

Managing Multigenerational Organizations

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Abstract

At the present stage of development, there are several generations in a workplace. Each generation has their own beliefs, behaviors and views about work, given the particular historical period and events they have experienced and gone through.

This paper focuses on the theory of generational groups and its application in organization. For this purpose, the types of generational groups is discussed first. Next, attention is focused on managing generations in organization, considering their different characteristics and values.

This paper makes an overview of the research evidence about the types of generational groups and their impact on work-related variables, including personality traits, work-related values, attitudes to work, leadership, teamwork, work-life balance, and job patterns. The strengths and weakness of the types of generational groups have been outlined. The results show that, despite the expanding body of available research in the field, it mostly offers descriptive characteristics and fails to address the theoretical foundations of the generation gap and the causes of generation-related differences.

Some of the research carried out in other countries across the world on the grouping of generations has been examined. The results of this study show that the way of grouping differs and no generation-related international unit could possibly be identified.

Keywords: Generations, generational diversity, generational values, Multigenerational Organizations.

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Introduction

Different generations have different values and characteristics based on different experiences in life. It can easily be proved that in organizations, employees of different generations are working together. This is so widespread that one can simultaneously see the activity of people in the workplace with young people who can be considered as their children and older people who are their parents (Zemke et al., 2000).

One of the most important factors in creating the diversity and difference in the workforce of today's organizations is the existence of this combination of workforces belonging to different generations alongside each other. In this regard, attention to the diversity of human resources, including the difference of generations, is necessary in order to achieve an appropriate environment for the development of employees. This paper tries to find out more about the dimensions of the behavior of the effective generational groups in the organization's effectiveness,

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while paying attention to generational diversity factor in a wide range of labor force characteristics. The results can be used as one of the important components of policies and methods that support organizational achievement.

Generations and generational groups

The first researches on various generations have been carried out by a German sociologist, Mannheim (1952), and can be described as the first theorist who introduced the concept of generation. He defined the generation as a group of people who were born and developed at certain times and in similar social and historical conditions (Gibson et al., 2009). From the point of view of sociology, age groups are considered as generations that have shared experiences and interests and are aware of some of these experiences and interests. In another definition, a generation is considered to be a group of people who are common in some cases such as years of birth, age, place, and important events in the critical stages of their lives (Kupperschmidt, 2000).

A generational group consists of people who share experiences of a historical or social life, whose effects during the course of their lives are relatively stable. These experiences can be the source of the discovery of a generation from another generation (Jurkiewicz & Brown, 1998). The generational group is considered to be the generational status that represents the social position of a generation that differs from other generations. The importance of the concept of generational status is due to the different views that different generations find in their position. This concept is also related to the concept of a lifetime. Generational status determines the field of experience and is related to people who are born in the same time period and the same socio-cultural space and those who experience a similar amount of

historical events. The generational status is a potential generation that may or may not take the form.

The theory of generational groups can be used to assume that employment patterns and specific values used by different groups are based on the social norms and behavioral values developed by each generation. Generational groups share beliefs and experiences in life based on historical events, which form a set of beliefs, attitudes and shared values (Giancola, 2006). Belonging to a generational group, creating a personality in the person whose feelings about organizational issues, what he is contemplating of work and which influences how he plans to meet those wishes (Kupperschmidt, 2000). The focus of the theory of generational groups is the hypothesis posed by Arsenal (2004). He states that the misunderstanding and underestimation of the discussion of the difference in generations lies in the wrong belief that the values, behaviors and preferences of individuals change as a function of their age. He also believes that generational values and preferences have the same effect as a person's lifespan, and despite their social and cultural progress, they remain stable over time and are resistant to change (McGuire et al, 2007).

