

# An Empirical Study on Work Belief of Generation X and Generation Y in Digital Era

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## Abstract

The objective of this study was to check the 'work Belief' factors influencing employees of Generation-X and Generation-Y in India. Data was collected through a structured questionnaire given to 96 working employees in India. Data analysis was done through factor analysis. The study found that factors influencing Work Belief were work engagement, career development and team work. It was extended by comparing work Belief of Generation X and Generation Y. The findings of the study and the implications are discussed here.

**Key words:** *Generation X and Generation Y, Work Belief, work engagement, career development and team work.*

## Introduction:

Beliefs are considered as one of the components of attitude. The work environment has been changing rapidly with the entry of new generation. Currently in the work environment it is believe that the behavior of the employees is been changing due to the changes in the work beliefs. The work related beliefs are also changing variously. A study by Rasouli, et al., (2014) found that 'trust in management' predict the turn over intention up to 34%. Another study by Chandna & Krishnan (2003) used the word work belief interchangeably with work values. The researcher studied on five different work beliefs on IT-professionals such as 'work ethics, marxist, organizational, leisure ethic and humanistic' as stressed by Bochholz (1997). It was found that work ethics, marxist and organizational commitment as less in IT professionals. It is summarized that through work belief one gets satisfaction and achieve goals. DeLucia (2015) opined that generations share different set of core values and were shaped by their 'cultural, political and social experiences'. Researcher says that the expectations, core values and preferences are molded by the circumstances and events which ultimately form a workplace attitude. Understanding generations and workforce variety are given importance in theory and practice. Concentrating and

understanding the multiple generations have gained a significant role in organizations. From the literature researcher defined generations in two perspectives.

- i) Primarily from Johnson, 2010 as "groups of individuals born and living contemporaneously who have common knowledge and experience that affect their thoughts, attitudes, values and beliefs about behaviors".
- ii) Secondly from Strauss & Howe, 2007 term as which "shaped by events or circumstances according to which phase of life its members occupy at the time".

Values are defined as 'what people believe to be fundamentally right or wrong' (Wey Smola & Sutton, 2002). Generation X and generation Y have different values related to work than the traditionalist and baby boomers (Hansen & Leuty, 2012). In a study by Cogin (2012) found that 'anti-leisure', 'asceticism', and 'hard work' are the generational differences in work ethics. In contrary study by Kicheva (2017) found that values of difference exists in organizations and their preferences results for the success of the business. The results concluded that there exists no significant difference in the characteristics and values of different generations in Bulgaria compared to the generation of other parts of the world.

When a survey conducted to find the relationship between quality of work life and workload among the boomers, generation X and generation Y it was observed that there exists moderate relationship between the two variables. Using structural equation modeling tool, it was found that quality of work life is shown less when the workload been increased for generation Y and boomers. It revealed no substantial outcome of the two variables workload and quality of work life on generation X (Lai, et al., 2012). Another study by (Twenge, et al., 2010) revealed that over the years of generations the leisure values steadily increased and decreased the work centrality. Generation X gave more importance to the money and status, and generation Y preferred these things more than boomers.

Another study by (Beutell, 2008) opined that generation X expected job autonomy and generation Y expected flexibility than autonomy. In contrary study by Kicheva (2017) found that values of difference exists in organizations and their preferences results for the success of the business. The results concluded that there exists no significant difference in the characteristics and value of different generations in Bulgaria compared to the generation of other parts of the world.

Research questions:

1. What were the different work engagements, career development and team work factors that are causing work belief of Generation X and Generation Y?
2. Does the factors' causing work belief differ from Generation X to Generation Y?

Need and significance of the study:

The study gains significance for various reasons stated below:

A study on work belief will be helpful for the organizations to estimate employee attitude and to get the work done efficiently and effectively. Thus the study laid emphasized on find out the work engagements, career development and team work factors causing work belief of generation X and generation Y. Positive work belief reduces turnover, absenteeism, late coming, build morale among work force, enhances productivity and achieve organization goals & objectives.

#### **Objectives of the study:**

*Objective 1: To identify the differences in the work beliefs between the generation X and generation Y as per the Indian scenario.*

*Objective 2: To examine the relationship between generation X & generation Y relating to work engagements, career development and team work factors causing work belief of as per the Indian scenario.*

#### **Study Site and data collection:**

The study was conducted through E-survey through E-Mail responses from employees in India.

