

# GENERATION GAP AND ITS EFFECTS ON ATTITUDE AND WORK BEHAVIOUR

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## Abstract

This research investigates the impact of generational differences on work attitudes and behavior in a manufacturing firm. It delves into differences in work ethics, communication patterns, and work expectations among different age groups. A descriptive research design was used where data were gathered from 100 employees using questionnaires and analyzed through statistical tests like Cronbach's Alpha, Z-test, ANOVA, and correlation analysis. The results show no major difference in workplace conduct between generations. Generational differences, however, affect workplace communication, leadership expectations, and technology adaptability. Organizations are recommended to introduce leadership development initiatives, digital integration plans, and flexible workplace policies to close the gaps. By encouraging open communication and mentorship programs, organizations can improve employee collaboration and organizational success.

**Keywords:** Generation gap, workplace behavior, communication styles, leadership expectations, work ethics, digital integration, teamwork, employee collaboration, organizational success.

### Introduction:

The contemporary work environment is growing more diverse with workers from different generations working alongside each other. Each generation—from the Baby Boomers to Generation Z—comes to the work environment with distinct attitudes, experiences, and expectations. These differences have an impact on communication, work ethics, leadership styles, and technologies, creating challenges as well as opportunities for organizations.

The workplace generational gap can lead to inefficiencies, conflicts, and misunderstandings if not well managed. Digital literacy differences, authority attitudes, and work priorities can contribute to lower teamwork and employee engagement. Conversely, a well-managed multigenerational workforce can drive innovation, collaboration, and organizational development. Companies need to understand these generational differences in order to develop inclusive policies, enhance productivity, and increase employee satisfaction.

This research will examine the impact of the generational divide on work attitudes and behavior in a manufacturing firm. It will investigate how age differences affect communication, leadership expectations, and work priorities. The findings of the research will assist organizations in formulating strategies to close generational gaps, enhance teamwork, and

foster a more unified work environment. By confronting these challenges, companies can develop a more adaptable and diverse workforce that is mutually beneficial to the employees and the company.

## Research objectives

- To examine the effects of management and leadership philosophies on workers of various ages.
- To evaluate how digital skills and technology influence attitudes toward the workplace across generations.
- To determine the main distinctions between age groups in terms of work ethics, communication preferences, and job expectations.
- To explore the challenges caused by the generational gap in teamwork and collaboration.

## Methodology

### Research Design

Descriptive research design is employed in this study of generation gap and its effects of attitude & work behaviour of a top manufacturing company. The descriptive design facilitates the determination of how generation gap affects the work place and communication style ,of difficulties experienced by employees .

### Universe Sample

The study sample of 100 members in a manufacturing company of Bangalore. Simple random sampling of 100 employees of various departments, job descriptions, and experiences.

### Tools for Data Collection.

Primary data was gathered with the help of questionnaires with open ended questionnaires and the response of the employees were measured through likert scale to check the communication style, and technology approach. Secondary data was gathered from books, journals, research papers, and authentic websites to give background information of generation gap with manufacturing sector.

### Results and Discussion

From the presented table 1, it describes Cronbach's alpha is a valuable tool for assessing the internal consistency reliability of scales and questionnaires. It provides researchers with a quantitative measure of the extent to which items within a scale are measuring the same underlying construct, thereby enhancing the validity and reliability of research findings. In this study Cronbach's Alpha as measure was used to assess the reliability of a set of attributes or test items. The general rule of thumb is that a Cronbach's alpha of **.60 and above is good, then .70 and above is better and .90 and above is best.** The above table infers that all items used

in the study have an alpha value of above .60, inferring a good reliability of the questionnaire adopted for the study.

**Table 1**

**Reliability test using Cronbach’s Alpha**

Instrument	No. of items	Cronbach’s Alpha
Generation gap and its effects on attitude and work behaviour	5	0.692

**Table 2**

**Z-test between the family on the respondents and overall generation gap and its effects on attitude and work behaviour**

Generation Gap and its effects on attitude and work behaviour	Age	N	Mean	Std. Deviation	Std. Error Mean	DF	Statistical Inference
Priorities and work place.	20-30	76	15.36	1.912	.576	78	P>0.05 0.189
	20-30	13	14.50	4.143	1.310	12.403	Not Significant
Communication Style	20-30	76	14.90	4.077	.425	78	P>0.05 0.143
	30-40	13	19.90	3.784	1.229	14.987	Not Significant
Technology approach	20-30	76	14.50	4.245	.519	78	P>0.05 0.097
	30-40	13	13.73	1.958	1.258	14.355	Not Significant
Perspective on innovation and change	20-30	76	14.23	3.854	.467	78	P>0.05 0.544
	30-40	13	13.64	1.476	1.162	13.107	Not Significant
Teamwork and conflict resolution	20-30	76	15.80	2.252	1.679	78	P>0.05 0.621
	30-40	13	14.45	1.786	.356	12.371	Not Significant

Overall Generation gap and its effects on attitude and work behaviour	20-30	76	117.34	3.476	1.387	78	P>0.05 0.456 Not significant
	30-40	13	119.34	1.342	3.254	14.634	

The analysis reveals that there is no significant difference between the generation gap between the employee and work behaviour

H0: There is no significant difference between the age gap of the respondent and generation gap and its effects on work behaviour.

