GENERATION DIFFERENCES IN WORKPLACE VALUES

AND STRATEGIES TO MINIMIZE THE CONFLICT:

A CASE STUDY OF GANO EXCEL INDUSTRIES

A project paper submitted to the College of Law, Government and International Studies in partial fulfillment of the requirements for the degree of Master of Science (International Business)

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ABSTRACT

Generational conflicts in values, perspectives, attitudes and behaviors are nothing new, but they can be difficult to reconcile in the workplace. Lack of attention to generational differences will make any company less efficient. So, this study used quantitative measures to investigate the generational differences in workplace values and qualitative measures to identify the strategies to minimize the conflict in Gano Excel Industries. Questionnaires were sent to local and oversea employees who come from Italy, Spain, Portugal, Cyprus, Netherland, France, Germany, Austria, United Kingdom, Romania and Turkey and 120 respondents participated in this survey. Interviews with 10 managers from the company were also done. There are R1, R2, R3 and R4 who are based in local office, while R5 from Italy, R6 from UK, R7 from Cyprus, R8 from Turkey, R9 from Romania and R10 from Netherland. Rokeach Values Surveys (RVS) by ranking scale had been used in this study to investigate the different work values of the employees from different generation. It is hope that the outcome of this study can be a benchmark for the management to improve Human Resources Management (HRM) and will be beneficial to the management employees, decision makers, researchers, academician, and also particular society in order to plan the effective ways to achieve work values of the employees in a company.

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DEFINITION OF KEY TERMS

NO	KEY TERMS	DEFINITIONS
1	Baby Boomers	Born between the years 1945 and 1964, they were born during or after World War II and raised in the era of extreme optimism, opportunity, and progress.
2	Generation X	The generation X, born between 1965 and 1979 was the first generation raised on "to do lists" and grew up with high rate of blended families.
3	Generation Y	The newest generation to join the workforce born between 1980 and 1999, which their lives have been shaped by events such as school violence, the digital age, reality TV, 9/11, the War on Terror, and Web-based social networking.
4	GE	Gano Excel
5	HRM	Human Resource Management
6	HR	Human Resource
7	HQ	Headquarter
8	MLM	Multi-Level Marketing
9	IB	International Business
10	Millennial	Nickname for Generation Y, for more details refer Generation Y

CHAPTER 1: INTRODUCTION

1.0 CHAPTER INTRODUCTION

This study is conducted with the purpose of investigating the generational differences in workplace values and strategies to minimize the conflict at a Multi-Level Marketing (MLM) company. This chapter begins with the background of the research which discussed about the generation gap in the company and why MLM Company had been chosen to be study in this research. The chapter will continue to determine the problem statement which link to create the research questions. Following section is to describe the research objectives and the significant of the study. Lastly, a summary of organization chapter will be brief by the author in this chapter.

1.1 BACKGROUND OF STUDY

In today business world, there is a difficulty of views, interests, attitudes, social norms andvalues in the workplace (Murphy, Gibson & Greenwood, 2010). The latter, work values among different generations are discussed in this study.

Today's workforce is comprised of employees separated by three and even four distinct generational perspectives. According to Smith (2010), there is always different of views, values, attitudes, motivations and life experiences among the 20-somethings, 40-somethings and 60-somethings workers in a company. We called them Generation Y, Generation X and Baby Boomers. Generation Y were

those who born in the year of 1980-1999, Generation X were those who born in the year of 1965-1979 and Baby Boomers were those who born in the year of 1945-1964 (Smith & Clark, 2010).

In order to keep the operations running smoothly among these three generations of employees, the company will need to develop new strategies and effective techniques of skills while managing the business.The lacks of attention to the work values of the employees from different generations would create conflicts among them in the workplace (Rodney & Terry, 2012). It was nothing new in any business at any company.

When there was a misunderstanding between the generational differences in work values, it would lead to high turnover of employees in the workplace which will also resulting in higher recruiting costs and more difficulty to grab a right candidate as employees (Jane & Regina, 2009). Thus, understanding how these three groups, especially Generation Y, which are the majority in the workplace today working values, is very important.

To get more knowledge about work values differences among generational differences in a company could help the companies to design correct work programs to the employees. On top of that, this would be easier for the management to plan for training, developing and retaining them as well as to

achieve the company goals (Foo & Rashad, 2013). How well a management team in a company managing the diversity generation which had different work values will lead to the success of the business in the future.

In this study, the author had selected a MLM company to do the research regarding the generational differences in work values and strategies on how to minimize the generation gap. MLM Company was chosen because there are different age of group people involved in the business (Dominique, 1993). According to him in "The Direct Selling Revolution", sales force to the other salesperson recruited is called participants "down line" and at the same time, it can provide multiple levels of compensation. MLM companies always welcome everyone to join for the business opportunity, work together, growth the sales together and share the wealth together.

Figure 1: Logo of the Gano Excel Industries

Gano Excel Industries which manufactured products from Ganoderma Lucidum and doing direct selling business has a very large networking all around the world had been choose to study in this research. It is an international company, which the Headquarter (HQ) is located at Kedah Malaysia has many brunch throughout

the world, such as United State of America, Netherland, Greek, Turkey, Thailand, Australia and just to name a few (Leow, 2008).

Gano Excel (GE) is one of the established and leading direct selling company in Malaysia compete with local and foreign Multi-Level Marketing (MLM) Company to provide many range of products for customers. It was founded by Mr. Leow Soon Seng (President of GE Industries) in year 1995. Above figure 1 is the logo of the company that have been study.

This company had manufactured products from Ganoderma Lucidum and distributes a wide range of unique products ranging from food supplement, beverages, personal care, and personal skin care to household products. Food supplement such as pills of Ganoderma and Gano Excellium, beverages such as Gano Koppe 3in1, Gano Black Koppe, Gano Mocha, Gano C'real and so on, personal care such as Gano Fresh and Gano Soap.

Gano Excel corporate objective is to adopt best business practice by providing excellent wellness products to empower health, wealth, success and financial freedom to the community and growth of global economy. Gano Excel in partnership with prominent distributors worldwide is committed to continuously provide golden opportunities of health and wealth in the next trillion wellness industry. Translate dreams into reality through rewards of Gano Excel excellent

marketing plan and excellent corporate support.

According to Leow (2008), there are different generations of employees working under each business management at different countries, such as Americans at United State of America, Dutch at Netherland and so on. Each generation has a unique perspective on the world of work. Baby Boomers in the company mostly are manager. They have different views of work values which force the Generation X and Generation Y to follow their working style. Thus, the companyneeds to understand more about different work values among employees in different generation.

In conclusion, dealing well with this three generations (baby boomers, generation X and generation Y) will help in a business management as well as to minimize the conflicts among each other. At the same time, understanding more about work values differences among these three groups can also build a good relationship among each other. So, effective strategies need to be developing in order to minimize the generational gap in the company. This will not only help in decreasing the number of turnover but also to push in the business goals.

1.2 PROBLEM STATEMENT

Generation gap was the major reason today why managers and employees were moving away from each other (Foo & Rashad, 2013). According to Leow (2008),

the environment had changed, so the working style and with that the mind of employees also changed. Today's generation don't like others interfering in any of their personal matters. For example, they don't like managers ordering them rather than leading them, and if they tried and tell them what's wrong for them, they misbehave with their managers (Leow, 2008).

These happened in Gano Excel Industries which have more than three generations working in different departments. The generation gap between managers and their employees were referred to poor communication among each other. Most often, it came down to the management team and their downline having different work values, which by itself was not necessarily a problem. The problem arises when one feels it was necessary to make the other person wrong because of their opinions, beliefs, behavior and just to name a few (Wagner, 2007).

Different people have different perspective and always have the potential to bring different thoughts, ideas, and suggestions to problem solving and future opportunities (Murphy, Gibson & Greenwood, 2010).

Therefore, the research aim is to study the different generations that are currently in the workforce have different work values from one another. The problem that this study address is: *(i) do the different generations that are currently in Gano Excel Industries have work values differences from one another?* Using the

Rokeach Values Survey (RVS), a validated instrument designed to quantitative measure work values, this study compared the measurements of work values foreach generation. Given that there are three generations currently in the workplace, this study sought to determine if the work values of Generation Y, Generation X and Baby Boomers are different from one another.

On top of that, this study also addresses the problem: *(ii) what is the factor that contributing generation conflicts and how to resolve the generation conflict?* Thus, interviews with 10 managers had done in a MLM company to discuss potential strategies on how to address the cognitive gap.

1.3 RESEARCH QUESTION

Research questions are used to ensure that a study conducted to be on its right track. The research questions of this study are as follows:

1. Do generational differences cause to the differences of work value between three generations?

2. How to resolve the generation conflict?

1.4 RESEARCH OBJECTIVE

This study consists of two objectives as below:

1. To investigate whether there are differences of work values among the different generation in Gano Excel Industries.

2. To identify strategy to minimize the workplace conflicts due to generational differences.

1.5 RESEARCH SIGNIFICANCE

Theoretically, this study is important because of its contribution towards an insight on understanding different work values among three generations of employees in a company.

This research identified two sets of personal work values of the employees in a MLM company, which were Terminal Values (TV) and Instrumental Values (IV). According to Rokeach (1968), terminal values were the goals that someone work towards and view as most desirable. These values are desirable states of existence. They are the goals that someone would like to achieve during his or her lifetime. Instrumental values were the preferred methods of behavior. They can be thought of as a means to an end. Instrumental values consist primarily of personal characteristics and personality traits such as honest, polite, and ambitious (Braithwaite & law, 1985).

The findings from this research will provide insights for Gano Excel Industries, academics, university, and students or even to those marketers. The human resource manager who is the one involved with these three generations can benefit from the results.

The research information can be used as a guide when dealing with the generation gap. This research will also help to guide management team in Gano Excel Industries on how to apply techniques, which focus on decreasing the generation conflicts between three generations in the company.

1.6 ORGANIZATION OF CHAPTERS

Chapter one explained the background of the study, problem statement, research question, research objectives, research significant and organization to remaining chapters.

Chapter two will begin to discuss the company background of the research. Related literature reviews about the independent variables (three generations-baby boomers, generation X and generation Y) and dependent variables (work values- terminal values and instrumental values) will present next. Thus, the hypotheses for the study will be developed.

Meanwhile, chapter three will explicate about the research design, sample used, survey and interviews instrument, data collection and technique of data analysis. In chapter four, it will present the findings from the survey based on the questionnaire and interview with the manager's instruments.

Last but not least, chapter five as a final chapter for this study will contain summary of the study, implications for managers, limitation of the study and recommendations for further research.

CHAPTER 2: LITERATURE REVIEW

2.0   INTRODUCTION

The general purpose of this research was to find out whether there is a difference of work values for three generations in the Company and this research also seeks to present practical strategic applications for managers to incorporate within their workplace when integrating Generation Y employees into business with minimal conflicts. This chapter will begins with the introduction of the company background. The values are the dependent variables which divided into 36 universal of human values and generations are independent variables which classified into three generations (Baby Boomers, Generation X and Generation Y). Literature reviews on relevant concepts are discussed in the following section in order to develop the research hypotheses.

2.1 REVIEW OF THE RELATED LITERATURE

This section covered all the literature that have been studied. It had divided into two sections. This first section was the values as the dependent variable, which consisted of 36 human values by Rokeach Values Surveys (RVS) while the second section was generations as the independent variable, which classified into three groups (baby boomers, generation X and generation Y). The author will continued the generation topic by factors that influencing generation gap, generational conflicts as well as how to resolving the

generational conflicts.