There has been criticism of the theory of generational groups. Critics of this theory continue to emphasize the traditional belief that people change over time; they improve and develop their values, behaviors, and preferences as a function of age (Costa and McCrae, 1999). For example, Wong et al. (2008) study shows that many of the observed differences are more likely to be explained by age than the generational differences. Or the study by MacKy et al. (2008) shows that diversity within generations is more than diversity among generations. McGuire et al. (2007) also state that intergenerational diversity is the result of beliefs and values

at the group level, and is also visible on the basis of demographic characteristics.

Types of generational groups

According to the age-based approach, a conventional classification has been established over the past years and has been extensively used in the United States and European countries. According to this classification, there are four different generations as follows in the societies of these countries (Kelan, 2014):

✓ Traditionalists

They are considered among the most loyal workers. They are highly dedicated and the most risk reluctant. Their values were shaped by the Great Depression, World War II, and the postwar boom years. Traditionalists possess a strong commitment to teamwork and collaboration and have high regard for developing interpersonal communications skills.

✓ Baby Boomers

Baby Boomers are the first generation to actively declare a higher priority for work over personal life. They generally distrust authority and large systems. Their values were shaped

primarily by a rise in civil rights activism and inflation. They are more optimistic and open to change than the prior generation.

✓ Generation X

They naturally question authority figures and are responsible for creating the work/life balance concept. Born in a time of declining population growth, this generation of workers possesses strong technical skills and enjoys greater independence than the prior generations.

✓ Generation Y or Millennials

This group is the first global-centric generation that has come of age during the rapid growth of the Internet. They are among the most flexible in navigating change while deepening their appreciation for diversity and inclusion. With significant gains in technology and an increase in educational programming during the 1990s, the Millennials are also the most educated generation of workers.

This classification has been most used among researches related to generations in organizations (Parry and Urvin, 2011). Table 1 illustrates the details of this classification in terms of the birth year from the viewpoint of some scholars. As can be seen in this table, with some differences, there is an agreement on the time interval of each generation.

Table 1. Grouping of generations in Western countries based on year of birth

	Zemke et al., 2000	Twenge et al., 2010	Howe et al., 2000	Gursoy et al., 2013
Traditionalists	1943 - 1922	-	1944 - 1925	-
Baby Boomers	1960 - 1943	1964 - 1946	1964 - 1945	1964 - 1946
Generation X	1980 - 1960	1981 - 1965	1979 - 1965	1980 - 1965
Generation Y	2000 - 1980	1999 - 1982	2000 - 1980	2000 - 1981

It is worth mentioning that, although by examining the generational situation in some countries it is possible to find certain times when the old generation is over and the new generation begins, but in general, there is no definite and exact start and ending date for

each generation, and there is always some overlap between the two generations in succession. Usually, in that joint period, the characteristics of two consecutive generations exist simultaneously and in combination.

Generational versus age difference

There is a generational difference between groups of people born in different years, and this is completely different from age difference. The concept of generational difference points to the fact that new age groups are different from those of the past, or, more precisely, the age groups before them, in interests and lifestyle. According to intergenerational relations, the difference between generations means accepting the simultaneous presence of many independent generations associated with each other in the context of social culture. Each generation generates an independent identity due to the perception of its peripheral situations and, at the same time, it finds an interactive relationship due to its presence.

Reviewing the literature, it becomes evident that there is a crucial distinction between generational difference and age difference. Generational difference is generally seen as the difference between groups of people belonging to prior or next generations, contingent on the experience of different social and economic conditions at the same age. The concept underlying this definition is based on the different experiences, attitudes, and tastes at the same stage in the working lives of individuals. For example, the difference between the behaviors and experiences of people who were twenty years of age in 1980 (belonging to the Baby Boomers) with those who were twenty years of age in 2010 (belonging to the Generation Y) was due to a generational difference and is quite pronounced with the effect of age-related difference, but the fact is that we see both Baby Boomers and Generation Y at present only when any generational complications are difficult to distinguish from age-related differences (Walker Smith & Clurman, 1998).