#### **Nature of Study:**

The study is purely explorative and conclusive in nature.

#### **Data Collection Method:**

The study took into consideration both primary data as well as secondary data. The secondary sources consisted of review of websites, books and standard journals.

The primary data was collected through a set of structured questionnaires which was Qualitative in nature which is translated into quantitative to measure the work attitude.

#### **The Questionnaire Development:**

Initially the rough-cut of questionnaires was developed through polite interactions with employees. Thereafter, the closed-ended questionnaires were designed and fine-tuned in three parts. The first part consisted of general questions related to Name, Address, Age, Gender, and Income Level and Marital status. The second part related to work related question were raised. The third part used the Likert's scale to cover the extrinsic and intrinsic factors causing work attitude.

#### **The Sample nature:**

The sample of the study consisted of 96 respondents (out of 107 respondents) to whom the structured questionnaires were given for Data Collection.

#### **Sampling procedure:**

The respondents were selected within the specified strata, based on their convenience and cooperation.

#### **Statistical Tools Used:**

The following study tools were used: Descriptive Statistics, Factor Analysis (KMO and Bartlett's Test), chi-square and Reliability and Validity tests.

#### **Hypothesis testing:**

H0<sub>1</sub>: There is no significant difference between Generation X and Generation Y in their Work Belief of work engagement.

H0<sub>2</sub>: There is no significant difference between Generation X and Generation Y in their Work Belief of career development.

H0<sub>3</sub>: There is no significant difference between Generation X and Generation Y in their Work Belief of team work

#### **Period of the Study:**

The survey was conducted from June to November 2017.

#### **Limitation of the study:**

Study was conducted through email and with a sample of 96 respondents only.

#### **Data Analysis and Interpretation:**

#### **FINDINGS:**

The Study showed that majority of respondents was of age groups between 20-27 years and followed by age group of 28-36 years, majority were Male of respondents, majority of respondents were from urban locality, majority of respondents were Post Graduates, majority of respondents were working in IT-software sector, majority of respondents were working with designation as Engineers, majority of respondents has 2-7 years of work experience, majority of respondent's salary ranges between Rs. 21,000 to Rs. 50,000 per month. Majority of respondents were Generation Y.

**Table 1: Individual Demographic Factors and HI Policy Details**

	<i>N</i>	<i>%</i>		<i>N</i>	<i>%</i>
<b>Gender</b>			<b>Generation</b>		
Male	74	77	Generation X	18	19
Female	22	23	Generation Y	78	81
<b>Age</b>			<b>Industry</b>		
20-27	42	44	IT-Software	75	78
28-36	36	38	Electronics- hardware	4	4
37-43	9	9	Manufacturing	6	6
44-52	9	9	Others	11	12
<b>Qualification</b>			<b>location</b>		
Diploma	4	4	Rural	17	18
Graduation	45	47	Semi-urban	07	7
Post-graduation	47	49	Urban	72	75
<b>Designation</b>			<b>Experience</b>		
Engineer	38	40	less than or equal to 1	17	18
Lead-engineer	11	11	2 to 7 years	49	51
Architect	2	2	8 to 14 years	18	19
Manager	17	18	15 to 21 years	3	3
Senior executive	17	18	22 to 30 years	8	8
Others	11	11	more than 31 years	1	1

**Table 2: Factors with Mean, Alpha and Significance-Generation X &Y**

<i>S. No</i>	<i>Factors</i>	<i>Mean</i>	<i>Cronbanch's Alpha</i>	<i>F</i>	<i>Sign.</i>	<i>Variables</i>
1	Work engagement	3.422	0.784	1.932	0.125	0.5322
2	Career development	3.497	0.854	18.009	0.00001	0.572
3	Team work	3.434	0.836	5.281	0.006	0.646
	Total	3.453	0.947	8.127	0.00001	0.578

**Table 3: Factors with Mean, Alpha and Significance-Generation X**

<i>S. No</i>	<i>Factors</i>	<i>Mean</i>	<i>Cronbanch's Alpha</i>	<i>F</i>	<i>Sign.</i>	<i>Variables</i>
1	Work engagement	3.667	0.851	1.172	0.125	0.691
2	Career development	3.778	0.904	5.268	0.003	0.776
3	Team work	3.667	0.890	4.549	0.018	0.861
	Total	3.707	0.965	3.356	0.001	0.768