2.1.1　VALUES

This discussion will contained two parts. The first part is the definition of work values while the second part will discussed how values have been measured in the research by Rokeach Values Surveys (RVS).

2.1.1.1　DEFINITION OF WORK VALUES

According to Gahan (2009), an overlap with attitudes, preferences, and norms make the values are difficult to be define. Sabir (1980) noted that researchers have taken various approaches to defining the nature and meaning.

The term work valuebeen defined by researchers to mean "*the end states that individuals desire and expect through working*" (Gahan & Abeysekera, 2009, p129). Work values are often considered work goals because work values are seen as important in shaping the way individuals view work, how they respond to certain work situations, and how they perform in their designated roles at work (Gahan & Abeysekera, 2009).

There are two types of work values discussed in Human Resource Management (HRM) literature. Those two types are extrinsic work values

and intrinsic work values (Ros et al., 1999). Extrinsic work values refer to those aspects of a job that benefit the employee materially, such as pay, promotion, and good working conditions while the Intrinsic work values refer to those rewards that come from the job itself, such as a sense of achievement, self-determination, and self-actualization (Gahan & Abeysekera, 2009).

HRM researchers have been particularly interested in understanding individuals' value orientation because those researcher that can communicate the ability to meet employees extrinsic and intrinsic reward needs are often more successful at hiring and retaining the best employees (Lester, Claire & Kickul, 2001).

2.1.1.2 ROKEACH VALUES SURVEYS (RVS)

For the purposes of the research study, the definition proposed by Rokeach (1968) will be used. According to him, value divided into either instrumental or terminal. Terminal Values are the goals that we work towards and view as most desirable. These values are desirable states of existence. They are the goals that we would like to achieve during our lifetime. Instrumental values are the preferred methods of behavior. They can be thought of as a means to an end. Instrumental values consist primarily of personal characteristics and personality traits such as honest, polite, and ambitious.

Although Rokeach (1973) viewed instrumental and terminal as two separate types of values, but he noted that they were functionally related with the line separating them not always clear. He asserted that one or more instrumental values may be related to one or several terminal values. Based on his discussion, Rokeach developed a list of 36 values that he believed to be universal, 18 of which are terminal and another 18 are instrumental. Despite his assertion of 36 universal human values, he recognized that individuals have different value systems.

Table 1:
List of Terminal Values & Instrumental Values

Instrumental values	Terminal values
Ambitious (hard working, aspiring)	A comfortable life (a prosperous life)
Broad-minded (open-minded)	An exciting life (a stimulating, active life)
Capable (competent, effective)	A sense of accomplishment (lasting contribution)
Cheerful (lighthearted, joyful)	A world at peace (free from war and conflict)
Clean (neat, tidy)	A world of beauty (beauty of nature and the arts)
Courageous (standing up for your beliefs)	Equality (brotherhood, equal opportunity for all)
Forgiving (willing to pardon others)	Family security (taking care of loved ones)
Helpful (working for the welfare of others)	Freedom (independence, free choice)
Honest (sincere, truthful)	Happiness (contentedness)
Imaginative (daring, creative)	Inner harmony (freedom from inner conflict)
Independent (self-reliant, self-sufficient)	Mature love (sexual and spiritual intimacy)
Intellectual (intelligent, reflective)	National security (protection from attack)
Logical (consistent, rational)	Pleasure (an enjoyable, leisurely life)
Loving (affectionate, tender)	Salvation (saved, eternal life)
Obedient (dutiful, respectful)	Self-respect (self-esteem)
Polite (courteous, well mannered)	Social recognition (respect, admiration)
Responsible (dependable, reliable)	True friendship (close companionship)
Self-controlled (restrained, self-disciplined)	Wisdom (a mature understanding of life)

Below table 1 shown the list of 18 terminal values and instrumental values for Rokeach Value Surveys (RVS). In a nutshell, terminal values signify the

objectives of the life of a person – the ultimate things the person wants to achieve through his or her behavior (the destination he wants to reach in life) whereas instrumental values indicate the methods an individual would like to adopt for achieving his life's aim (the path he would like to take to reach his destination).

2.1.2 GENERATIONS

This section will discuss the concept of generations as it applies to the current study. The discussion will cover four topics, beginning with a brief overview of characteristics for each generation- Baby Boomers, Generation X and Generation Y. Second topic will be a discussion of the developmental research that suggests factors that influencing generation gap continues with a discussion of the generation conflicts. Lastly, the topic will conclude with how to resolve generation conflicts on today's workforce.

2.1.2.1 CHARACTERISTIC OF THREE GENERATIONS

Baby boomer is the generation that had been born between the years of 1945-1964. They were the first generation to be popularly named because they were part of the post-World War II, Vietnam War, Woodstock, the United States which first landing on the moon and Women's Rights Movements (Petroules et al., 2010). For this generation, they have strong influenced by the Economic prosperity and their heroes included Martin

Luther King, Jr. and Dr. Spock (Marion, 2011).

According to Murphy et al., 2010, there are more than 85 million of baby boomers in the workforce. This generation is considered idealistic and is willing to make both personal and professional sacrifices to achieve consensus, which requires teamwork and collaboration. They are also considered to be political micromanagers who despise laziness (Macon & Artley, 2009).

They grew up with high expectations, which were disappointed by the end of the 1980s and early 1990s (Smith, 2010). According to Jorgensen (2003), baby boomers are now predominant in senior positions in an organization. This generation always stand on the point of achievement comes after paying dues and they believe in sacrifice in order to achieve success.

They have the passion to work hard and they are willing to work in long hours (Zemke et al., 2000). Baby Boomers invented the phrase "*Thank God, it is Monday*", and the 60-hour work week. They not only concerned about participation in the workplace, but also bringing heart and humanity to the office (Zemke et al., 1999).

Today, the baby boomers have become the over "50" and the slogan "*all for*

one and one is me" is to describe their work characteristic in the organizations. This generation's management team nowadays are lacking in participate in managing and controlling the human resource under an organization which requires great skill in understanding, listening, communicating, motivating, and delegating (Zemke et al., 2000).

The next generation popularly called generation X are those who born between the years 1965-1979. They are the smallest generation with around 50 million in the workforce (Murphy et al., 2010). Their life experiences were shaped by the MTV, AIDS Crisis, Challenger disaster and Desert Storm. For this generation, they came from a struggling economy and soaring divorce rates, and their heroes included Michael Jordan and Bill Gates (Marion, 2011).

Many Generation X grew up in dual worker families and they are considered as the latchkey kids as they spent considerable time at home alone and technology has been a big part of their lives (Murphy et al., 2010). Thus, they are self-reliant, fun-loving, and independent (Lyons, 2005). They are also less loyal than the Boomers (Crampton & Hodge, 2007) and unable to enjoy the career success of their predecessors because they are more concerned with balance of work and non-work lives (Crampton & Hodge, 2007). At work, they are computer literate and want a fun environment (Patota et al., 2007)

but they are far more mobile than the Baby Boomers, moving from job to job to improve their careers (Johnson & Lopes, 2008). Thus, they are considered to be more independent and disloyal and more likely to change jobs in order to improve skills for their next opportunity (Macon & Artley, 2006).

According to Eiser (2005), Generation X workers seem to enjoy intrinsic reward. This means that the managers may need to provide incentives to these employees by supporting personal growth, skill-development over job titles, and creating opportunities for satisfying their accomplishment.

On top of that, Generation X are relaxed with change. They have changed cities, homes and parents all their lives and this cause to their need of response and flexibility and that's why they detest close management. The slogan "*work to live and they don't live to work*" is to describe generation X as well (Zemke et al., 1999). Generation X do not want to get spiritually in touch with their jobs and they just want to be comfortable at work. This generation will be able to avoid some of the corporate politics and just act like themselves (Zemke, et al., 2000).

Generation Y also called Millennial are those who born between the year of 1980-1999 and they are around 76 million to join in the workforce. This generation has been experienced by the events such as the digital age, school

violence, cell phone, TV and 9/11. (Murphy et al., 2010).

According to Eisner (2005), the generations Y are most educated and tended to grow up with more discretionary income than previous generations. He stated that Generation Y are "*tend to want intellectual challenge, need to succeed, seek those who will further their professional development, strive to make a difference, and measure their own success*". Meeting personal goals is likely to matter this generation while making a lot of money tends to be less important to them than contributing to society, parenting well, and enjoying a full balanced life. In the workplace, Generation Y dislikes slowness and desires immediate feedback.

According to Petroules et al., (2010), generation Y members typically know that from their jobs, working and completing their task or objectives will be rewarded in their salaries or bonuses. From there, they have been hard working and achieving company target is the gate way to their emanate desires or needs. They tend to be on the lookout for fun, quality friendships, and look for a fulfilling purpose (Roberts, 2005).

Below table 2 shown the characteristics of three generations differences in the workplace (Petrouleset al., 2010). In a nutshell, the work values, leadership style, interactive style, way of communications and so on were

different for this three generations. Thus, in this study, the author will investigate the differences of work values by the employees in a company and interview the manager to discuss how to minimize the conflicts among the three generations.

Table 2:
Characteristics of Baby boomers, Generation X and Generation Y

	Generation Baby Boomers (1943-1960)	Generation X (1960-1981)	Generation Y (1982-2001)
Work Ethic & Values	Workaholics, work efficiently, personal fulfillment, desire quality, question authority	Eliminate the task, self-reliance, want structure and direction, skeptical	What's next, multitasking, tenacity, entrepreneurial, tolerant, goal-oriented
Work Is...	An exciting adventure	A diffiult challenge, a contract	A means to an end, fulfillment
Leadership Style	Consensual, collegial	Everyone is the same, challenge others, ask why	Not yet determined
Interactive Style	Team player, loves meetings	Entrepreneur	Participative
Communications	In person	Direct, Immediate	E-mail, Voice mail
Feedback	Don't appreciate it	Sorry to interrupt, but how am I doing?	Whenever I want it at the push of a button
Rewards	Money, title, recognition	Freedom is the best reward	Meaningful work
Messages That Motivate	You are valued, you are needed	Do it your way, forget the rules	You will work with other bright creative people
Work & Family Life	No balance, work to live	Balance	Balance

2.1.2.2   FACTORS THAT INFLUENCING GENERATION GAP

The study of human development suggests that several developmental factors may also influence generational differences. A discussion of those factors follows.

History-graded effects also called cohort-effects, refers to those events or significant experiences that affect the course of development for a whole

generation, or generations, of people living through it (Broderick & Blewitt, 2002). For example, the World War II have had a strong impact on the work values of those that lived through those experiences (Cherrington et al., 1979).

Age-graded effects are the result of change that occurs in an individual as he or she grows older (Broderick & Blewitt, 2003). It includes physical changes such as decline in the effectiveness of the immune system, reduced cardio-vascular function or loss of visual and auditory acuity (Broderick & Blewitt, 2003). Changing physical capabilities not only have an impact on physical work capacity, they have been shown to be correlated with a number of personality factors, including self-perception (Shimonaka & Nakazato, 2001), sense of identity (Mahdi, Foster, & Little, 1987; Weiss, 1995) and self-concept (Herzog, Franks, Markus & Holmburg, 1998; Schulz & Heckhausen, 1996). Such profound changes could quite conceivably influence work values.