Therefore, in addition to the predicted differences between generations, the

expected difference between the preferences and behavior of individuals belonging to different age groups is also logical and obvious. For example, with the increase in age, people will pay more attention to career retirement aspects, while in the early years of their lives, these people were more concerned about creating skills opportunities, and this has no relation with their generation.

Since there are people of different generations within the current workforce, it is possible that each of the differences observed in behaviors and preferences is due to their age. In addition, it is possible that these two types of interactions are interact to a degree so that the process of change has not essentially changed independently as a result of aging and has changed as a function of generational experience. However, there is still an important and useful distinguishing factor in some of the issues, and whether the observed generation gap is stable or transient, longer-lasting differences can be attributed more likely to generational experiences.

Literature review

Ashraf (2018), in a paper titled *Multigenerational Employees: Strategies for Effective Management* highlights one of the biggest challenges that leaders will be facing in managing an employee age profile, which could range from 18 to 80. Traditional Generation, Baby Boomer and Generation X were discussed in this paper. Regarding the behavior, attitude, characteristic, attitude and mentality of the people in the range of age before 1940 to 1980 were taken into consideration. This article also covers the personal behaviors and perspectives of these generations like family commitments, problems and showing the daily routine which includes leisure activities and view of work values.

Lipman (2017), in his piece of research titled *How to Manage Generational Differences in The Workplace* outlined solutions for managing multigenerational organizations. In this research, which included telephone interviews with a number of chief financial officer (CFO) of companies, the differences between various generations in the workplace, considering the key characteristics of the business, have been examined. In response to the main question of the research, "Which of the following do you see the greatest difference between employees of a company of different generations?", 30% of managers have differences in communication skills, 26% Managers differed in adaptation to change, 23% of managers had differences in technical skills, 14% reported differences between managers in interoperability, and finally 7% of managers reported no differences.

Bencsik et al. (2016), in a paper titled *Y and Z Generations at Workplaces*, while arguing that there are many studies on the characteristics of the Y and Z generations, said that since these two generations are current and future generations, the success of companies and their competitive performance is determined by their behavior in the long run. Researches show that despite similarities between the two generations, there are significant differences between them. These differences seem to be more intense in the workplace, especially when there is a need for intergenerational collaboration, such as knowledge sharing and knowledge transfer. The authors of this paper have also conducted a quantitative study using a questionnaire to show that management of these two generations means to managers, and when two generations cooperate with each other or with other generations, what problems occur. The main question from the 410 people involved in this study was how to look at new generations in terms of human resources? Finally, the authors concluded

that human resource activities should be compatible with the needs of new generations.

Li et al. (2013) conducted research under the heading *The application of generational theory to tourism consumer behavior: An American perspective*. The purpose of this study was to investigate the attitudes and behaviour of American international travellers using generational analysis among them. To achieve this goal, using five different hypotheses, it is possible to distinguish statistically significant differences among generations in terms of five factors of tourist preferences relative to the source of information, destination of previous trips, selective destinations for future trips, evaluation criteria travel destination, and preferences for trips during the trip. The results of the research indicate that all the hypotheses are validated and prove significant differences among generations. At the same time, some important similarities have been identified between generations in this study. This study shows the value of generational analysis as an important criterion for segmentation in travel market research.

Khalid et al. (2013) in a research paper titled *Organizational Citizenship and Generation Y Turnover Intention* have investigated the effect of organizational citizenship behaviour on the intention to leave of Generation Y employees. The research questionnaire was distributed among a group of 159 employees of a multinational corporation in Malaysia. The level of organizational citizenship behaviour variable among respondents was higher than the midpoint, i.e., the value of three on the Lickert scale of five points. Also, the average of 2.49 on a five-point scale for drop-out purposes indicated that many Generation Y employees did not have serious intention of leaving the service and not intending to stay in the organization.

