

Annotated Bibliography for Generational Differences, 2008 - 2015



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Annotated Bibliography for Generational Differences

Table of Contents

Internal Reports.....1
External Reports.....23

Summary: This document presents a collection of internally and externally published research articles focusing on generational differences and age discrimination. Articles include authors from both academic and military settings. This bibliography includes articles, citations, and abstracts. A total of 24 reference citations are provided that span from 2008 to 2015.

Internal Reports

DEOMI (n.d.) Generational Differences *DEOMI*. Patrick Air Force Base, FL 32925-3399.

Purpose: Inform readers of the generational differences in the military, the stereotypes associated with each generation, and how to deal with generational issues.

Sample Size: N/A

Materials: N/A

Findings:

- Generational differences are the product of the varied attitudes, beliefs, values, and backgrounds that each generation brings to the workplace—each encompassing a variety of circumstances and defining events they have experienced.
- Work characteristics include;
 - Traditionalists prefer to be in control or command. Baby Boomers put their work in front of everything. Generation X think rules are flexible and collaboration is important. Generation Y values autonomy and blending personal life into work.
- Stereotypes include;
 - Traditionalists being old-fashioned, Baby Boomers being power-driven, Generation Xers being cynical and Generation Yers having a short attention span.

Implications/Best Practices:

- With having multiple generations in the workplace, you also get a multi-racial workplace.
- With this extremely diverse workplace communication is critical because not all workers perceive words the same.
- Learn each other's core values and beliefs. Be open to multiple personalities to learn from them.

Future Research: N/A

External Reports

Becton, J. B., Walker, H. J., & Jones-Farmer, A. (2014). Generational differences in workplace behavior. *Journal of Applied Social Psychology*, 44(3), 175-189.

Purpose: Examine if generational membership explains differences in several important workplace behaviors (i.e., job mobility, disciplinary actions, and willingness to work over time).

Sample Size: 8,040

Materials: Biodata measure examining job mobility behaviors, compliance with work rules, terminations, and willingness to work overtime.

Findings:

- Baby Boomers exhibit fewer job mobility behaviors than Generation X and Millennials.
- Generation x has less willingness to work overtime than Baby Boomers or Millennials.
- The effects of generational membership on workplace behavior are not strong as suggested by commonly held stereotypes

Implications/Best Practices: Designing greater flexibility into HR Practices and strategies in order to address the needs and values of all employees regardless of generational cohort group.

Future Research:

- Investigate generational differences using other data collection methods such as longitudinal designs.
- Consider other within-generational characteristics such as ethnicity or natural culture.
- Assess generational differences in workplace behavior using sources such as official employment records of disciplinary action, rule violations, terminations, etc.

Beekman, T. (2011). Fill in the generation gap. *Strategic Finance*, 93(3), 15.

Purpose: Inform readers of the characteristics and traits of each generation as well as providing strategies on how to properly manage multiple generations.

Sample Size: N/A

Materials: N/A

Findings:

- Traditionalists view work as an unwavering commitment and appreciate the opportunity to earn a paycheck, which is why they are staying in the work force longer.
 - They prefer to keep work and personal life separate.
 - Traditionalists value respect, loyalty, and formality.
- Baby Boomers make up the largest portion of the workforce.
 - They see their jobs as an expression of self-interests and a path to fulfillment.
 - Boomers like to collaborate and are motivated by attention and promotions.
- Generation Xers are instinctive and they have redefined the workplace.
 - They view work as a temporary thing and believe they complete work anywhere anytime.
 - They don't like to waste time or agendas.
- Generation Yers are good multi-taskers and see working on their schedule as empowering.

Implications/Best Practices:

- Know the differences of the generations so you can bring them together.
- Adjust your approach to meet the specific needs of your employees.
- Inform employees of the characteristics of each of their generational co-workers.
- Create more flexible work policies.
- Create a cross-generational mentoring program.
- Tailor reward and recognition policy to individual employees.
- Expand upon the extreme desire of the millennial generation.

Future Research: N/A

Cennamo, L., & Gardner, D. (2008). Generational differences in work values, outcomes and person-organisation values fit. *Journal of Managerial Psychology*, 23(8), 891-906.

Purpose: The purpose of this paper is to investigate the differences between the generational groups currently in the workforce (Baby Boomer, Generation X, and Generation Y), in work values, job satisfaction, affective organizational commitment and intentions to leave.

This study also seeks to examine generational differences in person-organizational values fit.