2.1.2.3. GENERATIONAL CONFLICTS

As a result of the different characteristic of three generations described above, as well as factor that have cause to different work values, generational conflict is becoming a much larger topic of discussion among human resource professionals, managers, and business owners. Murphy et al., (2010)

describe the situation as follows:

> *The difficulties of managing an age-diverse workforce, with its potential*
> *for conflict are widely accepted. The remedy is better understanding of*
> *what the differentgenerations want and need. Understanding such*
> *differences can help managers designmotivation systems, reward and*
> *compensation programs, and leadership approaches thatrecognize their*
> *associates' fundamental value structures. Finally, managers,*
> *workingwith human resource groups, must recognize the importance of*
> *HR interventions inresolving conflict. (p. 42)*

Armour (2004) also identified that generation Y are desire for more casual dress and tattoos to a need for constant feedback and a much more visible emphasis on work-life balance. Penttila (2009) mentioned additional behaviors that tend to cause generational conflict, such as the use of technology during the work day for personal use and a desire to work away from the office. On top of that, each generation wants the other to respect them especially the baby boomers, but is not always willing to recognize the value for the other generations. This unresolved conflict can lead to unhappy employees, high turnover, lower productivity and lower profits.

Eisner (2005) also reported, "*already nearly 60 percent of HR professionals in large companies report conflict between younger and older workers, and*

cite impending labor shortages as increasing the value of every employee" (p. 4). The point is well taken that in 2005, the majority of HR professionals were dealing with some kind of generational conflict. Eisner (2005) concluded that his paper began with what appeared to be an obvious, but simple question: "Will Generation Y's presence in the workplace present strategic challenges for managers?" The question was anything but simple, and ten years later there are continuing to be challenges as a result of a growing number of Generation Y entering the workforce and older generations working more years into retirement age due to economic conditions.

2.1.2.4. RESOLVING GENERATIONAL CONFLICTS

There is minimal empirical data which are available regarding effective solutions to generational conflict. However, a substantial amount of recommendations are available. Of over thirty articles reviewed in this research paper, almost half had some form recommendations to address generational conflict. Table 1 below summarizes many of these recommendations.

TABLE 3:
A SUMMARY OF CONFLICT PREVENTION STRATEGIES

Source	Recommendations

Behrens (2009)	Millennials coach older generations on Technology
	Company policies/rationale on appropriate dress (e.g. Tattoos)
	Flexible work hours
	Continuously challenge Millennials
Preventing Generational Clashes at Your Law Firm (2002)	Understand and communicate generational characteristics
	Provide Millennials meaningful work
	Provide Millennials constant feedback
Bartley, Ladd & Morris (2007)	Educate each generation about each other's characteristics
	Make mentoring a constant way of leading
	Remain open to different perspectives
Murphy, Gibson & Greenwood (2010)	Training programs should consider learning styles ofgenerations
	Open & ongoing discussion of generation needs part of culture
Fink (2010)	Personality assessments can assist in team building
	Teamwork is key to reducing generational conflict.

Additional suggestions roles and responsibilities should be well defined and written for all generations, especially the generation Y. Task lists and timelines should suggest how and when to reach goals (Streeter, 2007). Providing additional training and education is a must if employers are to hire and retain Generation Y. Employers must be flexible, offer challenging work, show an organizational interest in technology, and maintain a willingness to look at organizational issues in new or different light.

Wagner (2007) states, "*Everyone brings something really important to the workplace. If you could take all three of these generations' value systems and absorb them into one culture at the workplace, you would have much happier and productive workers*" (p.30). One of the largest conflicts in the workplace

is the issue of time management. Baby Boomers are accustom to arriving early and staying late to get their work completed while Generation Y is more interested in completing the task at hand and having more free time for a greater life balance between work and family (Chiles, 2005).

To date, insufficient empirical research has been completed to provide interested parties, such as employers, practical strategies to incorporate generation Y into the workplace, especially in smaller companies. It would appear that detailed examples would be one way that would perhaps allow employers to clearly understand strategic processes or procedures which have proven to work well within a multitude of diverse workplaces.

2.2 RESEARCH FRAMEWORK

Major objectives for this research are to investigate whether there is a difference of work values (dependent variable) consists of 36 work values for three generations (independent variable) in Company. Based on the literature review in the previous section, the framework for the study was developed and show as below figure 2.

Figure 2:
Independent Variable (Generations) and Dependent Variable (Work values)

Independent Variables	Dependent Variables
Baby Boomers, Generation X & Generation Y	Work values differences
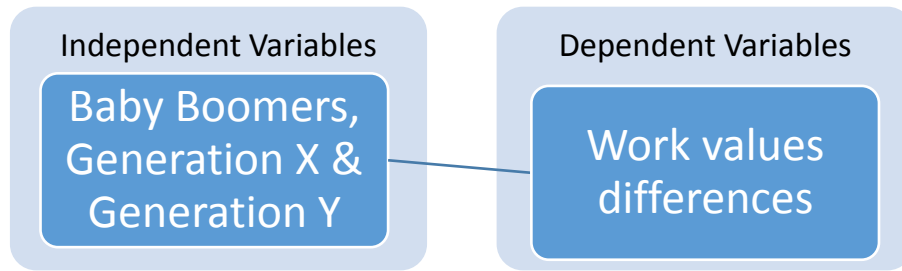
2.3 HYPOTHESES

Rokeach (1968) defined values as 'enduring beliefs that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.' In other words, Rokeach believed that there was a difference of everyone in the values. Thus this study is to investigate the work values for a company and the hypotheses stated as below H_1.

H1 : WVB= WVX= WVY (Work Values of Baby Boomers are equals to the Work Values of Generation X are equals Work Values of Generation Y)

There is a difference between values that are modes of conduct and values that are end-states of existence. Values that are end-states of existence are terminal values stated as below H_2 while values that are modes of conduct are referred to as instrumental values stated as below H_3.

H2 : TVB= TVX = TVY (Terminal Values score for Baby Boomers equals Terminal Values score for Generation X equals Terminal Values score for Generation Y)

H3 : IVB= IVX =IVY (Instrumental Values score for Baby Boomers equals Instrumental Values score for Generation X equals Instrumental Values score for Generation Y)

2.4 CHAPTER CONCLUSION

This chapter presented the previous literatures that entail the important keywords in this study such as Terminal Values, Instrumental Values, Baby Boomers, Generation X and Generation Y. The discussion not only focused on the variables, but also on the underpinning theory of Rokeach Values Surveys (RVS).

CHAPTER 3: RESEARCH METHODOLOGY

3.0   INTRODUCTION

This chapter explains the method that is being used in this research. As mentioned in chapter one, this research is a mixed method study which cover two methods of survey. The Quantitative survey which the purpose is to identify whether there are differences of work values among the different generation in the company, while the qualitative survey is to determine what is the factor that cause to generational conflicts and how to resolve the generation gap. An understanding of the work values of the employees react to enables managers and organizational leaders to enhance learning, productivity, and innovation is very important. Therefore, data describing the work values of today's workers will aid organizations in devising effective methods for managing, motivating, and training workers. The following sections provide an overview of the research design, population and sampling, data collection (administrative), measurement/ instrument and also analysis technique of data used to engage the research participants in order to gather data.

3.1   RESEARCH DESIGN

Research design can be defined as a structured plan of investigation in order to obtain answer for research question. There are two structure plans/ methods of this research. Through questionnaire, a large number of cases

studied given in a questionnaire which can provide opportunity for findings to replicate among several subsets o the survey sample. On top of that, a quick feedback can provide by the respondent by questionnaire (Sekaran, 2000). According to him, by using interview method, the author can have a deep understanding from the respondent and no limit of feedback can be collect from them. New theories can build as well as to explore new areas of research in the future. Thus, there are two methods used in this study which are quantitative (questionnaire) and qualitative (interview) method.

First is the Quantitative research which refers to a systematic empirical investigation of social phenomena via statistical, mathematical or computational techniques (Zikmund et al., 2010). The objective of the quantitative research actually is to develop and employ mathematical models, theories and/or hypothesis pertaining to phenomena.

By quantitative method, the aim is to determine the relationship between an independent variable and a dependent or outcome variable in a population. Quantitative data also is collected in the form of a questionnaire or survey. Sekaran (2000) claimed that the questionnaires are the most useful instrumentation data collection method, especially when a large numbers of people are to be reached in different geographical regions. Further, questionnaires are popular method of collecting data because the researchers

can obtain data fairly easily and the questionnaire responses are easily coded.

This research relied on survey using questionnaire which company workers were requested to answer this questionnaire. This research sought to measure work values of the three different generations currently in the company and then compared the work values of each of the three generations to one another. Where differences were found, analysis was performed to measure the magnitude and nature of the relationship between generation and work values.

According to Zikmund (1994), the survey- questionnaire method has its own advantages and disadvantages. The advantages: (i) can provide a quick, inexpensive an accurate means to obtain a variety of objective (ii) A large number of cases studied in a given questionnaire, provided opportunity for findings to replicate among several subsets of the survey sample and (iii) the scope and coverage is wider and more information can be obtained if we compared with another methods.

The disadvantages: (i) this method demands large investments of times, energy and money. It can be time consuming before certain percentage of the respondents can be covered in the survey (ii) Response problem, which the respondents who answer the questionnaire may not be typical of all people in

the sample. Individuals with a special interest in the topic are more likely to respond to a survey than those who are indifferent and (iii) survey information does not penetrate very deep below the surface. However, it depends on the number of samples selected from the total population. If the sample size reasonably large more information can be obtained that would enable the researcher to go below the surface.

This research was also conducted using the qualitative method- interviews as another structure design. An understanding of these interactions is best achieved by employing an interview research using a qualitative approach (Maxwell, 2005). A standard survey is not interactive and is not able to readily identify and detect patterns in answers. Additionally, and importantly, a standard survey does not allow for deep exploration of attitudes or the ability to probe for clarifications. Using a series of interview questions in a personal interaction allows for understanding meaning and effectively interpreting and categorizing the meaning. This will provide a means to answering the proposed research questions (Maxwell, 2005).

For this research, interviews questions provided individuals an opportunity to speak at length about their work values. They were asked to share examples of characteristic of Generation Y, whether they have any Generation Y working with them in the past, have they experience generational conflicts,

factors caused to the conflict and how they solute the problems.

3.2   POPULATION AND SAMPLING

Population is the group of interest in the researcher's study, or the group to whom the research would like to be focused and also as a result in the research. Population is the entire group of people, events or things that the researcher wishes to investigate. Other than that, they also connected to the information of research. The sampling process is a process to select elements or objects available for research. According to Zikmund et al., 2010, sample size can be defined as the existent number of subject which was chosen as to describe the population characteristics.

Therefore, the population for this research consisted of all company workers with the average total of 500 employees. 500 sets of questionnaire have been distributed which included local (employees who based in Jitra, Kedah) and oversea workers (employees who are stated in 11 different countries such as Italy, Spain, Portugal, Cyprus, Netherland, France, Germany, Austria, United Kingdom, Romania and Turkey). From that initiate, there are 131 sets of questionnaire returned by the respondents and 11 sets of questionnaire were incomplete. Thus, there are all 120 sets of questionnaire were found to be usable for this research and analyzed. Of these, 20 were classified as Baby Boomers, 36 belonged to Generation X and 64 were Generation Y.

On top of that, one-to-one interview with 10 managers from the company were done. There are R1, R2, R3 and R4 who are based in local office, while R5 from Italy, R6 from UK, R7 from Cyprus, R8 from Turkey, R9 from Romania and R10 from Netherland.