Lu and Guroy (2013) carried out their research titled *Impact of job burnout on*

satisfaction and turnover intention: do generational differences matter? In this study, the effect of generational differences as a moderating variable on the relationship between job burnout (emotional exhaustion, pessimism, and decreased professional effectiveness), job satisfaction and intention to leave a job has been investigated. They also examined this moderating effect separately between the job satisfaction of employees and the intention to leave a job. The statistical population of this study is the staff of one of the chain hotels. The findings of the research indicate that among generations of Baby Boomers and Generation Y, the variation in generational difference on the one hand has a significant moderating effect on the relationship between emotional exhaustion and job satisfaction and the intention to leave the job, and on the other hand, on the relationship between job satisfaction and intention to leave a job.

Raineri et al. (2012), taking into account the social exchange theory, conducted a research titled *Organizational citizenship behavior: An intergenerational study*. In this study, they have investigated whether membership in the Baby Boomers could differ from Generation X in variables such as organizational relationships, support for colleagues in the organization, and commitment to organizational citizenship behavior. For this purpose, using a multi-sample analysis process, the similarities of the two groups are more than non-similar. However, their findings supported the general belief that the Generation X has less willingness to exchange the desired outcomes for supporting the employer.

Kralj and Solent (2011) in their research titled *The influence of perceived organizational support on engagement: a cross-generational investigation in the hospitality industry* made an overview of the impact of perceived organizational support for career development.

This research has been conducted taking into account the generational differences in the hospitality industry. The purpose of this research is to investigate whether there is a significant difference between the perceptions of Generation Y employees and employees of other generations in relation to occupational enthusiasm structures and perceived organizational support, moreover, the relationship between these two structures. To this end, a survey of 914 people working in the hospitality industry has concluded that, although the positive attitude of Generation Y respondents to their current work environment is significantly lower than other generations, however, the impact of perceived organizational support on career development is very strong for all employees.

Twenge et al. (2010) carried out research titled *Generational differences in work values: leisure and extrinsic values increasing, social and intrinsic values decreasing*. They examined the work values of a random sample of a statistical population of 16,507 people who included representatives from three generations of Baby Boomers, Generation X, and Generation Y from all over the United States. Because of the information needed for this research over time. Analysis has been able to distinguish the effect of the generation gap on the impact of the difference in age, contrary to the studies, in which the two effects cannot be separated. The results of the research showed that the value of leisure time has increased in the individuals of each generation than the previous generation and the centrality of labor has decreased. External values (such as the status of jobs and money) reached the maximum in the Generation X and were higher among the Generation Y than Baby Boomers. Contrary to conventional beliefs, consideration is given to labor-friendly work values (such as helping out, values Social) in the Generation Y has not been

more than previous generations. Also, social values (such as finding friends) and intrinsic values (such as an interesting and outcome-oriented job) have been lower for people of the Generation Y than those who belong to Baby Boomers.

Parker and Citera (2010) in a research paper titled *Changing Roles: Are Millennials redefining the balance between work and life?* presented at the annual conference of the Society for Industrial-Organizational Psychology, has examined the differences between generations in organizational citizenship and work-life balance. 543 respondents have responded to the questionnaire, of which 272 persons belonged to Baby Boomers, 171 were Generation X, and 89 were Generation Y. The results of the research have shown that individuals of Baby Boomers and Generation X versus Generation Y individuals are more involved in behaviors with individual initiative. Also, generational and individual initiative behaviors are interacting to predict the variables of inequality and life.

Twenge (2010) explores the evidence of the impact of generational differences on working values in other studies in a research titled *A review of the empirical evidence on generational differences in work attitudes*. Creating a correct understanding of the changes in the generation, especially given the retirement of employees of the older generation of organizations and their replacement with employees of Baby Boomers, Generation X and Generation Y, shows more importance. Most of the studies reviewed in this paper show that Generation X and Generation Y find work less important in the focus of their lives, devote more value to leisure time, and work ethic is weaker than individuals belonging to two generations before it. The value of external work (such as salary) is also higher in the X and Y generations. Contrary to prevailing

perceptions, there is no difference between generations in typewritten values (such as willingness to help others). In the case of other factors such as desire for job stability, inherent value (such as meaningfulness of the job), and social values / dependencies (such as friendship), contradictory results are obtained.

