

# A Study of Work Culture Expectations Across Generations with Special Reference to Faculty Members in Universities / Colleges in Delhi and NCR

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## 1. Introduction

Workplaces today are highly diversified with the employees coming from different countries, different age groups, religions, races, groups, colour and gender. This differentiation among the workforce is called workforce diversity.

Although most organizations decant resources and instance into accomplishing and encouraging diversity, however, many limit their definition of diversity to gender and ethnicity. One of the most demoralizing diversity challenges — generational diversity — often goes disregarded and untouched. This Ph.D. dissertation is focusing mainly on Generational Diversity among workforce.

Today's workforce consists of individuals from three generations: the Baby Boomers (Boomers; born 1946-1964), Generation X (GenX; born 1965-1980), and Generation Me (GenMe, also known as GenY, Millennials, nGen, and iGen; born 1981 – till 2000).

## 2. Problem Statement

In the upcoming years, all the organizations will experience mass exodus of Baby Boomers because of their retirement. The void created by the mass exodus of baby boomer generation will demand equal number of Generation Y members to join the workplace to fill the gap and overcome the problem of labour shortage.

However, because of the overall declining growth rate of labour supply, it is very essential that the organization or occupations become more and more lucrative so as to attract more and more members of the millennial generation<sup>3</sup>.

Work Motivators and Company Values are important ingredients related to job satisfaction, productivity and performance

and also play a vital role in the factors which influence employee's intentions to join a particular job or leaving it. Similarly Differences in the attitudes, values, and beliefs of each generation affect how each generation view leadership. It is therefore justified to conduct a study to investigate and compare the preferences of work motivators, company values and leadership expectations of the different generations of university teachers.

## 3. Research Objectives

- To what extent Reasons for Joining the Organization will vary across Generations
- To what extent preferences for work motivators vary across generations
- To what extent preferences for company values vary across generations
- To what extent preferences for leadership qualities vary across generations

## 4. Review of Literature

### 4.1 Attraction and Retention

The employees join a particular organisation or gets attracted to a particular organisation for number of reasons<sup>1</sup> and like to remain with that organisation till the time they think that the opportunities available to them outside the organisation are more than what they are getting in the current job<sup>2</sup>.

### 4.2 Motivation

Motivation is something that moves the person into action, and continue him in the course of action already initiated<sup>4</sup>.

### 4.3 Company Values

Values represents stable, long lasting beliefs about what is important and worthwhile which in turn influence our thoughts and behaviour. They are evaluative standards that help us to define what is right or wrong, good or bad in the world<sup>4</sup> (Aswathappa, 2010).

### 4.4 Leadership

According to Louis A. Allen, A leader is one who guides and directs other people. He gives the efforts of his followers a direction and purpose by influencing their behaviour.

### 4.5 Generations in the Workplace

Based on Lancaster and Stillman<sup>5</sup>, following labels and starting and ending dates for birth years with respect to each generation as used as follows

### 4.6 Intentions to Join, Company Values, Work Motivators, Leadership Expectations and Generational Differences

Leschinsky & Michael<sup>7</sup> in their study observed that Generation X and Y reported steady employment and good pay as motivators while baby boomers pension and social security benefits are important. Baby Boomers related pension scheme and other security benefits as what motivates them. According to Arsenault<sup>11</sup>, while Veterans prefers leaders who are loyal and honest, Baby Boomers prefer leaders who are caring, competent and honest. Preferred leadership style for Generation X and Generation Y were determination and ambitious. Hui-Chun Yu and Peter Miller<sup>12</sup> indicated that Baby Boomers tend to be more loyal to employers and are willing to accept a 'chain of command' leadership style, Generation X wishes to be treated as partner rather than a worker and also want to use their power and authority in daily activities. Tolbize<sup>13</sup> found significant differences among generations in attitude towards change, respect and authority, loyalty and training styles and training needs, desire for work life balance, attitude towards supervision etc. Cennamo & Gardner<sup>14</sup>, observed that Generation Y place more importance on status and freedom to work values than oldest group. Baby boomers reported better personal organization fit with extrinsic values and status values than Generation

X and Generation Y. Chen & Choi<sup>15</sup> in their study concluded that Altruism was ranked higher by Baby Boomers as compared to Generation X and Generation Y. Millennials ranked economic returns more important as compared to Gen X and Baby Boomer Generation. Rose & Gordon<sup>3</sup> in their study proved that significant differences exist in eight out of eleven reasons for joining the organization. Work related to degree appears to decline with age and career development and training appears to be less important for older age groups. Importance for job location increased in 31 – 40 age group.

## 5. Research Methodology

### 5.1 Research Design

The research design for the study was kept descriptive and exploratory in nature.

### 5.2 Instrumentation and Measures

The items included in the survey for work motivators and company values are same as the items used in the research study of Brick<sup>6</sup>, Michael and Leschinsky<sup>7</sup> and Montana and Lenaghan<sup>9</sup>. For finding the differences among generations on leadership expectations, work of Pierce & Newstorm was taken for reference. For identifying intentions to join, literature consisting of Rose & Gordon<sup>3</sup>, Gaylard, Sutherland, & Viedge<sup>9</sup> and Kaye & Jordan - Evans<sup>10</sup> was referred.

