Item 34 I am comfortable working with people from different backgrounds and cultures
- Item 35 Having comprehensive health insurance is important to me

Five other items were chosen by two generations as part of their top ten responses as listed below.

- Item 8 I am loyal to the organization I work for (chosen by Baby Boomers and Generation X)
- Item 19 Having an inexpensive health insurance plan is important to me (chosen by Baby Boomers and Generation Y)
- Item 25 Having a company-funded retirement plan is important to me (chosen by Baby Boomers and Generation X)
- Item 3 A balance between work and family is important to me (chosen by generation X and Y)

Generational Differences and Phases of Career

Some of the differences might be related to the phase of life or career of each generation. For instance, Boomers are more likely than Generation X to be concerned about retirement, while Generation X is more concerned than Generation Y. Another example would be that Generation X is more family-focused than Generation Y or Boomers, presumably because they are more likely to have young children.

A study published by Wolf, et al (2008) reported no evidence to support the current generational stereotypes. They observed the various generations' perspectives were related more

to “age” rather than “generation.” If their data and conclusion is correct, it does point to a difference in work values and preferences regardless of specific causes.

Survey Implications for Cross-Generation Working Relationships

The key issue between and among all generations is the establishment and maintenance of good working relationships within the work place between and among executives, managers, supervisors, peers, and subordinates, etc. This includes obtaining and maintaining a high level of collaboration and cooperation between and among all employees, and eliminating all unnecessary conflicts. Such was addressed directly and indirectly by several survey items including:

- Item 1 Close supervision improves my performance
- Item 2 I take my performance appraisals very seriously
- Item 3 I appreciate formality in speech and dress in the workplace
- Item 4 Praise from my supervisor is a strong motivator for me
- Item 5 I consider myself to be more work-focused than family focused
- Item 6 I am comfortable working with members of the opposite sex
- Item 11 My co-workers are competent at what they do on the job
- Item 15 In general I prefer to communicate in person rather than by electronic methods
- Item 16 Competition among coworkers is a strong motivator for me
- Item 18 I prefer group projects to individual projects
- Item 23 Being allowed creativity is important to me
- Item 2 Teams are more effective in accomplishing work projects than individuals
- Item 26 I follow the appropriate chain of command
- Item 28 Having a strong voice in decision-making is important to me
- Item 31 A balance between work and family is important to me
- Item 32 Opportunities for advancement is important to me
- Item 33 Having good working relationships with my colleagues is important to me

Generation X and Generation Y both agreed with item 24, which stated that teams are more effective in accomplishing work projects than individuals. They were much more likely to see teams as a means for accomplishing or meeting work objectives than were Baby Boomers.

There are many types of work groups and teams such as intact teams, cross-functional teams, or a mixed group of individuals that can exist in organizations. Few, however, function at

peak levels. Effective teamwork can be challenging to achieve, unless the core issues such as improving communication, tapping into creativity, maximizing resources, overcoming resistance, dealing with change in a positive way, and increasing productivity, etc., are addressed. When these competencies are applied, teams are stronger, more productive, and more aligned with the purposes for which they were created.

In summary, with all other things being equal such as demonstrated leadership skills, scores on performance evaluations, training, a desire and demonstration in meeting company objectives, etc., it might be best to look at those candidates as team members and leaders who valued items:

8. I am loyal to the organization I work for (Baby Boomers most likely to chose over Generation X and Generation X more likely to value than Generation Y),
14. It is important to me to be challenged at my job (Generation X mostly likely to choose over Generation Y),
18. I prefer group projects to individual projects (Generation X more likely to choose over Baby Boomers),
24. Teams are more effective in accomplishing work projects than individuals (Generation X & Y more likely to choose over Baby Boomers).

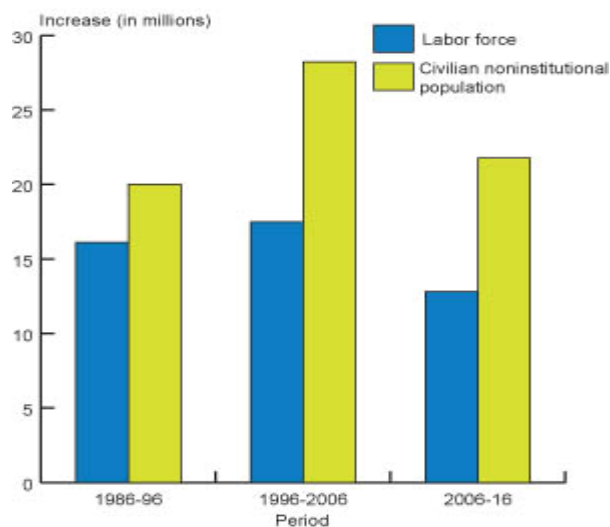
Implications for Recruitment and Retention