Van der Walt and Du Plessis (2010) in their research titled *Leveraging multi-generational workforce values in interactive information societies*, combining critical theory and generational theory and exploiting a hybrid research project, seeks to examine how diversity management works on performance and the relationship between employees of different generations. They emphasize the need for generational awareness and the benefits that this awareness brings to organizations. One of these benefits can be increased productivity, improved succession policies, and diverse recruiting and retaining strategies that, according to researchers, ultimately lead to the organization's success in the business environment. The workforce will be competitive. The statistical population of the research is the staff of the scientific information services departments of the South African universities.

The required data were collected through questionnaires from 145 people who worked in five universities in this country. Findings of the research indicate that there are special differences in the views of people of different generations in relation to the value of work, relationships with colleagues, rewards, balance of life and work, and retirement.

Kowske et al. (2010), in their study titled *Millennials' (lack of) attitude problem: An empirical examination of generational effects on work attitudes* aim to investigate the effect of generations on job attitudes (such as job satisfaction, occupational safety, and intention to leave a job), as well as differences in

attitudes The Generation Y has been working with previous generations. The results of this research are based on analyzes conducted on a sample of 11,544 employees who have been surveyed by a private institution for 18 years. The findings show that, overall, job attitudes are different among generations, although the size of the effect is relatively small and depends on the type of attitude surveyed. Compared to previous generations, Generation Y employees show higher levels of job satisfaction, job security satisfaction, recognition, as well as professional development, but in terms of salaries and benefits, the job and intention to leave a job have similar levels of satisfaction. The article finally states that while generational discrepancies are undeniable, but whether special programs for the Generation Y are to be considered or no, it is debatable and the cost of intervention in order to fit the plans for each generation should be compared with the potential benefits of attention to the difference of generations.

Gursoy et al. (2008) carried out their study titled *Generational differences: an examination of work values and generational gaps in the hospitality workforce*. This research aims to identify the differences and similarities of generations among staff and guesthouse managers in order to develop leadership strategies and management style. The data of this research are gathered through a series of deep analyzes on the focal group. Findings indicate the following: There is a significant difference in the perception of the world, the attitude toward authority and the vision of intergenerational work. Baby Boomers have a sense of respect for authority and hierarchy, and the Generation X has an insurgent function against power. Baby Boomers lives to work while the Generation X is working to live. Baby Boomers are interested in waiting for rewards and are very loyal. On the other hand,

the Generation X expects to be recognized promptly through title, praise, promotion and payment. Generation X also calls for attention to out-of-work life and does not endanger the company itself.

Twenge and Campbell (2008) in a study titled *Generational differences in psychological traits and their impact on the workplace*, reviewed the results of personality, attitude, psychopathology or behavioral questionnaires which were scaled up by 1,400,000 persons from 1930 to the time of the research in different stages. They reviewed the impact of observed changes on the modern working environment. They found that Generation Y had self-esteem, narcissism, anxiety, and depression, and less need for social recognition and their source of control was more external.

Westerman and Yamamura (2007) in their research titled *Generational preferences for work environment fit: effects on employee outcomes* examined the theory that firms failing to maintain their employees may be affected by their perceptions of differences a generation of employees and considering these differences in the values, goals and priorities of the staff. To this end, they distinguished the differences in the preferences of 234 accountants working in accounting firms relative to their work environment, and concluded that individuals of Baby Boomers experience a higher level of job satisfaction than those belonging to younger generations.

Characteristics of generational groups in the workplace

Different generations have different perspectives on the role of the family, traditions, career goals, work ethic, finances and life expectancy (Horvath, 2011), or some beliefs and patterns of behavior of the younger generation different from the

previous generation. Barry (2011) has also addressed the generation differences in labor motivation and the challenges associated with the development of incentive schemes for motivating employees in different generations.