Sample Size: 504

Materials: Work Values Questionnaire (Elizur, 1984), Work Values Scale (Lyons, 2004), Job Satisfaction Scale (Warr *et al.*, 2003), Organisational Commitment Scale (Mowday *et al.*, 1979), three-item measure (O'Driscoll & Beehr, 1994), and basic demographic questions.

Findings:

- The youngest group placed more importance on status and freedom work values than the oldest groups.
- Baby Boomers reported better person-organisation values fit with extrinsic values and status values than Generation X and Generation Y but there were no other generational differences in fit.

Implications/Best Practices:

- Values are important in guiding behavior and enhancing work motivation.
- Organisational values must be able to meet the needs of different employees, and organizations need to clarify their work values and expectations with staff.

Future Research:

- Studying groups over time to find true generational differences.
- Closer examination of relationships among values, fit, and outcome using objective outcome indicators to help overcome problems that may come from common-method variance.

Costanza, D. P., & Finkelstein, L. M. (2015). Generationally based differences in the workplace: Is there a there there?. *Industrial and Organizational Psychology*, 8(03), 308-323.

Purpose: Explore the myths surrounding generations, to review the risks in using generations in organizational decisions, and to make recommendations for practitioners and researchers on how to proceed in this area.

Sample Size: N/A

Materials: Research articles

Findings: Put some generational myths to rest and reminded researchers and practitioners that there are much more appropriate, effective, and validates ways for organizations to deal with the very real and important trends and changes in the modern workplace.

Implications/Best Practices:

- Organizations must pay attention to those differences among individuals that impact organizational performances and outcomes.
- Change developmental and demographic trends that represent the current and future workforce.
- Managers need to focus on individual differences to predict important work-related outcomes.

Future Research: Find a rationale for any of the proposed differences in the qualities among generation's members. Also not investigating just the differences but how they developed.

Culp, K. (2009). Recruiting and engaging baby boomer volunteers. *Journal of Extension*, 47(2), 1-8.

Purpose: Educate readers about successful strategies regarding recruiting and engaging Baby Boomers.

Sample Size: N/A

Materials: N/A

Findings:

- Recruiting agents needs to use different strategies when working with the multi-generational workplace.
- Boomers expect to have busy schedules, and they love to volunteer their time for a meaningful activity.
- They seek volunteer opportunities that play to their skills and they want to be able to choose their volunteer opportunities.

Implications/Best Practices:

- Professional will adapt to their needs and expectations.
- Administrators need to adequately recognize and reward professionals who administer effective volunteer programs.

Future Research: N/A

Deyoe, R. H., & Fox, T. L. (2012). Identifying strategies to minimize workplace conflict due to generational differences. *Journal of Behavioral Studies in Business*, 5, 1.

Purpose: Determine what strategic policies, procedures, training techniques, and/or cultural changes can be implemented by companies, large and small, to mitigate potential conflict between generations.

Also understand Generation Y's character traits to integrate them into the workforce effectively.

Sample Size: 14

Materials: One-on-one interviews with managers from large, medium, and small companies.

Findings:

- Generational conflict is not only present throughout a cross-section of industries and sizes of companies, but it is expected to increase if not addressed.
- Evidence shows companies are not properly dealing with generational conflict and very few companies have actually developed strategies to minimize conflict.

Implications/Best Practices:

- Strategies for addressing generational conflict were proposed.
- They included providing clear communication and expectations up front, job shadowing between the different generations, offer a more flexible work schedule, and limit the using of employees phone for personal items and texting that is not related to work.

Future Research: Complete research in a more geographically dispersed and demo

Gursoy, D., Maier, T. A., & Chi, C. G. (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce. *International Journal of Hospitality Management*, 27(3), 448-458.

Purpose: Examine similarities and differences in the goals, expectations, worldviews, work philosophies, and values of each generation of hospitality employees and managers.

Sample Size: 91

Materials: 10 Focus group discussions

Findings:

- Findings suggested that the Boomers respect authority and hierarchy, while the Generation X-ers tend to rebel against authority.
- Findings also suggested while Boomers live to work, the X-ers work to live.
- The Boomers are willing to wait their turn for promotions and rewards, and they are very loyal.
- On the other hand, the Generation X-ers want immediate recognition through title, praise, promotion, and pay.
 - They also want a life outside of work—they are not likely to sacrifice theirs for the company.
- The Millennials believe in collective action, are optimistic, and trust centralized authority.
 - They like teamwork, showing a strong will to get things done with great spirit.
- Further, each generation's perception of other generations was examined.
- Findings indicated that while the X-ers respect the Boomer employees, the Boomers do not have very high opinions of younger generations.