3.3   DATA COLLECTION

Data collection method that involve in this research is primary and secondary data collection. The first stage of this research is developing problem statement, and then it continues with forming questions and objectives of the research. The third stage of the research is processing the information gathered from two types of data namely Primary and Secondary Data. The Primary Data is collected through questionnaires and interviews while Secondary Data is collected through inventory of books, journals, thesis, newspaper and internet. In the fourth stage, data which has been collected have been analysis to get the result of the research. The figure 3shows the method of data collection.

FIGURE 3 :METHOD OF DATA COLLECTION

3.3.1   Primary Data

According to Zikmund (2010), primary data can be defined as data that

gathered for research purpose form the real situation whereby the events is happening. Besides that, it also can be used for research in order to get an accurate data. In this research, data collected by using questionnaire and interview method, and gather answers given by the respondents based on three different generations.

Data collections for questionnaire were done within a month begin on 15th November 2013 to 15th December 2013. 500 self-administered questionnaires were sent to all email address of the employees. Electronic mail for the announcement for respond to the questionnaire sent on 10 November, 2013 (refer appendix 1) before questionnaire send to the population of respondents. The invitation letter (refer appendix 2) sent after 5 days attach with the questionnaire (refer appendix 3) on 15th November, 2013.

Questionnaire administration was conducted by researcher herself. Before the respondents fill in the questionnaire, the instruction on how to fill the questionnaire was given and it take around 10-15 minutes to answer the questionnaire. The first collect of the questionnaire was on 30th November 2013. The first reminder letter was sent through email (refer appendix 4) to those who haven't respond to the researcher on the day after the first collection. Finally, the entirequestionnaires were received before 15th December 2013.

On the other hand, this research also used a qualitative methodology which the data collected by completing one-to-one interviews with managers from the company. Appointments were made for through email by sending invitation letter (refer appendix 5) for each managers in different dates and times. The questions which will be ask in the interview (refer appendix 5) also had attach while sending the invitation letter on 16th December 2013.

For those managers who are currently based in local, interview section were made before 30th January 2014. While for those managers who based in oversea, interview section were made on 7th February 2014, which was after first quarter annual year meeting of the company. Personal Interview after meeting were done and data were collect after responses written down the answer in the question paper (refer appendix 6).

3.3.2 Secondary Data

According to Zikmund (2010), secondary data is based on external data and sources taken from documents such as previous studies, internet publication and journals regarding the generation differences in the workplace. From the sources, the researcher could detail about the research more accurately and precisely in order to make it more organized.

This research collected data at library which provide collections of books, journals, newspaper as well as commercial business periodical such as the Wall Street Journal, Fortune and Business Week which contain much useful material were collected as references. At the same time, information which are available over the internet also collected as a secondary data. Professional e-journals through internet such as Journal of Management, Journal of Psychology, Journal of Human Resources Business Review and so on for reading and references. On top of that, the researcher also collected the data through commercial sources such as publishing information. The company offer information in published formats and Excel format such as demographic update for the employees and also the e-mail contacts for over 500 employees.

3.4 INSTRUMENT OF RESEARCH

There are many types of research instrument can be used to gather data in a research. The instruments which have been used in this research are questionnaire and interview. The questionnaire in this research gather all the relevant and available data which help the researcher to determine the different work values for different generation in the company (refer to appendix 3).

According to Sekaran (2005), questionnaire will be pre formulated with written set of question to obtain respondents answers. There are certain criteria should be followed by the questionnaire like, should be attractive, concise and

professional looking to make the respondents interested in responding. The questionnaire also should meet the objective of the research. The entire questionnaire was designed after an extensive review of the literature.

In this study, the task for respondents in the questionnaire survey was to arrange the 18 terminal values, followed by the 18 instrumental values, into an order "of importance to the employees, as guiding principles in their life" (Johnston, 1995).Thus the questionnaire comprised of two sections, where Section A captured demographic information and Section B captured information about the employees personal work values. From Section A is the demographic information which consisted of six questions to obtain respondents' demographic information. Questions asked are related to gender, status, nationality, age, level of education and monthly income. For Section A, the respondents were analyzed and the data shown in the findings.

While Section B is the work values which consisted of 36 values to assess the employees work values across two dimensions- terminal values and instrumental values. For each value in Section B, ordinal scale(ranking) is being used to rank with the first (1) is the top most priority and the last (18) is the least most priority. For the interviewees, there are several questions were asked: (i) do you have any Generation Y working within your department, or have you supervised any in the past? (ii) What characteristics of Generation Y

are you familiar with that are perhaps different from former generations? (iii) Have you experienced any generational conflict between Generation Y and former generations, such as Generation X or Baby Boomers?(iv) If so, what contributing factors do you think have caused the most conflict within your department? (v) Have your department developed a strategy to address generational conflict? If so, what strategy was the most effective, and why is that?

3.5 MEASUREMENT OF RESEARCH

For the questionnaire design, there are a great many instruments designed to measure work values. The Rokeach Value Survey (RVS) was chosen for this questionnaire survey by using Ordinal scale to rank each items that include in the each values. For the interview surveys, 10 managers were meet and these managers were asked questions regarding not only generational conflict that their companies might have experienced, but also how they were able to resolve these conflicts, possibly by changing their strategies, techniques, or policies.

3.5.1 Nominal Scale

According to Zikmund (2003), nominal scales represent the most elementary level of measurement in which values are assigned to an object for identification or classification purposes only. In this research, the fixed

alternative questions had been asked in demographic section for the questionnaire. The simple-dichotomy question requires the respondent to choose one of two alternatives. For example in this research, the question of gender, marital status and nationality are the questions which had been designed.

3.5.2 Rokeach Value Survey (RVS)

The RVS is a classification of values and it developed by social psychologist Milton Rokeach. It has been used since 1968 to study instrument and terminal values of individuals in a variety of national, international, multinational and professional settings. Terminal Values refer to desirable end-states of existence. These are the goals that a person would like to achieve during his or her lifetime. These values vary among different groups of people in different cultures.

The 18 terminal values are (i) True Friendship, (ii) Mature Love, (iii) Self-Respect, (iv) Happiness, (v) inner Harmony, (vi) Equality, (vii) Freedom, (viii) Pleasure, (ix) Social Recognition, (x) Wisdom, (xi) Salvation, (xii) Family Security, (xiii) National Security, (xiv) A Sense of Accomplishment, (xv) A World of Beauty, (xvi) A World of Peace, (xvii) A Comfortable life and (xviii) An Exciting Life.

While the Instrumental Values was refer to preferable modes of behavior for achieving the goals. The Instrumental values are (i) Cheerfulness, (ii) Ambition, (iii) Love, (iv) Cleanliness, (v) Self-Control, (vi) Capability, (vii) Courage, (viii) Politeness, (ix) Honesty, (x) Imagination, (xi) Independence, (xii) Intellect, (xiii) Broad-Mindedness, (xiv) Logic, (xv) Obedience, (xvi) Helpfulness, (xvii) Responsibility and (xviii) Forgiveness.

3.5.3 Ordinal Scale

According to Zikmund (2010), ordinal scales allow things to be arranged in order based on how much of some concept they possess. In other words, an ordinal scale is a ranking scale and may be developed by asking respondents to rank order (from most preferred to least preferred) a set of objects or attributes. Respondents will easily understand the task of rank ordering the importance of product attributes or arranging a set of brand names according to preference. For this survey, the multiple choice alternative like determinant –choice question requires the respondent to choose one- and only one-response from among several possible alternatives also has been used to ask the question of age, level of education and also monthly income in this questionnaire.

This survey also involved eighteen items of terminal and instrumental values, evaluated on an Ordinal Scale which to rank with one as their top most priority

and eighteen as their least priority. It is a descriptor used in psychology to indicate a specific type of measure in which respondents compare two or more desirable options and pick the one that is most preferred (sometimes called a "forced choice" scale). For Terminal Values, the employees need to rank the eighteen items according to their ultimate end goals of existence while for the Instrumental Values, the employees need to rank the eighteen items according to their behavior for achieving such end-goals.

3.5.4   Semi-Structured Interviews

Semi structured interviews usually come in written form and ask respondents for short essay responses to specific open-ended questions (Zikmund, 2010). Respondents are free to write a much as or as little as they want. When these are performed face to face, there is room for less structured follow ups. The advantages to this approach include an ability to address more specific issues. Responses are usually easier to interpret than other qualitative approaches. Since the researcher can simply prepare the question in writing ahead of time, and if in writing, the questions are administered without the presence of an interviewer, semi-structured interviews can be relatively cost-effective.

3.6 DATA ANALYSIS TECHNIQUE

For quantitative data analysis technique, the data will be doing the "Statistical Package for Social Science" (SPSS version 22). The data will be computed and

recorded through the range into the same variable. Then by using the SPSS software, all the research questions will undergo certain analysis by obtaining the frequencies, descriptive statistic and tables.

While for the qualitative data analysis technique, phenomenology approach had been used by the managers for this interview. Phenomenology is to study human experiences based on the idea that human experience itself is inherently subjective and determined by the context in which people live (Zikmund, 2010). The phenomenological researcher focuses on how a person's behavior is shaped by the relationship he or she has with the physical environment, objects, people, and situations. Phenomenological inquiry seeks to describe, reflect upon, and interpret experiences.

The term hermeneutics is important in phenomenology (Zikmund, 2010). Hermeneutics is an approach to understanding phenomenology that relies on analysis of texts in which a person tells a story about him or herself. The responses were compiled and an attempt was made to identify patterns of conflict and resolution. The responses were also compared by different generation. The responses clearly suggest that generational conflicts are a concern in companies, as well as GE Industries. Where the answers were found, analysis was performed to measure the effective strategies had been used to resolve the generation gap. Responses were written down and the researcher later typed.

3.7 SUMMARY

This research measured demographic details by nominal scale in the part A and work values by ranking scale in the part B: 36 items of work values which separate into two parts- 18 for terminal values and 18 for instrumental values. Terminal Values refer to desirable end-states of existence; the goals that a person would like to achieve during their lifetime and many vary among different groups of people in different cultures. Instrumental Values refer to preferable modes of behavior. These are preferable modes of behavior, or means of achieving the terminal values. It was expected that there will be a differences of work values for three generations for the questionnaire.

CHAPTER 4: FINDINGS

4.0   INTRODUCTION

The purpose of this research was to investigate whether there was adifference in the work values among three different generations currently in the company. Using quantitative methods, this research sought to compare the work values of each generation. At the same time, the research also using qualitative methods to identifying strategies to minimize workplace conflict. In this chapter, the author will discuss in detail about the findings obtained through questionnaires that were distributed and the feedbacks from the interviews with the company managers.

4.1   BACKGROUND OF RESPONDENTS

In this part of the analysis, the author used descriptive statistics to describe the relevant features for the demography from a collection of respondents in this research. Demographics of the respondents in terms of gender, status, nationality, age, educational level and monthly salary income were analysis in table 4 as below. All the participants were full time employees of the company.

This company has employees in various locations throughout the world. 500 sets of questionnaire have been distributed which included local and oversea workers who are state in different countries such as Italy, Spain, Portugal,

Cyprus, Netherland, France, Germany, Austria, UK, Romania and Turkey. From that initiate, a total of 131 sets returned by the respondents and 121 sets were found to be usable for this research and analyzed, yielding a participation rate of 24%.