The biggest difference is in the views of these generations, their different attitudes toward authority and hierarchy, as well as their perception of the importance of work in one's life. A different attitude toward authority at work, in accepting or not accepting traditional views and in some cases, even opposition to orders from above to the bottom is demonstrated. Understanding the importance of work in life also influences the severity of the various generations in work and how they tend to spend how much useful time they work at the workplace (Gursoy et al., 2008).

Some of the features of each of these four generations in the workplace include:

- **Traditionalists:** This generation is accountable, formal, reliable, productive, positive, and has strong work ethic. Among these generations are the rationality of spending, saving and being economical, and accepting the power gap, respecting hierarchy and obedience (Gursoy et al., 2008).
- **Baby Boomers:** This generation has a positive and promising energy for success in the workplace. The people of this generation are team-driven and, while questioning anything, tend to evolve. This generation has witnessed parental efforts to create better opportunities for them and thus expect the parents to be more financially successful than their parents. A combination of positive economic conditions as well as the attention and encouragement of the father and the mother has created optimistic eyesight in this generation (Zemke et al., 2000).
- **Generation X:** This generation is very receptive to change and seeks a balance between work and personal life (Gursoy

et al., 2008). In a work environment, individuals are different, flexible, have specific orientations, focusing on having a modern life. When there are ways to succeed, grow, promote and take responsibility, they appear more motivated.

- **Generation Y:** This generation is hard-working and receptive to change. It thinks about the future and accepts the various ideas. The organization is not intended for them, but rather a means to achieve the goal. Although sometimes apparently there are differences with the previous generation, they are morally more ethical than they are. The researchers have written a lot to describe this generation; it is believed that such generations will be the greatest generation to come (Howe et al., 2000), to the self-evident generation that seeks reputation and wealth, without being willing to do the necessary effort to achieve it (Twenge, 2006), are among them.

Values of generational groups in the workplace

Generation, as one of the factors that create the difference between the human resources of organizations, as well as the impact of characteristics such as gender, race, culture, and so on, affect learning styles, employee expectations and needs. Therefore, managers can increase productivity, morale and maintain their employees by understanding the characteristics of each generation of employees and providing what they need for their growth and development (Akhavan Sarraf, 2018).

Various organizational variables have been investigated in studies related to the effect of generational differences in organizations. Here are some of the values summarized that are typical of each generation, which could possibly improve the understanding of their

performance in the workplace (Gursoy et al., 2008).

Traditionalists hold the following values: sacrifice and dedication, hard work, respect, adaptation, conscientiousness, acceptance of time delay in rewarding, discipline and timeliness, loyalty to the organization.

The values **Baby Boomers** cherish are as follows: optimism, risk taking, group focus, personal growth, work, interactivity, the importance of personal growth and development, equal rights and opportunities, entrepreneurship and the creation of new businesses.

Generation X hold the following values: variety, thought, and global interest, self-reliant, technology literature, entrepreneur, skepticism and distrust, lack of loyalty to the organization, belief in meritocracy, flexible and highly adaptable, happy, joyful and entertaining, independent and independent, Self-control and self-esteem, attention to informality.

Generation Y hold the following values: civil duty, self-confidence, goodness, social ability, success and selfishness, realism, sentimentality, friendliness of participation, important state of affairs, quick feedback, very fond of recreation, friendliness. Networking and Networking Activities, Friendly Membership of the Village and the Global Community.

Managing generations in the organization

Ensuring proper performance and organizational growth depends on the design and implementation of successful human resource development practices. In this regard, one of the essential needs of human resource development managers and researchers is to identify and understand the issues related to generation differences and the impact of these topics on organizational performance variables in order to improve the capabilities of employees, so that they

can achieve positive results in both. It has a personal and organizational dimension.