Implications/Best Practices:

- They present strategies regarding how to bridge the generation gap including, acknowledging everyone is different, creating new standards of human resource management, and addressing issues related to inclusiveness, recognition, and alignment of generational values.
- Companies should also develop strategies that focus on each generation's needs and beliefs.

Future Research: Conduct study on a larger sample of hospitality employees, preferably a national sample that includes several large chains.

Haynes, B. P. (2011). The impact of generational differences on the workplace. *Journal of Corporate Real Estate*, 13(2), 98-108.

Purpose: The aim of this paper is to explore workplace implications of the changing workforce demographic.

Sample Size: N/A

Materials: N/A

Findings:

- Corporate real estate managers need to establish the different needs of the different generations.
- In addition to corporate real estate managers need to create an environment that allows all generations to coexist in the same workplace.

Implications/Best Practices: Corporate real estate managers can use the information to assist in alignment of their workplace to the different generational expectations of the workforce.

Future Research: N/A

Heng, C. Y., & Yazdanifard, R. (2013). Generation Gap; Is There any Solid Solution? From Human Relation Point of View. *International Journal of Economy, Management and Social Sciences*, 2(10), 837-840.

Purpose: Propose different solutions that can help bridge the generation gap within the workplace.

Sample Size: N/A

Materials: N/A

Findings: Unite the generations through a four step plan.

1. Identify past mistakes and develop wisdom from those mistakes. Pass that wisdom onto someone else.
2. The older generations need to use their commonly known role as a mentor or teacher.
3. The younger generations must be able to be flexible and listen to what the older generations have to say.
4. All generations must acknowledge and respect the differences and beliefs of each generation.

Implications/Best Practices: Learn how each generation is motivated, how they communicate, and their values, so you know how to control them.

Future Research: N/A

Hillman, D. R. (2014). Understanding multigenerational work-value conflict resolution. *Journal of Workplace Behavioral Health*, 29(3), 240-257.

Purpose: Determine if and how work-value differences among these four generations lead to conflict between supervisors and coworkers, and to assess how one may resolve those work-value differences.

Sample Size: Over 100 literature articles

Materials: Generational management practices model

Findings: Age-related life-stage researchers and birth-year-cohort researchers provide significant scholarly evidence that can be used to determine the “why and how” of generational work-value differences’ impact on employee productivity.

Implications/Best Practices:

- Certain aspects of the workplace are generationally different and need to be treated differently.
 - These include communication, education/training, and leadership.
- When working with the four generations, managers need to take these differences into account so they can run a more productive workplace.

Future Research: N/A

Mlodzik, K. J., & De Meuse, K. (2010). A scholarly investigation of generational workforce differences: Debunking the myths. *Retrieved March, 20, 2014.*

Purpose: Discover which myths are supported by science and which ones are simply fictional.

Sample Size: N/A

Materials: Scientific journals for review

Findings: Peer-reviewed research does not support the abundance of popular media proclaiming a workplace crisis due to vast generational differences.

Implications/Best Practices: N/A

Future Research: Determine whether the western-centric generational differences noted by the popular media will be substantiated across the globe.

Nicholas, A. J. (2009). Generational perceptions: Workers and consumers. *Journal of Business & Economics Research*, 7(10), 47.

Purpose: Clarify the differences in perceptions between the generations.

Sample Size: N/A

Materials: N/A

Findings: Generational attitudes have a strong influence on the perceptions of people in the workplace and as consumers.

Implications/Best Practices: N/A

Future Research: N/A

Pitt-Catsouphe, M., & Matz-Costa, C. (2009). Age and Generations: Understanding Experiences at the Workplace. *MetLife Mature Market Institute Report*.

Purpose: Gather information about multi-generational work teams.

Sample Size: 2,210 employees from 12 worksites

Materials: Online surveys/written questionnaire

Findings: Employees' assessment of their employment experiences are different when examined by career-stage, dependent care responsibilities, and tenure.

Implications/Best Practices: Employers should consider age-related factors (career-stage, tenure, and life course experiences) as well as chronological age (generations that mark their age groups) when they gather information about their employees experiences at the workplace.

Future Research: N/A

Pitt-Catsoupes, M., & Matz-Costa, C. (2009). Engaging the 21st century multi-generational workforce: Findings from the age & generations study. *MetLife Mature Market Institute Report*.

Purpose: Address important questions employers have in regards to enhancing the engagement of the multi-generational workforce.