Table 4:
Summary of the frequencies by respondent background

Characteristics of Respondents	Frequency	Percentage (%)
Gender		
Male	52	43.3
Female	68	56.7
Status		
Single	72	60.0
Married	48	40.0
Nationality		
Malaysian	74	61.7
Non-Malaysian	46	38.3
Age		
Born between year 1940-1965	20	16.7
Born between year 1966-1979	36	30.0
Born between year 1980-1999	64	53.3
Level of Education		
High school or less	18	15.0
Diploma or Vocational Training	36	30.0
Bachelor Degree	52	43.3
Master Degree	12	10.0
PhD or Doctoral	2	1.7
Monthly Income		
< RM2500	18	15.0
RM 2500-RM4000	35	29.2
RM 4001-RM6000	27	22.5
> RM 6000	40	33.3

From the output shown in table 5 as below, there are 52 male respondents which is 43.3% and 68 female respondents which is 56.7% in the sample who answered the questionnaire survey completely. This indicated that the number and percentage of male respondents is lower than the number and percentage of female respondents.

Table 5 :
Frequencies of respondents by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	52	43.3	43.3	43.3
	Female	68	56.7	56.7	100.0
	Total	120	100.0	100.0	

In table 6, there are 72 respondents with 60% upon 120 respondents are still single while 48 respondents with 40% upon total respondents already married. This clearly demonstrates that there are more single employees in company who are contributing towards the research of generation work values differences in the workplace.

Table 6 :
Frequencies of respondents by Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	72	60.0	60.0	60.0
	Married	48	40.0	40.0	100.0
	Total	120	100.0	100.0	

In table 7, respondents were selected from among the different Nationality. Malaysian which has 74 respondents with 61.7% are slightly higher than the Non-Malaysian with 46 respondents (38.3%). The Non-Malaysian here are Europeans from Italy, Spain, Portugal, Cyprus, Netherland, France, Germany, Austria, United Kingdom, Romania and Turkey.

Table 7 :
Frequencies of respondents by Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malaysian	74	61.7	61.7	61.7
	Non-Malaysian	46	38.3	38.3	100.0
	Total	120	100.0	100.0	

Table 8 shown the age category of respondent have been classified into threecategories, the first group are Baby Boomers, those who born between year 1940-1964, continue with second group are Generation X, those who born between year 1965-1979 and the last group are Generation Y, those who born between year 1980-1999. The table above shows twenty respondents with 16.7% are from Baby Boomers, thirty six respondents with 30% are from Generation X while sixty four respondents with 53.3% are from Generation Y. It shows a large numbers of Generation Y respondents in this company.

Table 8 :
Frequencies of respondents by Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Born between year 1940-1964	20	16.7	16.7	16.7
	Born between year 1965-1979	36	30.0	30.0	46.7
	Born between year 1980-1999	64	53.3	53.3	100.0
	Total	120	100.0	100.0	

From the output shown in the table 9, the highest of respondents come from Bachelor degree background which scored 52 respondents (43.3%), continue with the second highest from Diploma or VocationalTraining which scored 36 respondents (30%). There are almost 18 respondents (15%), who have high school level education or less than that. For Master Degree, there are 12 respondents (10%) who contributed in this research while only two respondents with 1.7% upon 120 respondents are PhD holder.

Table 9 :
Frequencies of respondents by Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school or less	18	15.0	15.0	15.0
	Diploma or Vocational Training	36	30.0	30.0	45.0
	Bachelor Degree	52	43.3	43.3	88.3
	Master Degree	12	10.0	10.0	98.3
	PhD or Doctoral	2	1.7	1.7	100.0
	Total	120	100.0	100.0	

In table 10, there are 18 respondents (15%) who have monthly income lower than RM2500, 35 respondents (29.2%) have monthly income around RM2500 to RM4000. For respondents who have monthly income from RM4001 to RM6000 has scored the second lowest with 27 respondents (22.5%) to the research and the highest monthly income are those who have monthly income more than RM 6000 with 40 respondents (33.3%). It is because of the currency rates is higher compare to their own currency in each countries.

Table 10 :
Frequencies of respondents by Monthly Income

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than RM 2500	18	15.0	15.0	15.0
RM2500-RM4000	35	29.2	29.2	44.2
RM4001-RM6000	27	22.5	22.5	66.7
More than RM6000	40	33.3	33.3	100.0
Total	120	100.0	100.0	

4. 2   FINDINGS OF TERMINAL VALUES

In this part, the result of ranking scale for terminal values in the workplace was discussed. From table 11 as below, it had shownthe summary of ranking of terminal values of the employees in the company. There were three sets of terminal values shown the same results for this three generations, which were"Family Security" ranked at the 1st place"Happiness" ranked at 4th place and "A world of Beauty" ranked as the last least important the for all three

generations.

Most of the employees' ranked "family security" as the most important for three generations. According to Rekeach (1968), "Family Security" means taking care of loves one. Being taking care of their loves one in their working situation means they are cautious in keep themselves safe in the company. They understand that doing something (worked hard) in the company will guarantee the income/ salaries for them which will help in ensure their family financial sustainability. For them, only sustainability in careers will bring stable incomes for their families (Murphy, 2010).

While the three generations ranked top two with different terminal values. According to Rekeach (1968), "Social Recognition" means respect and admiration. Being respect in the working situation means they have a feeling of deep admiration for their jobs by their abilities, qualities and achievements in the company. Baby Boomers who are mostly being the leader in the company understand that gaining respect of the employees will help to build a good leadership image in a team. For them, respect from the team will help them in controlling the working situation in a team (Smith, 2010).

While for generation X, most of them ranked "Inner harmony" as top 2 for terminal values. According to Rekeach (1968), "Inner Harmony" means

freedom from inner conflict. Being freedom from inner conflict in the working situation means they are more being in oneself than a determination of circumstances. Generation X who are more relax to change understand that the real circumstances of working environment are stress and not able to fulfill everyone's need. For them, the need of response and flexibility is much important (Zemke et al, 1999).

For generation Y, they ranked "Freedom" as top 2 for terminal values. According to Rekeach (1968), "Freedom" means independence and free choice. It is logical that Generation Y ranked "freedom" because there is nothing makes them happier than the sense of being free choice. (Eisner, 2005)

In table 11, the result shown that the Baby Boomers ranked "Salvation" as top 3, Generation X ranked "A Comfortable Life" as top 3 and Generation Y ranked "True Friendship" as top 3 for the terminal values. According to Rekeach (1968), "Salvation" means saved and eternal life. Being saved in the working situation means they are preservation or deliverance from harm, ruin, or loss in the company. Baby Boomers understand personal and professional sacrifice will help in achieve the goals as well as the personal saved in a company (Murphy et al, 2010).

There was a different view of generation X and most of them ranked "A comfortable life" as top 3 of terminal values. "A Comfortable Life" means a prosperous life (Rokeach, 1968). Being prosperous in the working situation for Generation X means they are more being wealth and success in theircareer. They understand that successful in the financial will bring comfortable life for them (Zemke et al, 1999).

Likewise, there is a big different for "True Friendship" (close companionship) by Generation Y supports the networking, socially-conscious profile of this generation.It is logical that Generation Y ranked "True Friendship" because making a lot of money tends to be less important to them than contributing to society, parenting well, and enjoying a full balanced life (Eisner, 2005).

On top of that, "happiness" was also an important factor for them whether they are happy with the working environment? For them, there was no point working in a stress environment for long term even the salary paid was high. It is better to choose a happy and easy going environment while working in a company.

At the same time, the generation Y also ranked "Equality" (brotherhood, equal opportunity to all) as top 5. It is due to this generation also wished to have the same stage to show off their talent in the work environment. They

also hope that there is an opportunity given to this generation whenever the company needs them. They prefer to work in a company which the owner of the business will also listen to the youngest and give them an opportunity to bear any job.

Table 11:
Ranking of Terminal Values by Generation

Ranking	Baby Boomer	Generation X	Generation Y
# 1 (most priority)	**Family security**	**Family security**	**Family security**
# 2	**Social recognition**	**Inner harmony**	**Freedom**
#3	**Salvation**	**A comfortable life**	**True friendship**
#4	**Happiness**	**Happiness**	**Happiness**
#5	Wisdom	Salvation	Equality
#6	Equality	Wisdom	Pleasure
#7	A sense of accomplishment	Mature love	A sense of accomplishment
#8	Mature love	Freedom	A comfortable life
#9	True friendship	Social recognition	Wisdom
#10	A comfortable life	True friendship	Mature love
#11	Freedom	Equality	Social recognition
#12	Pleasure	Self-respect	Self-respect
#13	Inner harmony	A sense of accomplishment	Inner harmony
#14	Self-respect	Pleasure	Salvation
#15	An exciting life	An exciting life	National security
#16	National security	A world at peace	A world at peace
#17	A world at peace	National security	An exciting life
#18	A word of beauty	A world of beauty	A world of beauty

The three generations also felt that taking cares of loved one (family members) is the most priority work end-goals. Only stable job that earned stable incomes might give the family a stable daily, monthly or even yearly

expenses.As proven in the table 12, there are 13 employees among 20 for baby boomers, 22 employees among 36 for generation x and 37 employees among 64 for generation Y which ranked "Family security" as the 1st priority.

Table 12 :

Family Security * Age Cross- tabulation

		Age			Total
		Born between year 1940-1964	Born between year 1965-1979	Born between year 1980-1999	
Family Security	1	13	22	37	72
	2	2	8	14	24
	4	1	1	3	5
	5	0	1	2	3
	7.00	1	1	3	5
	12	1	1	3	5
	15	1	1	1	3
	16	1	1	1	3
Total		20	36	64	120

Not only the new generation wishes to gain "happiness" in the work, the older generation like baby boomers who are more experienced in the business environment also thought that "Happiness" is important. Table 13 shown that there are more than 50%, 13 upon 20 for baby boomers, 21 upon 36 for generation X and 35 upon 64 for generation Y among three generations ranked "Happiness" are in top 4.

Table 13:

Happiness * Age Cross- tabulation

Count

		Age			Total
		Born between year 1940-1964	Born between year 1965-1979	Born between year 1980-1999	
Happine	1	0	2	4	6

ss					
	3	1	2	3	6
	4	13	21	35	69
	5	1	4	7	12
	6	1	1	1	3
	7	1	1	1	3
	9	1	1	3	5
	11	0	1	2	3
	12	1	1	3	5
	15	1	2	5	8
Total		20	36	64	120

On top of that, the result of "A world of Beauty" is considered less important for three generations as shown in table 14 as below. There are total 67 employees among 120 were ranked it as 18th. Only 13 employees stated that "A world of Beauty" is also important which they ranked it in the top 5 list for terminal values.

Table 14:
A World of Beauty * Age Cross-tabulation

Count

		Age			
		Born between year 1940-1964	Born between year 1965-1979	Born between year 1980-1999	Total
A World	1	1	1	3	5
of Beauty	4	1	2	5	8
	8	0	1	2	3
	13	1	1	1	3
	15	1	1	3	5
	16	2	5	10	17
	17	1	4	7	12
	18	13	21	33	67
Total		20	36	64	120

It is one of the most notable value differences is Generation X relatively high value on "Inner harmony" (freedom from inner conflict) as compared other two generations.From table 15, there are 20 respondents out of 36respondents from generation X stated that "Inner Harmony" is important. As compared to the baby boomers and generation Y, there are zero respondents from them stated in rank 4 and they ranked "Inner harmony" near to the bottom of the list.