H1: There is significant difference between the age gap of the respondent and generation gap and its effects on work behaviour.

Result: The z-test is applied and it is denoting that there is no significant difference between the age gap of the respondents of generation gap and its effects on work behaviour.

**Table 3**

**One-way analysis of variance among designation of the respondents and overall Generation gap and its effects on attitude& work behaviour.**

<b>Generation gap and its effects on attitude and work Behaviour</b>	<b>Sum of Square</b>	<b>DF</b>	<b>Mean Square</b>	<b>F</b>	<b>Statistical inference</b>
<b>Priorities and work Place</b>					
Between Groups	134.834	2	51.721	1.156	P>0.05 0.415 Not Significant
Within Groups	3588.634	97	12.081		
Total	3723.468	99			
<b>Communication Style</b>					
Between Groups	304.345	2	134.346	3.789	p>0.05 0.098 Not Significant
Within Groups	3356.654	97	45.678		
Total	3660.999	99			

Technology Approach					
Between groups	178.654	2	95.304	2.876	p>0.05 0.072 Not Significant
Within Groups	4356.565	97	34.408		
Total	4535.219	99			
Perspective on Innovation and Change					
Between groups	78.456	2	45.379	1.087	P>0.05 0.354 Not Significant
Within groups	3345.897	97	47.711		
Total	3424.353	99			
Teamwork and conflict Resolution					
Between groups	68.678	2	30.339	2.51	P>0.05 0.086 Not significant
Within groups	2212.311	97	12.086		
Total	2280.989	99			
Overall Generation Gap and its effects on attitude & work behaviour					
Between Groups	8.004	2	3.004	0.68	P>0.05 0.987 Not significant
Within groups	1356.746	97	133.234		
Total	1364.48	99			

The priorities of work place, and communication style of technology approach and perspective on innovation change ,of teamwork and conflict resolution and overall generation gap and its effects on attitude & work behaviour

**Table 4**

**Correlation between the Department and generation gap and its effects on attitude  
And work Behaviour**

Variable	Correlation value	Statistical inference
Priorities and work place	-0.302*	P> 0.05 Significant
Communication style	-0.125	P>0.05 Significant
Technology approach	0.045	P>0.05 Significant
Perspective of innovation and change	0.134	P>0.05 Significant

Teamwork and conflict resolution	0..162	P>0.05 Significant
Generation gap and its effects on attitude and work behaviour	-0.0234	P>0.05 Significant

\*\*Correlation is significant at the 0.01 level

\*Correlation is significant at the 0.05

The give table states there is a no significant relationship between the Department of dimension of Priorities and work place, and Communication Style,on the Technnolgy approach on the Perspective of innovation and change to the teamwork and conflict resolution on the generation gap and its effects and work behaviour.

H0; There is no significant relationship between the department the generation gap and its effects on attitude and work behaviour.

H1: There is a significant relationship between the department the generation gap and its effects on attitude and work behaviour.

Result: The correlation test was applied with the variables and it was evident that there is no significant relationship between the department of generation gap.Hence the research hypothesis is rejected and the null hypothesis is accepted.

## **Suggestions Based on Research Findings**

### **Strengthen Communication .**

Provide forums for communication between departments and generations. Frequent forums, seminars, and cross-functional teams can promote a more cohesive company vision and lessOn resistance to change

### **Enhance Leadership Development Programs**

Invest in training and mentorship initiatives that prepare emerging leaders to navigate the complexities of modern business environments. Emphasize cross-generational learning to bridge cultural divide.

### **Accelerate Digital Integration**

Prioritize the way digital technologies are integrated into every department of your company. Establish digital roadmaps in line with strategic goals and make sure that conventional procedures change to enable new technology.

### **Policy and Framework Adjustments**

Review corporate governance structures to include more adaptable policies that fit fast change Stress performance measures' and strategic planning's flexibility.

### **Conclusion**

Research on Generation gap and its effects on attitude & work behaviour the generational divide Misunderstandings, disputes, and difficulties in teamwork can result from differences in work ethics, communication styles, leadership preferences, and job expectations. Organizations can close the gap and establish a more welcoming and efficient workplace, though, by being aware of these distinctions and putting good strategies into place. Employees of different generations can collaborate more effectively if open communication, mentorship programs, and flexible workplace policies are promoted. In addition to increasing teamwork and job satisfaction, addressing generational differences also boosts organizational success as a whole.

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