### 5.3 Sample Size

For collecting primary data, faculty members working in University Colleges and institutes approved by AICTE in Delhi and NCR region were chosen. Questionnaires were distributed to around 1100 respondents out of which 690 usable questionnaires were received.

### 5.4 Data Analysis

The data was analyzed by software namely SPSS version 19.0. Various statistical tools like Factor Analysis, one – way Anova and Descriptive Analysis, were used to analyze various hypotheses. Reliability test for scale was conducted with the help of Cronbach Alpha Test.

**Table 1.** Labels and Starting and Ending Dates followed for this Research Study based on Lancaster and Stillman (2002)

Label	Mature Generation	Boom Generation	Generation X	Millennial Generation	Generation Z
Date	1925 – 1945	1946 – 1964	1965 – 1980	1981 – 2000	- present

## 6. Empirical Findings, Implications and Recommendations

### 6.1 Intentions to Join

Using Factor Analysis on 16 statements used in the questionnaire, three factors viz. career growth opportunities, quality of work and need for the job were extracted. One way Anova was then used to check generational differences among factors. It was observed that significant differences existed among generations on the, Need for the Job. Post hoc analysis found that Generation X employees has rated this factor significantly important as compared to other Generations i.e. Baby Boomers and Generation Y. The reason can be that since, Generation X employees are in the mid of their careers and have high pressures on them because of their family needs i.e. education of children, looking after parents etc, need for the job is most important factor which influences their decision to join a particular organization.

Descriptive analysis was used to compare preferences of factors influencing intentions to join across generations based on their top mean scores.

### 6.2 Work Motivators

Five factors viz. (1) employee security, (2) feeling appreciated / recognition, (3) skill updation and evaluation, (4) status of job and (5) work conditions were extracted using factor analysis on 19 statements. One way Anova was then used to check generational differences and significant differences were found to exist among three out of five factors (1) Feeling Appreciated / Recognition, (2) Skill Updation and Evaluation and (3) Status of Job. Through Post hoc analysis (Turkey / Tamhane Method) on the factor, Feeling Appreciated / Recognition, it was found that this factor is more important to Baby Boomers and Generation X as compared to Generation Y. This may be because of the fact that Generation Y prefers work life balance and handsome salary over being appreciated by the boss and also they are so involved

with their friends and family through social media that connecting with people or sharing good inter-personal relationships at workplace is not important for them.

For the factor, Skill Updation and Evaluation, the results indicated that this factor was rated less important by Baby Boomers as compared to Generation X and Generation Y. the reason can be that Baby boomers have already achieved what all targets they people have set for them in their professional life. Thus, enhancing skills or updating their knowledge is not that important for them as is important to Generation X and Generation Y who have started their careers shortly and still have to step up the ladders of success in their professional life.

Similarly, Factor, Status of Job carries less importance to Baby Boomer Generation (1945 – 1964) as compared to Generation X and Generation Y. this can be attributed to the fact that rather than earning a handsome salary, they prefer comfortable job which is near to their place, does not require them to move very frequently or which is target oriented. Since their age does not allow them to take much stress and tension.

The results of the descriptive analysis also show that there is both homogeneity and heterogeneity among key preferences for all three generations.

### 6.3 Company Values

Using Factor Analysis on 17 statements, four factors viz. (1) performance and evaluation (2) freedom to grow and experiment (3) flexible and risk taking approach (4) security were extracted. It was observed though One way Anova that significant differences exist among two factors (1) Performance and Evaluation (2) Flexible and Risk Taking Approach.

Though Post hoc analysis (Turkey / Tamhane Method), it was found that factor Performance and Evaluation is not that important to Baby Boomer Generation as it is to other two generations i.e. Generation X and Generation Y. Similarly, Factor Flexible and Risk Taking Approach do not carry much importance for Generation Y (1981 – 2000) as compared to Baby Boomers and Generation X.

**Table 2.** Top 5 Factors Influencing Intentions To Join Across Generations

Sr. No.	Intentions to Join	Overall Mean	Ranking		
			Baby Boomer	Gen. X	Gen. Y
1	The work allocated to me is comparable to my qualifications.	1.48	1	3	2*
2	It offers me the opportunity to update my skills on continuous basis.	1.51	2*	1	1*
3	My job is secured.	1.52	3	2*	1*
4	Career Development and future growth prospects are high.	1.53	2*	2*	2*
5	I have the passion for teaching.	1.6	4*	5	4

**Table 3.** Top 5 Factors Influencing Preferences for Work Motivators across Generations

Sr. No.	Motivator	Overall Mean	Ranking		
			Baby Boomer	Gen. X	Gen. Y
1	I find my job very interesting.	1.59	1	3	5
2	I get an opportunity to produce quality work.	1.6	2	1	2
3	My job profile is respected and appreciated by people around me.	1.61	3	2	3*
4	I am evaluated on the basis of my performance.	1.66		4	1
5	My job offers me the opportunity to update my skills on a continuous basis.	1.68			3*