Table 15:
Inner Harmony * Age Cross-tabulation

Count

		Age			
		Born between year 1940-1964	Born between year 1965-1979	Born between year 1980-1999	Total
Inner Harmony	1	0	2	0	2
	2	0	20	0	20
	3	0	6	0	6
	5	2	2	4	8
	8	2	2	4	8
	11	1	1	3	5
	12	0	1	2	3
	13	12	0	32	44
	14	3	1	17	21
	16	0	1	2	3
Total		20	36	64	120

4.3 FINDINGS OF INSTRUMENTAL VALUES

The result of table 16below shownthe summary of ranking of Instrumental values of the employees in the company. There are also three sets of terminal values shown the same results for this three generations, which

were"Honesty" at top 1, "Responsibility" at top 2 and "Cleanliness" at 16 place.

Interestingly, "Honesty" and "Responsibility" were the 1 and 2 of the three generation were believed that honesty is a very important virtue. According to Rokeach (1968), "Honesty" means sincere and truthful. The three generations also believed that honesty is a very important virtue. They agreed that dishonest in the business practicing will bring to the negative effects for the management as well as lost the respect from the colleagues. While "Responsibility" means dependable and reliable. The three generations also agreed that dependable of an employee is very important especially for those who are in charge of a duty in a company. They understand that responsibility has to be earned by the dependable of the employee himself. (Murphy, 2010)

Likewise, Baby Boomers and Generation Y respondents put a higher priority on "Ambition" (hardworking and aspiring) than the Generation X. It may be argued that the Baby Boomers translate "Ambition" as hard-working while Generation Y defines this same instrumental value as aspiring which would support each of their profiles (Murphy et al, 2010). For them, ambition is the most important tool to achieving success, overriding both talent and resources by far. While Generation X rank "Self-control" which means

self- discipline as the behavior for achieving the goals. It is same to the Baby Boomers where they ranked it as top 4 in the list. From the table 16, we also could considered that "Intellect" (intelligent, reflective) was also important for this three generations as they all ranked it up to top 5 list for instrument values.

There are, however, some interesting points of comparison. Generation Y ranked "Independence" higher than the Baby Boomers and much higher than Generation X who is known for their self-reliance. This may be a result of the fact that Generation X, by virtue of their upbringing, has been independent from an early age while Generation Y aspires to this degree of self-sufficiency.

Table 16:
Ranking of Instrumental Values by Generation

Ranking	*Baby Boomer*	*Generation X*	*Generation Y*
# 1 (most important)	**Honesty**	**Honesty**	**Honesty**
# 2	**Responsibility**	**Responsibility**	**Responsibility**
#3	**Ambitious**	**Self-control**	**Ambitious**
#4	**Self-control**	**Intellect**	**Intellect**
#5	Intellect	Helpfulness	Independence
#6	Love	Courage	Broad-mindedness
#7	Helpfulness	Broad-mindedness	Capability
#8	Capability	Love	Forgiveness
#9	Courage	Logic	Cheerfulness
#10	Independence	Capability	Logic
#11	Logic	Cheerfulness	Self-control
#12	Cheerfulness	Forgiveness	Imagination
#13	Broad-mindedness	Independence	Helpfulness

#14	Politeness	Politeness	Courage
#15	Forgiveness	Ambitious	Politeness
#16	Cleanliness	Cleanliness	Cleanliness
#17	Obedience	Obedience	Love
#18	Imagination	Imagination	Obedience

The three generation also believed that honesty is a very important virtue and this had been shown in table 17. There are 73 employees out of 120 employees ranked that honesty at top 1. The total respondents for "Honesty" value at top 3 are 98 employees upon the total of 120 respondents. They agreed that dishonest in the business practicing will bring to the negative effects for the management as well as lost the respect from the colleagues. Only a few employees thought that honesty wasn't an important behavior that should be gained for achieving the end-goals.

Table 17 :

Honesty * Age Crosstabulation

Count

		Age			
		Born between year 1940-1964	Born between year 1965-1979	Born between year 1980-1999	Total
Honesty	1	11	22	40	73
	2	6	0	2	8
	3	0	5	0	5
	5	3	9	0	12
	6	0	0	1	1
	8	0	0	3	3
	9	0	0	1	1
	10	0	0	1	1
	11	0	0	1	1
	12	0	0	3	3
	13	0	0	2	2
	14	0	0	3	3

	16	0	0	5	5
	18	0	0	2	2
Total		20	36	64	120

From the table 18, the three generations of the employees at the company also shown that "Responsibility" is important which they ranked this value as top 2. There are 73 of them out of 120 employees, agreed that responsible of an employee is one of the behavior in order to achieve the end-goals. However, the sense of responsibility comes at different times for different people but they understand that responsibility has to be earned by the dependable of the employee himself.

Table 18:

Responsibility * Age Crosstabulation

Count

		Age			Total
		Born between year 1940-1964	Born between year 1965-1979	Born between year 1980-1999	
Responsibility	1	6	5	0	11
	2	11	22	40	73
	4	3	9	1	13
	6	0	0	2	2
	7	0	0	6	6
	11	0	0	1	1
	12	0	0	2	2
	13	0	0	1	1
	14	0	0	3	3
	16	0	0	6	6
	17	0	0	2	2
Total		20	36	64	120

On top of that, the third important place of instrumental values shown the same result for two generations in this company in table 19 as below, which

are baby boomers and Generation Y. Both the generations average ranked

ambition is higher than generation X. There are 39 upon 64 respondents from

generation y and 14 out of 20 employees from baby boomers ranked

ambition at top 3. For them, ambition is the most important tool to achieving

success, overriding both talent and resources by far.

Table 19:

Ambition   * Age Crosstabulation

Count

		Age			
		Born between year 1940-1964	Born between year 1965-1979	Born between year 1980-1999	Total
Ambition	2	0	5	8	13
	3	14	10	39	63
	7	0	0	2	2
	9	0	0	3	3
	10	0	0	4	4
	11	0	0	3	3
	15	6	21	1	28
	17	0	0	2	2
	18	0	0	2	2
Total		20	36	64	120

4.4   FINDINGS OF THE INTERVIEWS

The responses were compiled and an attempt was made to identify patterns of

conflict and resolution. Interestingly enough, all interviewees were more than

happy to discuss the topic of generational conflict, and even appeared

over-anxious to have someone express an interest in this area of concern.

Generational conflict was particularly at the forefront for the human resource

manager.

For question 1, this study asked *"Do you have any Generation Y working within your department, or have you supervised any in the past?"* The answers from all tenrespondents responded "Yes" to the first question, indicating that they all have or have had, generation Y working within their departments at different countries.

For R3, he stated that *"there will be more generation Y working in my department due to our department needs the young generations for the hard job that had been scope"*. This manager who managed the production department mostly will hired the young generation for the daily job, such as planting, producing, packaging, and so on. Most of the jobs in production department needed the staff to stay after office hour for overtime job when the company received a big order. There is more effective to complete the daily task and more efficient when someone young handling the part of the job. It is because the new generation worked quickly than the old generation and they are closer with each other in a team.

For R6, he replied that *"I preferred to work with the young generation especially those who born after 1985. It is because they have passion in their career. Maybe this generation joined only few years in the business field. So, mostly all the staff under my team are work in effort."* This manager who

based at Italy prefer those who are creative and willing to voice out any opinion when in a discussion. It is because the team are still new and they need to develop the business in the country. People who have passion in the job are more suitable to work in this team.

For question 2, the question asked "*what characteristics of Generation Y are you familiar with that are perhaps different from former generations?*" Table 20 below had shown the responsesof Question 2 regarding characteristics of generation Y. In reviewing the responses, it is apparent that the majority are focused on seemingly negative characteristics, such as"work ethic is not as good" and"not interested in putting in their time", while a few were neutral, such as"more knowledgeable about technology". Few observations from the respondents were inherently positive.

Table 20:
Responses Question 2- Characteristic of Generation Y

Frequency	Responses
5	Work ethic not as good
4	Want to wear casual attire to work
4	Limited people skills, or communication, due to technology
4	Not interested in earning it or putting in their time
3	More knowledgeable about technology
3	Sense of entitlement
3	Want flexible work hours
3	Money is not the motivating factor why they work
3	Self-centered
2	Want everything now, quickly

2	Don't want to be told when to show up for work
2	Generation Y want more but less work
2	Require constant feedback
2	Life/balance a big deal
1	They don't want to work
1	Just here for a paycheck
1	Latch key kids
1	More worried about where they live than what they do
1	Much more social
1	Very protected upbringing
1	Life is one big experience, don't compartmentalize

For R5, she responded that the generation Y was not followed the rules "*If you are not supposed to be on the internet, don't use it. If your lunch break is 45 minutes, then come back from lunch on time. Remember, rule breakers will be here today and gone tomorrow*". She also stated that the generation Y werepreferred to break the rules and did not follow the instructions while working in a team.

Another R7 also stated that the generation Y was selfish and they were not willing to lend a helping hand on the other employees when they have finished their own job. He responded that"*If you have completed your work for the day and you know a colleague is behind on an assignment, ask him if he needs any help. There may come a time when you can ask your co-worker to return the favor.*"

Anyway, there was a respondent, R2 who had a very negative thought to the

generation Y stated that "*It is better to work in a team which is more understanding about timeliness. Even, it is good to have a young blood to join our team, but there's no point to hire a staff that are always come in late*". This manager is based in local and in charge of the purchasing department.

Next, third question was "*Have you experienced any generational conflict between Generation Y and former generations, such as Generation X or Baby Boomers?*" Additionally, all respondents indicated on the third question that their department had experienced at least some level of conflict between generations.

First, was about the Responsibility. The managers in the company were in point of view that responsible means discipline. However, the sense of responsibility comes at different times for different people. Some mature early and shoulder responsibilities at a very young age; while others do not realize it till the time they are forced into such a situation.

For R1, he stated that "t*he most probable reason that the employees are not given some new and challenging responsibilities may be because they do not prove themselves worth in the present ones*". For example, come in late and do not show the passion on work. R8 also responded "*So please stop

complaining that the present responsibilities are boring or have nothing challenging in them. A responsible person proves his worth in any type of work". The generation Y should aware that they were on duty, but not doing a house job. For him, "*there is no second time for the business field and opportunity is always around us*".

Second, was the generation Y now's day preferred to be silent rather than communicate with their supervisors. As mentioned before in the chapter two, this generation was still new in the business field. They had less experienced compare to the older generations. So, the generation Y should ask questions when it is necessary. R9 responded that, "*please ask questions when additional clarification is needed. If you don't understand something, it's not going to be a secret at the end of the assignment when your work is reviewed.*" For R10 also stated the same view "*this generation are better to ask questions in the beginning or in the middle of a project instead of letting it come out at the end.*"

However, the two respondents in the production department indicated they had relatively little generational conflict. The reason that the production respondents gave for the minimal generational conflict was a direct result of the majority of their employees being Generational Y while the other

eightrespondents indicated generational conflict is one of the biggest challenges they have faced in their careers thus far.

Next question was "*If so, what contributing factors do you think have caused the most conflict within your department?*" The fourth question posed the most insight into why the respondents felt they were experiencing generational conflict within their departments. The question was posed in such a manner that to be answered properly, the interviewee had to expound on their knowledge of the exact conflict occurring within their workplace. This is where the majority of the respondents explained how their experiences over the past few years had changed significantly with regards to the task of hiring, training and evaluation, and with their benefits policies.

Additionally, all respondents reported that the generation Y has required them to rethink many of their policies and procedures in an effort to minimize the generational conflict. Interestingly, the account department admitted they try to avoid hiring this generation if at all possible. The primary reasons for this were a lack of adequate resources to deal with the conflict and, being in such a small office environment, the conflict creates a bad working atmosphere.