According to the US Department of Labor, population trends affect employment opportunities in a number of ways, and the changes in population influence the demand for goods and services. Population changes produce corresponding changes in the size and demographic composition of the labor force. Further they point out: The 2006-2016 rate of growth is slower than the growth rate over the 1986-1996 and 1996-2006 periods—9 percent, 11

percent, and 13 percent, respectively. Continued growth, however, will mean more consumers of goods and services, spurring demand for workers in a wide range of occupations and industries. The effects of population growth on various occupations will differ. The differences are partially accounted for by the age distribution of the future population.

Changes in the Population and Labor Force

Chart 1. Numeric change in the population and labor force, 1986-96, 1996-2006, and projected 2006-16



Source: U.S. Department of Labor

As the baby boomers continue to age, the 55 to 64 age group will increase by 30.3 percent or 9.5 million persons, more than any other group. The 35 to 44 age group will decrease by 5.5 percent, reflecting a slowed birth rate following the baby boom generation, while the youth population, aged 16 to 24, will decline 1.1 percent over the 2006-2016 period. (US Department of Labor Occupational Outlook Handbook, 2008-09 Edition)

It seems that the current trend of limited funds available for compensation and benefits will continue in the future. Considering this fact and the population shift through 2016, it would be well for employers to review the values and priorities of the different generational groups and formulate their compensation and benefit packages in a cafeteria package.

Providing an equitable percentage of salary to all generations would not only meet all equal opportunity requirements, but allow the various generations to pick those benefits that fit their situation. For example, Baby Boomers who have retired from one job and wish to continue to work (see above analysis of the Labor Department) could choose additional time off rather than participation in the insurance plan especially if they were already covered by insurance under a retirement plan or Medicare, etc.

Conclusions

As explained throughout this chapter, several significant differences exist among the generations. These represent differences in attitudes and beliefs that won't unify an organization. Thus we conclude that generational differences are likely an element of diversity that leaders of organizations need to be aware of and manage. The literature suggests that the different attitudes of the various generations can lead to conflict and loss of organizational effectiveness and efficiency. To prevent this, leaders need to understand what is behind these feelings and work on communication and creating a positive work culture. Importantly, a process of self-examination should be pursued. Leaders must understand their own feelings and how their own perspectives and management style is affected.

This is particularly important in light of the changes taking place in the workforce including the flattening of the hierarchy and involvement of employees in decision making which has heightened the interaction of employees from different generations. (Weston, 2005). There is a real demographic change of fewer available workers over time and the demand for Baby Boomers to stay in the workplace longer due to necessity or personal choice.

On a positive note, while our findings found some significant differences in values between the generations, we also found some in common. The survey results suggested there are

values that all three generations considered important including loyalty from their employer, which was the highest ranked by all. Another key value among all generations was the establishment and maintenance of good working relationships within the workplace. All three generations represented by the survey respondents i.e. Baby Boomers, Generation X and Generation Y agreed or valued seven of the same Items as part of their top ten list as follows:

- Item 2 I take my performance appraisals very seriously
- Item 6 I am comfortable working with members from the opposite sex
- Item 21 It is important to me that the organization I work for is loyal to employees
- Item 26 I follow the appropriate chain of command
- Item 33 Having good working relationships with my colleagues is important to me
- Item 34 I am comfortable working with people from different backgrounds and cultures
- Item 35 Having comprehensive health insurance is important to me

The research results also point out that the generational values of workers in Central Kentucky are similar to like generational cohorts described in the research literature that was reviewed. There were no particular differences between our cohorts and others elsewhere. This tends to confirm an observation that generational commonalities cut through global, racial/ethnic and social boundaries (Strauss & Howe, 2007). In addition this could assist important knowledge transfer issues as the Baby Boomers eventually leave the workforce.

Further Research

These research results open the door to numerous other research opportunities relative to an in-depth comparison of the responses by the various generations as well as an in-depth comparison of the responses within generational groups.