Each generation has a set of values, views on power, expectations from leaders and the workplace, attitudes toward work and a particular communication style (Gursoy et al., 2008). The correct handling of these generations requires leaders and managers who can adapt themselves to the environment and utilize the characteristics of each generation group to meet the needs of the organization. In this regard, it is important to note that employees of the organization must be considered as human beings with different interests and tastes. For example, managers must find ways to attract potential employees from different generations, and to achieve this goal, pay attention to the fact that different generations use different hiring channels and may be attracted by different brands of employers. Or, different generations usually have different tastes than instruction. A generation in traditional classrooms, along with a professor, prefers paper-based education, while others emphasize development in general, and prefer independent learning, often with the use of computer-based or Internet-based education.

Managers should also consider generational differences in the selection of performance management styles. Individuals from different generations may be interested in being managed in a variety of ways. Some prefer to trust them for independent work rather than autocratic leadership, they need urgent and frequent feedback, tend to enjoy work and provide social opportunities in their work. While others may be more inclined to recognize their experiences by the organization, they will be part of their time to give the organization and their performance.

In sum, it can be said that the presence of employees from different generations at all levels of the organization has become

an important factor in understanding the differences and similarities of generations in order to exploit their diversity, creativity and energy.

Hence what is seen as necessary is the development of strategies to identify and address issues related to the absorption and maintenance of all generations in an organization (Stanley, 2010). Thus, it is necessary to pay attention to generational diversity factor in a wide range of workforce characteristics, managers have become more aware of the dimensions of behavior of the effective generation groups of the organization and achieved the results as one of the important components Policies and methods that support the achievement of organizational goals.

From the practical point of view, given the younger generation of the Generation Y and part of the Generation X, it is evident that a small body of empirical studies has so far been conducted on their behavioral characteristics in the working environment and the recognition of the differences in these behaviors with the generation. Old forms have been taken. This point, while expressing the significance and value of the present research, is noted when its double importance is determined by the rapid growth of the human resources of these two generations into organizations and their high contribution to the combination of the labor force in the near future. It should be noted and its impact on planning and development strategies of organizations in the future should also be considered.

Conclusion

Over the past two decades, research in the field of generations and generational differences in the workplace has been among the most popular research topics. The volume of articles and books produced in this field is a proof of this claim. In this chapter, there

is research evidence about the types of generational groups and their impact on work-related variables, including personality, work values, work attitudes, leadership, teamwork, work-life balance, and job patterns. Their strengths and limitations have been analyzed. The results of this study show that despite the expanding body of available research, the latter has been mostly descriptive in nature and fails to address the theoretical foundations of generations and the causes of such differences. On the other hand, the inconsistency of these research is coupled with the incompatibility of the methodology employed in the studies. This makes it difficult to generalize findings and report overall results. The review of the literature on the issue at stake provides sufficient empirical evidence to consider the factor of the generation as an effective variable in the workplace, but more theoretical and qualitative studies are needed to determine the mediator and moderator variables in the relationship between the generations and behavioral variables. Identify. In this regard, it is necessary to consider the behavior of generation and generation groups in behavioral research as a social force, not just a demographic variable in organizations.

Different generations have different values and characteristics based on the various experiences that they have throughout their lives. Now, given the fact that different countries and even different regions of the world have experienced quite different events over time, it can be said that it is impossible to create a single generation theory that applies all over the world. However, in the literature on intergenerational studies, it seems that the dominant tendency is to ignore the impact of the national culture of countries.

In the recent section, some of the research done in other countries around the world on the grouping of generations was studied. The results of this study show that the way of

grouping the generations in these countries is different from each other and in no way can an international unit be grouped. This difference is observed both in the number of generational groups of countries and in the time period for each generation in each country. But the share of all the above groups is that if the human resources perspective in the organization is addressed to generational groups, the number of generations currently working in the workplaces is between three or four generations are in change.

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