Table 21as belowshown a list of behavior traits considered as factors that caused the most conflict between generations. In the course of the interviews,

it became evident that the opinions by the former generations, to a large degree, have already been formed regarding the generation Y, regardless of any individual Generation Y performance.

Table 21
Responses Question 4: Factors that caused to generational conflicts

Frequency of Responses	Response
4	They come in late all the time
4	Want everything given to them, don't want to"pay their dues"
3	Good work ethic is part of Boomers, but not Generation Y
3	Lack of communication on the part of all generations
3	The younger workers job hop a lot
2	Internet use for personal reasons or other technology while at work
2	Not as dedicated to work as former generations
2	The way they value time is the biggest factor
1	Things move so much faster, Generation Y can adapt, but other generation cannot
1	Generation Y has a different set of values, or life choices
1	Older generations held to higher standard and they take offense to it
1	Generation Y do not like rules, older generation were raised to follow the rules

Clearly, there are exceptions regarding the generalization used in defining a generation's characteristics, but the responses by these participants' points to a number of key issues. The older generation's perception is that generation Y simply do not have as strong a work ethic as former generations do. They often come to work late, which is a big negative to former generations, and this generation tends to change jobs often, which is viewed by older generations as a lack of stability.

Last question was *"Has your department developed a strategy to address generational conflict?If so, what strategy was the most effective, and why is that?"*The final question posed to the participants was to identify whether each departments have developed proven policies, procedures, or techniques to minimize, or mitigate, generational conflict.

Surprisingly, most of the respondent's managers were doing very little with regards to training, nor making any pro-active steps towards understanding and managing generational conflict. As one might expect, International Business (IB) department directed more resources towards the issue of generational conflict. The following table 22 lists strategies that companies are using to attempt to address generational conflict.

Table 22:
Strategies of companies using to minimize the generational gap

R1	✓ Have policies during the work hours that limit texting and the use of non-work related technology. Install software to limit access to social media sites.
	✓ Provide clear communication and expectations up front. The desire to advance their career tends to reduce many conflict issues in firm.
R2	✓ Show up early. Employers hate late employees. Employees

	who are excessively tardy can impede the success of a business. Always strive to show up ten to fifteen minutes earlier than scheduled.
R3	✓ Offer a flexible work schedule, allowing telecommuting one day per week. ✓ "Hire around" the younger generation. ✓ Provide casual dress attire five days per week.
R4	✓ Complete assigned work. It is very important to complete work as accurately and as quickly as possible. Missing deadlines can throw a project off schedule and/or make it harder for the next employee to get the project completed.
R5	✓ Provide awareness training when employees are hired, especially regarding covering tattoos and piercings.
R6	✓ Have a positive attitude. No one likes a Negative Ned or Sighing Sally. Support fellow team members and help to raise spirits instead of bringing them down. ✓ Periodically bring in speakers on the topic of generational differences
R7	✓ Get along with everyone. There would probably be people at work who you relate to well. There is normally one or two who may rub you the wrong way. That's okay. Find a way to have a civil, even pleasant, if possible, working relationship with

	everyone.
R8	✓ Require job shadowing by certain levels to appreciate others' efforts. Develop learn/leadership program, offer classes and maintain a library with books on generational issues.
R9	✓ Work with local colleges to teach young people how to act and what will be expected of them in the workplace.
R10	✓ Complete assigned work. It is very important to complete work as accurately and as quickly as possible. Missing deadlines can throw a project off schedule and/or make it harder for the next employee to get the project completed.

Since the owner of the business was traditionalist and wasn't flexible, all employees were expected to adhere to established norms. The company's managers will reinforce the rules and expectations often, clearly defining expectations when an employee was hired. The company would offer casual dress attire two days per month for local employees and once a week for the oversea employees. The company would also periodically rewrite job descriptions so that a generation Y cannot qualify. This is just to avoid dealing with the potential conflict which will happen again.

Of the actual policies or procedures that appear to be working, there are three merits for further consideration, which are: (1) provide clear communication

and expectations up front (2) require job shadowing by certain levels to appreciate others' efforts and (3) work with local colleges to teach young people how to act and what will be expected of them in the workplace.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.0 CONCLUSION

The author began with a research question asking whether different generations have different work values. Responses from over 120 working employees in a company using the Rokeach Value Survey (RVS) confirmed that the generational profiles are accurate and therefore useful to managers in understanding and bridging the generation gap caused by these differences.

The result had shown different of work values for the work values priority of three generationsof this study. Thus, there is a significant relationship between generational differences and the work values.

H1: Work Values of Baby Boomers are unequal to the Work Values of Generation X and are unequal Work Values of Generation Y

Hypotheses 1 below shown that there are different work values of Baby Boomers, generation X and Generation Y in the workplace.

H2: Terminal Values scored for Baby Boomers unequal Terminal Values scored for Generation X unequal Terminal Values scored for Generation Y

Hypotheses 2 below shown that there are different terminal values of Baby Boomers, generation X and Generation Y in the workplace.

H3: Instrumental Values scored for Baby Boomers unequal Instrumental Values score for Generation X unequal Instrumental Values score for Generation Y

Hypotheses 3 below shown that there are different Instrumental Values of Baby Boomers, generation X and Generation Y in the workplace.

Anyhow, table 11 had shown that there are three terminal values ("Family Security"- top 1, "Happiness"-top 4 and "A world of Beauty"- bottom 1) which scored in a same rank. Being taking care of their loves one in their working situation means they are cautious in keep themselves safe in the company. They understand that doing something (worked hard) in the company will guarantee the income/ salaries for them which will help in ensure their family financial sustainability. For them, only sustainability in careers will bring stable incomes for their families (Murphy,2010). While being contented in their working situation in their life means they are happy working in the environment and acceptable the working style/ cultural in a company. For them, there was no point working in a stress environment for long term even the salary paid was high. It is better to choose a happy and easy going environment while working in a company.

As well as table 16 had shown the same rank for three instrumental values ("Honesty"-top 1, "Responsibility"- top 2 and "Cleanliness"- bottom 3). A company can apply honesty in every situation. For example the company can resist the short-term gratification at the expense of long-term commitment to the web of relationships in which his business is involved. This can avoid the

blinding trap that crops up and helps to diminish the action of greed and envy when dishonesty clouds perception.

At the same time, an honest business practicing will inspire the staff and customers with respect for your mission as well as to build the foundations of trust with colleagues, competitors, staff, customers and every other individual and entity. When employers deal honestly with their staff, employees are motivated to drive the business forward. Creditors and investors express confidence by funding company development and consumer confidence is positive. The company then can commit to quality control and assurance as well as can truthfully report earnings and deal with customers with integrity by backing up its work and products.

Even there is same rank of "Responsibility" at top 2 for three generations, but there are still different views on it. From the baby boomers point of view, behavior of responsibility means an employee needs to learn how to cope up with the problems. For example, when something bad happens, the employee can allow it as a stepping stone to add meaning of their life. Rather than being frustrated and disappointed, be more empowered and motivated to achieve their goals is the best way to face with any problem.

There is a different view for Generation X. This generation agreed that learn to be

answerable for they is the meaning of the responsible. In case they are unable to complete their task on time, they will accept their lagging and try consistently to overcome it. Framing vague excuses would only make themselves appear irresponsible and hamper their future growth. While the Generation X believed that responsible is important because they know the relevance of service. If they wish to improve their life, they must not give into selfishness. For them, they will widen their concerns on responsibility in order to improve their lives.

Another example is the behavior of ambition of an employee. Baby boomers believed that ambitious attitude can lead anyone to triumph and satisfaction. Those that are fueled by ambition to work hard and make the sacrifices necessary to have the lives they dreamed of and will almost always come out on top. They love the determined, passionate person they are striving to become and the feeling their work gives them, so they find no reason to quit or not believe in them.

While for Generation Y, they stated that "my ambition is far exceeds my talents". It is because this generation considered new in the workplace and having talent means nothing if they have no ambition behind it. This generation always hopes for easy life and look for short cut way in order to achieve their aspiring. Ambition is what gives them a purpose in their life and allows them to fight for what they believe in the company.It is different with what Generation X thought as they rank self-control in the third place. For them, they are more to restrain in

every single decision they had made rather than aspiring something which is difficult to achieve in the company.

Currently, three very distinct generations are working side by side. As a result of such different generational expectations andcharacter traits, conflict is common among the generations as this latest generation, the generation Y, enter the workforce, bringing with them different perspectives and expectations, perceived work ethic and motivations than former generations.

The literature reviewed and data gathered through interviews of business managers syndicates that generational conflict is not only present throughout a cross-section of industriesand sizes of companies, but is expected to increase if not addressed. A lack of empirical research proposing practical strategies to minimize workplace generational conflict prompted interviewswhich were conducted by several managers. The evidence clearly suggests that most managers are not dealing very well with generational conflict, and only a few managers are actually have developed identifiable strategies to minimize generational conflict. Some managers simply avoid hiring Generation Y in an attempt to avoid potential conflict.

Through this study, three practical strategies were identified as follows for the managers.

(i) Give timely feedback (both positive and negative). Give praise when it is unexpected. Let employees know immediately when they have made a mistake and jointly discuss the best way to follow up.

(ii) Delegate. Communicate expectations; ask for agreement and understanding when new responsibilities are added. Start small and reiterate expectations with each new task.

(iii) Development. Suggest ways for employees to develop and/or build skills. Work on a plan together to get it done.

On top of that, there are also certain steps suggested for the employees in order to minimize the conflicts.

(i) Take responsibility for the relationship. It's no longer the sole role of the supervisor to develop the manager-employee relationship. Be active in communicating with your manager. Don't rely on waiting for him or her to initiate the contact.

(ii) Make it personal. Great work environments allow each of us to bring our whole selves to work. Connect with your manager in ways that don't always circle back to work. It can be as simple as asking about a family photo on their desk or what they did during the holiday weekend. This may seem trite; however, it's the personal investment and initiative that creates a better work environment.

(iii) (iii) Create growth goals. Outline a series of steps you can take to enhance

your current skill set. Share these with your manager and initiate ways in your daily work for these skills to be developed.

In conclusion, it may be challenging to overcome some of the opinions shared by the older generations regarding the generation Y. The opinion, as more young generation enter to the workplace and begin to show their abilities to make contributions with the organizations perhaps will change over time.

One thing is certain, generational conflict will continue to be source of disruption in the workplace until a better understanding of proven strategies are developed and implemented which encourages an understanding and appreciation of the strengths of all generations.

5.1 LIMITATION OF RESEARCH

Overall, the study only focused on a MLM company. The author only focused on the issue that happened in an industry for a company and there is a limitation of information regarding the problems of generational differences, factors of generation conflicts as well as strategies to minimize the conflicts. Thus, some of the information that had been discussed in the study couldn't be use for other industry or company.

Secondly, there was a limitation of the respondent from oversea. As mentioned in

the literature review, there are many branch of company at different countries such as United State of America, Thailand, Italy, Spain, China and so on. But the author only collected the data of questionnaire for oversea employees which were from Europe only. There are only 11 countries of employees who involved in this study. There are no any questionnaires that send to the country such as United State of America, China, Thailand and so on.

Third, the limitation of this research is the respondents of the research are a small group, which around 120 employees only. The limitation came from a small number of Baby Boomers respondents. Out of 120 samples that had been collected, only 20 of them were baby boomers who born between the year of 1945-1964. Although the response rate was consistent with the proportion of workers in the sample population, the data gleaned for this generation may be less reliable than for the other two generations.