Example of the further research could relate to the following:

1. Determine the motivational basis for common values chosen by all generations such as “Loyalty to the organization I work for.” It could same be a reaction to the current (2009) economic downturn and job losses or based on job satisfaction, working conditions of the respondents, etc.

2. Determine the reasons and purposes for all three generations ranking item # 33 “Having good working relationships with my colleagues is important to me” as one of their top 4 values within the work place. One may ask if this is based on fear of job loss or loss of market share, the need to conform to cultural norms within the workplace, intense training, etc.
3. Determine the correlations (if any) between the motivational factors for the different generational group responses to item 33 “Having good working relationships with my colleagues is important to me” and item 11 “My co-workers are competent at what they do on the job” i.e. Conduct in depth research to determine if there are positive or negative correlation between items 33 and 11.

APPENDIX A**Midway College Generations Study**

Permission to Conduct Study

A research team of faculty members at Midway College is studying the impact of different generational attitudes towards work in the workplace. A key component of this research is the completion of a survey by employees representing several companies and/or organizations.

This survey will be conducted on a voluntary basis with the identity of all participants remaining strictly anonymous. Results of the survey will be confidential as it pertains to any one company or organization.

Midway College will coordinate administration of the survey with the company or organization's designee, allowing participants to complete the survey, seal the document in an envelope, and return it to a Midway College representative.

All applicable laws and regulations will be strictly followed in the administration of this survey. Prior to the administration of this survey, it must be approved by the Midway College Research Ethics Review Board.

Midway College requests that _____ grant permission to administer the survey as described above and under the conditions set forth, to its employees at the location(s) designated by the company or organization.

Signed

Title

Date

APPENDIX B**MIDWAY COLLEGE
Generations Study
Informed Consent to Accompany Survey**

The study is being undertaken to assess the question: Do working members of the four different generations present in the workforce hold, as a group, different attitudes toward work? The topic appears to have been lightly addressed thus far by academic or industry researchers.

Through survey, data will be collected from employees of businesses in primarily Central Kentucky and analyzed to reach conclusions on this question. The survey will take no more than fifteen minutes to complete.

Survey forms are not marked and not linked to the respondent. Your anonymity is guaranteed both in responding and in later analysis of your responses. Having read this informed consent, if you agree to participate, check the box at the start of the survey.

You are not required to participate in this study. If you elect to participate, you are free to change your mind and end your survey response at any time. Please place the survey, completed or not, in the attached envelope, seal the envelope, and return the envelope to the master envelope provided by the Midway College representative.

Any inquiries concerning the procedures of this study can be discussed with Dr. Francis Fletcher (858 846-5330) or Dr. David Gibson (859 846-6047) of Midway College. This study has been reviewed and approved by the Midway College Research Ethics Review Board as in compliance with ethical guidelines. Questions, reservations, or appeals regarding the procedures can be referred to Dr. Fletcher.

The results of this study are expected to be of considerable importance to business managers. We expect survey results to be available within six months of the survey. These results in aggregate will be shared with your organization. Your cooperation is invaluable and greatly appreciated.

Dr. Francis Fletcher
Midway College

13. Bonus pay and/or overtime pay are strong motivators for me.					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
14. It is important to me to be challenged at my job.					
15. In general, I prefer to communicate in person rather than by electronic methods.					
16. Competition among coworkers is a strong motivator for me.					
17. Tuition aid would be a strong incentive for me.					
18. I prefer group projects to individual projects.					
19. Having an inexpensive health insurance plan is important to me.					
20. Special recognition is a strong motivator for me.					
21. It is important to me that the organization I work for is loyal to employees.					
22. The number of vacation days available is very important when choosing an employer.					
23. Being allowed creativity is important to me.					
24. Teams are more effective in accomplishing work projects than individuals.					
25. Having a company-funded retirement plan is important to me.					
26. I follow the appropriate chain of command.					
27. Tangible awards, such as trophies, plaques, and parking spaces, are strong motivators for me.					
28. Having a strong voice in decision-making is important to me.					
29. I am inconvenienced by having to attend an impromptu meeting.					
30. Time-off from work would be a strong incentive for me.					
31. A balance between work and family is important to me.					
32. Opportunity for advancement is important to me.					
33. Having good working relationships with my colleagues is important to me.					
34. I am comfortable working with people from different backgrounds and cultures.					
35. Having comprehensive health insurance is important to me.					

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