Sample Size: 2,210 employees from 12 worksites

Materials: Utrecht Work Engagement Scale (UWES-9, ©Schaufeli & Bakker, 2003)

Findings: Organizations that want to tap into employees' reservoir of energy and passion will pay attention to employee engagement.

Implications/Best Practices:

- To enhance engagement employers must make a long term commitment.
- To do this you must follow these steps;
 - define what engagement means at the company,
 - conduct an organizational audit, gather data,
 - force field analysis,
 - identify action steps,
 - and finally set objectives and develop metrics for individuals and for organizations.

Future Research: N/A

Posthuma, R. A., & Campion, M. A. (2008). Age stereotypes in the workplace: Common stereotypes, moderators, and future research directions. *Journal of management*.

Purpose: Analyze research literature to summarize common findings, determine how stereotypes operate in the work settings, categorize stereotypes, explain mechanisms and moderators of stereotypes in employee relationships and provide guidance.

Sample Size: 117 Research articles

Materials: N/A

Findings: Identified multiple stereotypes and how to avoid them.

Implications/Best Practices: Managers should know the law requires descriptions of decisions. Organizations need to think about whether or not they making decisions based on age stereotypes. Managers should be aware that age stereotyping can be difficult to avoid ensuring that it does not affect employment decisions. Managers should know the age stereotypes and learn how to identify them.

Future Research: Explore whether or not the resistance to change stereotype is true and why it may be functional or dysfunctional to an organization. Examine the validity of the lower ability to learn stereotype and why some methods of training work better for older workers than younger workers. Determine the validity of the more costly stereotype and how other factors offset salaries and balances. Examine the more positive dimensions of work performance and how they relate to worker age and age stereotypes. Examine the extent to which age stereotypes function as moderators and mediators. Explore whether upstream moderators can act as downstream moderators and vice versa. Identify other moderators.

Saba, T. (2013). Understanding Generational Differences in the Workplace: Findings and Conclusions. *Queens University IRC*.

Purpose: To show generational differences are a myth and that there is little empirical support.

Sample Size: N/A

Materials: N/A

Findings:

- The differences found can be explained by something other than generational differences.
- There is no empirical basis for the assumption that employees' worker values, expectations regarding working conditions, behaviors or attitudes can be explained solely by the fact of their belonging to a given generation.

Implications/Best Practices: N/A

Future Research: N/A

Salahuddin, M. M. (2010). Generational differences impact on leadership style and organizational success. *Journal of Diversity Management*, 5(2), 1.

Purpose: To review the current leadership styles and generational differences literature. Determine whether there is a relationship between leadership styles and generational cohort and its potential impact on organizational success.

Sample Size: N/A

Materials: 2 surveys adopted from the work by Paul Arsenault (2004).

Findings:

- Veterans and Generation Xers view honesty as an important core value.
 - They believe you need to understand the differences in the generations in order to bridge the generational gap.
- Boomers talked about taking care and commitment to self.
- Veterans want to surround themselves with people who can help them.
- The Nexters and Generation Xers believe in honesty, family, and balancing work-life as their core values.
- The boomer's leadership styles mirrored the generation's work and core values.
- The Veterans's leadership style was characterized by the generation's core and work values.

Implications/Best Practices: It is important for managers to be able to recognize, understand, and deal with generational differences.

Future Research: Examine empirically the effects of generational differences on organizational success or failure.

Shelley II, M. C., Thrane, L. E., & Shulman, S. W. (2008). Generational Differences in Informational Technology Use and Political Involvement: New Directions. *E-government research: Policy and management*, 336-356.

Purpose: Assess the impact of generational and SES differences on IT literacy and political participation.

Evaluate whether e-political participation occurs at the expense of more traditional forms of electoral involvement.

Sample Size: 478

Materials: 2003 national computer-assisted telephone interview (CATI)

Findings:

- Generational differences are mirrored in orientations to technology and voting patterns, with young cohort favoring cyber involvement while older citizens prefer more traditional forms of citizenship.
- In addition, older respondents held less attitudes toward IT access than did younger counterparts.

Implications/Best Practices: N/A

Future Research: Investigate whether the evident effect of age on preferences for e-government will continue as generational cohorts age in place within the electorate.

Tolbize, A. (2008). Generational differences in the workplace. *Research and training center of community living, 19*, 1-13.

Purpose: Describe the four generations, discuss the differences and similarities between the generations, and what employees can do to help create a more harmonious work environment.