**Table 4: Factors with Mean, Alpha and Significance-Generation Y**

<i>S. No</i>	<i>Factors</i>	<i>Mean</i>	<i>Cronbanch's Alpha</i>	<i>F</i>	<i>Sign.</i>	<i>Variables</i>
1	Work engagement	3.65	0.752	2.893	0.036	0.480
2	Career development	3.433	0.825	12.96	0.00001	0.511
3	Team work	3.380	0.814	2.374	0.096	0.589
	Total	3.394	0.938	6.081	0.00001	0.521

**Table 5: KMO's and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.748
Bartlett's Test of Sphericity	Approximate Chi-Square	1443.259
	df	55
	Sig.	0.000

**Table 6: Loading Factors of Selected Variables on Key Factors (loading criteria >0.5)**

Variables Code	Measures	Factor 1	Factor 2	Factor 3
X1	I am proud to work for my company	0.724		
X2	My manager and I have discussed my individual goals		0.807	
X3	My work group cooperates with other work groups to achieve business objective.			0.771
X4	I feel my career opportunities can meet at my company	0.864		
X5	I have discussed available career opportunities with my team leader		0.853	
X6	My work group looks for ways to change processes to improve Productivity			0.95
X7	I would recommend my company as a great place to work.	0.868		
X8	I understand how my performance is evaluated.		0.916	
X9	Before my work group makes changes, we consider how the changes could impact other areas in the company.			0.792
X10	I like to continue in this company even if comparable benefits are offered from other company.	0.748		
X11	I know what skills I will need in the future to be a valuable contributor at my company.		0.738	

The Kaiser-Meyers-Olkin test was done to measure the homogeneity of variables and Bartlett's test of sphericity was done to test for correlation among the variables used. The KMO value for the instrument was 0.748 and hence the factors analysis is appropriate for the given data set. Bartlett's test sphericity chi-square statistics is 1443.259, which shows the 11 statements are correlated and hence the instrument was accepted for further study. P value is 0.0000001 less than 0.05.

The factors of retention were large in number and were interrelated. Factor-analysis was done to extract and club the factors responsible for attrition. Principal components' analysis was used for extraction and varimax for rotation. As per the Kaiser criterion, only factors with the Eigen values greater than one were retained (Kaiser.H.F1960). First four factors, initial solution have Eigen values greater than one. Together, they account for almost 55% of the variability in the original variables. Thus, there is a significant relationship between the variables.

**Factor-I -Work engagement** showed having four variables (X1, X4, X7 & X10) values are above 0.55. Data is reliable. This consists of four variables which contribute a mean of 3.422, and all the factors in loading are greater than .55. Reliability of data is tested through Cronbach's alpha; the value 0.851, exceeding

0.7, which is acceptable. Null hypothesis is rejected in case of Gen-X and Gen-Y put together there is a statistical significant relationship between the variables.

**Factor-II -Career Development** showed having four variables (X2, X5, X8 & X11) are above 0.55. Data is reliable. This consists of four variables which contribute a mean of 3.497, and all the factors in loading are greater than .55. Reliability of data is tested through Cronbach's alpha; the value 0.904, exceeding 0.7, which is acceptable. Null hypothesis is rejected in case of Gen-X and Gen-Y put together there is a statistical significant relationship between the variables.

**Factor-III - Team work** showed having three variables (X3, X6, & X9) are above 0.55. Data is reliable. This consists of three variables which contribute a mean of 3.434, and all the factors in loading are greater than .55. Reliability of data is tested through Cronbach's alpha; the value 0.89, exceeding 0.7, which is acceptable. Null hypothesis is rejected in case of Gen-X and Gen-Y put together there is a statistical significant relationship between the variables.

**Conclusion:**

The objective of this study was to check the 'work belief' factors influencing employees of Generation-X and Generation-Y in India. Data was collected through a

structured questionnaire given to 96 working employees in India. Data analysis was done through factor analysis. The study found that factors, the different factors influencing Work Belief were work engagement, career development and team work of Generation X and Generation Y have significant relationship in decision making process. **Work engagement**, Gen-X and Gen-Y put together there is a significant relationship between the variables. **Career Development**, Gen-X and Gen-Y put together there is a significant relationship between the variables. **Team work**, Gen-X and Gen-Y put together there is a significant relationship between the variables.

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