**Table 4.** Top 5 Factors Influencing Preferences for Company Values across Generations

Sr. No.	Company Values	Overall Mean	Ranking		
			Baby Boomer	Generation X	Generation Y
1	My organization expects me to give my best performance.	1.6	3	3*	1
2	My organization offers secured employment.	1.62	4	3*	3
3	My organization offers stability in job.	1.64*	5	1	4*
3	My organization ensures respect for individual rights.	1.64*	2		5
3	My organization encourages innovativeness and creativity on the job.	1.64*	1	5	
4	My organization is fair in treatment to all its employees.	1.69		2	5
5	My organization offers me opportunities for growth.	1.73		4	2

Descriptive analysis was used to compare preferences of Company Values across generations based on their top mean scores.

## 6.4 Leadership Expectations

The factor analysis on ten leadership expectations measured in the study extracted three factors (1) fairness and competency, (2) team orientation and (3) creativity and foresightedness. On using One way Anova, significant differences were found to exist on two factors, viz. Team Orientation and Creativity and foresightedness. .

Further, post hoc analysis found that both, Team Orientation and Creativity and Foresightedness factors are more important for Baby Boomer Generation as compared to other two generations. This may be because this generation, prefer to discuss their experiences, share their ideas and thoughts with their juniors and likes to delegate their work to juniors. This helps in satisfying their ego.

Descriptive analysis was used to compare preferences of Leadership Expectations across generations based on their top mean scores.

## 7. Implications for Management

To remain competent in the market and to make sure that good and skilled employees are choosing teaching as their career, it is very important for the universities to come out with innovative human resource strategies to become attractive and lucrative for the younger generations. It is evident from the findings that younger employees are keen to join organizations which offer facilities like flexi timings, convenient location and opportunities for maintaining work – life balance. Other than this, faculty members have also given preference for organizations which are located conveniently and which have steady growth opportunities. Opportunities for updating the skills on regular basis and having autonomy to experiment in their work assignments are

**Table 5.** Top 5 Factors Influencing leadership Expectations across Generations

Sr. No.	Leadership Expectations	Overall Mean	Ranking		
			Baby Boomer	Gen. X	Gen. Y
1	A leader must be self - confident.	1.28	1	1	1*
2	A leader should be able to motivate his team members to give their best.	1.33	2	2	1*
3	A leader should always be forward looking.	1.4	3		4
4	A leader should have the strong determination to complete all the assignments very successfully.	1.41*	5	4	3
4	A leader should have good imagination and creative skills.	1.41*	4	3	
5	A leader should be very honest to his job and organization.	1.44		5*	2

other factors which are important for present workforce. Young generations likes to be associated with organizations which have sound and unfair policies for performance evaluations and inventive and promotions are decided accordingly. Baby boomers on the other hand wants to be associated more with job assignments where they can mentor their juniors and give them advice based on their expertise and experience. Their expertise and talent can be therefore used for collaborating with foreign universities and industry people.

## 8. Recommendations

1. Encouraging faculty members to attend Training and Development Programmes within the institute or outside can help in attracting and retaining young and talented workforce.
2. To attract young and fresh blood from the market and to ensure sharpening of skill set of present employees, performance appraisal system should be designed keeping in mind, merit, quality of performance and targets achieved rather than seniority or favourism.
3. Sponsoring employees for higher education, workload relaxations during Ph.D. work, sabbatical leaves and adequate infrastructural facilities supporting research work should be made available to join the list of best employers.
4. Collaborations with foreign universities for Foreign exchange programmes can be another area which can go a long way in not attracting young faculty but also develop competent faculty.
5. The services of Baby Boomer generation can be used for assignments like designing syllabus for new programmes or executing management development programmes for

catering to industry needs since this generation is highly experienced prefers challenging and interesting tasks.

6. Making consultancy assignment compulsory for faculty or sending faculty members on paid basis to work with corporate world can help them to experience the real problems which industry people face. This will help them to make their classes livelier by sharing such experiences in their classrooms.
7. Further, promotions should be based on knowledge, skills and merit rather than the qualification or seniority. Because only talented leaders who are experienced and are experts in their field can lead a team with confidence.

## 9. Conclusion

It is expected that in coming years, the industry will experience mass exodus of Baby Boomers because of retirement and entry of Generation Y members to replace them. While private organizations have already started their efforts to attract and retain this multi – tasking but highly practical generation, education industry has not yet initiated any new strategies to remain competitive in the employment industry. present study contributes to the development and retention of employees within organization by focusing on differences in perceptions, ideas, value systems and expectations each generation brings to the workplace. I

This study is a sincere effort towards identifying generational differences among teaching fraternity to identify their needs and expectations and also what motivates them at work as the teachers are the building blocks of any nation and helps in developing good and responsible citizens who contributes in growth and development of their nation. Unsatisfied or unhappy teachers can badly affect the quality of students produced by them.

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