Sample Size: N/A

Materials: Research articles

Findings:

- There are similarities as well as differences among the different generations.
- Not all individuals within a generation have the preferences associated with the generation they belong to.
- Intergenerational Conflict stems from errors of attribution and perception rather than valid differences.

Implications/Best Practices:

- All employees must abide by an uphold company policies, fulfill the expectations of their job, know the expectations for them, and be given feedback on how they are meeting expectations.
- Employers must be aware of, respect, and work with communication and work styles.
- Employers must also accommodate employees differences, adapt leadership styles for balancing concerns, assume the best of people, and avoid making decisions based on assumptions.

Future Research: N/A

Twenge, J. M., & Campbell, S. M. (2008). Generational differences in psychological traits and their impact on the workplace. *Journal of Managerial Psychology*, 23(8), 862-877.

Purpose: The purpose of this paper is to review data from 1.4 million people who completed personality, attitude, psychopathology, or behavior scales between the 1930s and the present and to discuss how these differences may impact today's workplace.

Sample Size: 1.4 million people

Materials: Psychological scales (e.g. the State-Trait Anxiety Inventory, the Narcissistic Personality Inventory)

Findings: Generation Me (sometimes called Gen Y or Millennials) demonstrates higher self-esteem, narcissism, anxiety, and depression; lower need for social approval; more external locus of control; and women with more agentic traits.

Implications/Best Practices:

- Managers should expect to see more employees with unrealistically high expectations, a high need for praise, difficulty with criticism, an increase in creativity demands, job-hopping, ethics scandals, casual dress, and shifting workplace norms for women.
- Organizations can respond to these changes with accommodations (e.g. praise programs) or with counter pressure (e.g. dress code), and it is imperative that managers consider the best reaction for their workplace.

Future Research: N/A

Twenge, J. M., Campbell, S. M., Hoffman, B. J., & Lance, C. E. (2010). Generational differences in work values: Leisure and extrinsic values increasing, social and intrinsic values decreasing. *Journal of management*, 36(5), 1117-1142.

Purpose: Examine generational differences in work values between Baby Boomers, Generation X and Generation Y to identify strategies that will best prepare organizations to deal with impending “change of the guard” among workers.

Sample Size: 16,507

Materials: Monitoring the Future (Johnston et al., 2006)

Findings:

- The largest change in work values is the increase in the values placed on leisure. Generation Y values extrinsic rewards more than Boomers.
- There were no significant generational differences in altruistic values.
- Younger generations are not necessarily searching for meaning at work.

Implications/Best Practices: Reconfigure schedules to attract Generation X and Generation Y employees who want more leisure time. Offer more opportunities for leisure time.

Future Research: Determine what causes the differences between the generations and what the consequences are. Create the most effective strategies for attracting, assimilating, and retaining the incoming generations.

White, M. (2011). Rethinking generation gaps in the workplace: Focus on shared values.
Retrieved February, 10, 2014.

Purpose: Highlight the values generations share in the workplace and provide guidance to HR and talent management professionals on how to improve organizational culture and communication by focusing on and leveraging these common traits.

Sample Size: N/A

Materials: N/A

Findings: If employers focus on what the generations have in common, treat them fairly, and offer work-life balance, challenging projects, advancement opportunities, and growth in their job, the employees will be loyal and create a productive workplace.

Implications/Best Practices: Develop leadership program that encourage the development of shared characteristics and have leaders lead by example.

Future Research: N/A

Wong, M., Gardiner, E., Lang, W., & Coulon, L. (2008). Generational differences in personality and motivation: do they exist and what are the implications for the workplace?. *Journal of Managerial Psychology*, 23(8), 878-890.

Purpose- The purpose of this research is to examine whether personality and motivational driver differences exist across three generations of working Australians: Baby Boomers, Gen Xs, and Gen Ys.

Sample Size: (OPQ32) n=3535 and (MQ) n=294

Materials: Occupational Personality Questionnaire (OPQ32), Motivation Questionnaire (MQ)

Findings:

- The results are not supportive of the generational stereotypes that have been pervasive in the management literature and media.
- Specifically, few meaningful differences were found between the three generations.
- Moreover, even when differences have been observed, these have related more to age than generations.

Implications/Best Practices: The research emphasizes the importance of managing individuals by focusing on individual differences rather than relying on generational stereotypes, which may not be as prevalent as the existing literature suggests.

Future Research: To further explore this issue, it would be interesting to undertake a longitudinal study to assess personality preferences and motivational drivers of the different generations, when the participants are at the same age or the same point in their career.