Lastly, there were only managers of the company who were involved in the interview. Most of them were baby boomers who born from 1945-1964. There was a limitation of this study of the view from other generation especially generation Y. The limitation of no Generation X and Generation Y involve in the interview cause to the information that had been collected couldn't been use for support the general information of strategies to minimize the conflicts.

5.2 RECOMMENDATIONS FOR FUTURE RESEARCH

First, additional research should be done in a more geographically dispersed. Research on generational differences which are not only focus on a company can be done and more information can be collect through other industry or company. More general information regarding generational differences can be collecting especially the information of strategies to minimize the generation gap.

The second recommendation for the future research of this study is to enlarge the respondents for answering the questionnaire. Respondents from other countries such as United States, China, Thailand and so on can also involve in the survey. This will show a more reliable respond from the employees of a company. So that, the human resources team can uses the information to make the right decision such as benefits of the employees,

On top of that, future research can increase the number of respondents for baby boomers. The Company has a disproportionate number of older generations. Therefore, it is possible to get the feedback from them. An increase of number for Baby Boomers who born between year 1945-1964 as well as Generation X who born between year 1965-1979 in order to get the same number of respondent with Generation Y will help in the validity of the future research.

Additional research could also address longitudinal changes within and among

generations. For example, the question could be poised – do younger generations find themselves adjusting to the expectations of older generations, and/or do older generations learn to better accommodate differences of younger generations? A third avenue to further explore is generational differences among industries.

For example, in this research, company experienced relatively little generational conflict due to a large majority of their employees being of Generation Y. This research could also be furthered by determining the extent to which various companies are using the three strategies suggested in this paper, and how well these strategies are working.

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APPENDIX 1:

ELECTRONIC MAIL

MASSAGE TO REQUEST GANO EXCEL WORKERS FOR

QUESTIONNAIRE SURVEY

10$^{\text{TH}}$ NOVEMBER 2013

Dear colleague,

Good day to you.
As a staff of Gano Excel Company, I know how busy we are, but I'm asking you to complete a survey.

In the next few days, you will receive a survey from me and it take around 10-15 minutes to complete. It is designed to identify work values among different generation at Gano Excel Company.

Best wishes and many thanks for your time.

Sincerely,

_____

Jackie Chan SY
International Business Training Executive
Gano Excel Industries
Email: sy.chan@ganoexcel.com

APPENDIX 2:

ELECTRONIC LETTER

LETTER TO INVITE GANO EXCEL WORKERS FOR

QUESTIONNAIRE SURVEY

15THNOVEMBER 2013

UNIVERSITY UTARA MALAYSIA

**COLLEGE OF LAW, GOVERNMENT & INTERNATIONL STUDIES
(COLGIS)**

UNIVERSITY UTARA MALAYSIA

COLLEGE OF LAW, GOVERNMENT & INTERNATIONL STUDIES (COLGIS)

Dear Sir/Madam/Ms:

My name is Chan Shu Yi and I am a student of University Utara Malaysia. As part of the course requirement for Master Science of International Business from University Utara Malaysia (UUM), I am conducting a study to investigate the **GENERATION DIFFERENCES IN WORKPLACE VALUES**. This letter is an invitation to you to participate in the research needed for completion of my dissertation entitled: Different work values between Baby Boomers (those born in 1940 to 1964), Generation X (those born in 1965 to 1979) and Generation Y (those born in 1980 to 1999) in Gano Excel.

Enclosed is a survey form. Please return the completed survey to me by 30th November 2013. There are two sections of the questionnaire. Section A is regarding respondent demographic details while Section B is regarding the work values of the respondent, which separate into terminal values-describe ultimate end-goals of existence and instrumental values- describe the behavior to achieve end-goals.

You participation on this evaluation is voluntaryand all information is confidential. All responses to this survey are anonymous; there is no way for your responses to be linked to you. I know that your time is valuable and hope that you will take the time (an estimated 10-15 minutes) to complete the survey. Please note completion of the survey implies consent to participate.

Thank you very much for you time and assistance.

Prepared By,

_____

CHAN SHU YI (JACKIE)
Master of International Business, UUM
International Business Training Executive, GE

APPENDIX 3:

ELECTRONIC QUESTIONNAIRE

SAMPLE OF QUESTIONNAIRE SURVEY

15THNOVEMBER 2013

UNIVERSITY UTARA MALAYSIA

**COLLEGE OF LAW, GOVERNMENT & INTERNATIONL STUDIES
(COLGIS)**

ROKEACH VALUES SURVEY

Instruction: Please take a few moments to complete this Rokeach Values Survey (RVS). Your responses will be used for research purposes only. Please return this Survey *no later than SATURDAY, 30th November 2013.* **Thank you for your time!**

Section A: Demographic Information

The questions in this section are asked for statistical purposes only and are strictly confidential. Please tick (/) one response for each of the questions below.)

Gender		Male		Female
Status		Single		Married
Nationality		Malaysian		Non-Malaysian
Age	( )	Born between year 1940-1964		
	( )	Born between year 1965-1979		
	( )	Born between year 1980-1999		
Level of Education	( )	High school or less		
	( )	Diploma or Vocational Training		
	( )	Bachelor Degree		
	( )	Master Degree		
	( )	PhD or Doctoral		
Monthly Income	( )	< RM2500		
	( )	RM 2500-RM4000		
	( )	RM 4001-RM6000		
	( )	> RM 6000		

Section B: Work Values

Please rank the following aspects according to ultimate end-goals of existence with one (1) as your top most priority and eighteen (18) as your least priority.

TERMINAL VALUES	Rank
True Friendship (close companionship)	
Mature Love (sexual and spiritual intimacy)	
Self-Respect (self-esteem)	
Happiness (contentedness)	
Inner Harmony (freedom from Inner conflict)	
Equality (brotherhood, equal opportunity for all)	
Freedom (independence, free choice)	
Pleasure (an enjoyable leisurely life)	
Social Recognition (respect, admiration)	
Wisdom (a mature understanding of life)	

Salvation (saved, eternal life)	
Family Security (taking care of loved ones)	
National Security (protection from attack)	
A Sense of Accomplishment (a lasting contribution)	
A World of Beauty (beauty of nature and the arts)	
A World at Peace (free of war and conflict)	
A Comfortable Life (a prosperous life)	
An Exciting Life (a stimulating active life)	

Please rank the following aspects according to behavior for achieving such end-goals of existence with one (1) as your top most priority and eighteen (18) as your least priority.

INSTRUMENTAL VALUES	Rank
Cheerful (lighthearted, joyful)	
Ambition (hard-working, aspiring)	
Love (affectionate, tender)	
Clean (neat, tidy)	
Self-Control (restrained, self-discipline)	
Capability (Competent, effective)	
Courage (standing up for your beliefs)	
Politeness (courteous, well-mannered)	
Honesty (sincere, truthful)	
Imagination (daring, creative)	
Independence (self-reliant, self-sufficient)	
Intellect (intelligent, reflective)	
Broad-Mindedness (open-minded)	
Logic (consistent, rational)	
Obedience (dutiful, respectful)	
Helpfulness (working for the welfare of others)	
Responsibility (dependable, reliable)	
Forgiveness (willing to pardon other)	

Thank you for completing the questionnaire.
I'm really appreciated your co-operations. Have a great day ahead!

APPENDIX 4:

ELECTRONIC MAIL MESSAGE

TO FOLLOW UP GANO EXCEL WORKERS PARTICIPATE IN

THE SURVEY

30THNOVEMBER 2013

UNIVERSITY UTARA MALAYSIA

**COLLEGE OF LAW, GOVERNMENT & INTERNATIONL STUDIES
(COLGIS)**

Dear colleague,

Greetings!

Do you remember the joys/tribulations of collecting data during yourschooling? I am sure that you do! Anyway, a check of my records indicates that I havestill not received a response yet from you to my survey request. I am still tryingto increase my response rate. Knowing that it is possible that you maynever receive the survey questionnaire, I am here sending you another complete survey questionnaire for answer.

The survey takes 10 - 15 minutes to complete. Being one of the staff of Gano Excel Company, I know that your schedule is very busy (particularly at the end of theyear). My hope is that you would be willing to assist me by allocating a fewminutes of your time to complete the brief survey. Your confidentiality is guaranteed. 1will be the only person to see and report these data.

Enclosed is a survey form. If at allpossible, please mail your completed survey back to me as soon as you are able. Yourparticipation will contribute greatly to the success of this research.

Thank you for your help in increasing my survey response rate. I really appreciate yourassistance.

With warmest regards,

_____

Jackie Chan SY
International Business Training Executive
Gano Excel Industries
Email: sy.chan@ganoexcel.com

APPENDIX 5:

ELECTRONIC LETTER

TO INVITE GANO EXCEL MANAGER TO

PARTICIPATE IN INTERVIEW

16THDECEMBER 2013

UNIVERSITY UTARA MALAYSIA

**COLLEGE OF LAW, GOVERNMENT & INTERNATIONL STUDIES
(COLGIS)**

UNIVERSITY UTARA MALAYSIA

COLLEGE OF LAW, GOVERNMENT & INTERNATIONL STUDIES (COLGIS)

Gano Excel Industries

Lot 2774, Lebuhraya Bukit KayuHitam,

PekanAsun, 06000 Jitra, Kedah.   Date : 16th December 2013

Dear Sir/Madam,

Goodday to you!

    My name is Jackie, and I am a master candidate at University Utara Malaysia. I am pursuing a Master in International Business. This letter is an invitation to you to participate in the research needed for completion of my dissertation entitled: ***GENERATION DIFFERENCES IN WORKPLACE VALUESAND STRATEGIES TO MINIMIZE THE CONFLICT: A CASE STUDY OF GANO EXCEL INDUSTRIES***

    This survey is requesting your opinions about a generation gap in the workplace between Baby Boomers (those born in 1940 to 1964), Generation X (those born in 1965 to 1979) and Generation Y (those born in 1980 to 1999). Lack of attention to generational differences will make any company less efficient. This research will identify the effective strategies in decreasing the generation gap at the same time the information can be used as a guide when dealing with those who are from different generation.

    The interview section should take 10-15 minutes to complete.Enclosed here is the interview questions will be ask. Your individual response are very important to be study and all the information will be kept completely confidential.

    As the manager of Gano Excel, I know how very busy life you can get and I also know how many special requests you received. But, I am here inviting you to participate in the interview. If you agree to participate in this project, please contact me directly at sy.chan@ganoexcel.com / csy2788@outlook.com or call (+6017) 4084249 for questions and scheduling. Appointment for individual can be schedule anytime at your convenience (no later than 15th February 2014) and can be done via SKYPE/ phone call.

Sincerely,

_____

Jackie Chan SY

Master Student of IB, UUM

International Business Training Executive Gano Excel Industries

Email: sy.chan@ganoexcel.com / csy2788@outlook.com

Tel: 60174084249

APPENDIX 6:

ELECTRONIC SAMPLE OF INTERVIEW QUESTIONS

TO THE MANAGER IN GANO EXCEL

16TH DECEMBER 2013

Instruction: The question will only answer by the managers of Gano Excel only. It takes around 10-15 minutes to complete.

1. Do you have any Generation Y working within your department, or have you supervised any in the past?
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2. What characteristics of Generation Y are you familiar with that are perhaps different from former generations?
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3. Have you experienced any generational conflict between Generation Y and former generations, such as Generation X or Baby Boomers?
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4. If so, what contributing factors do you think have caused the most conflict within your department?
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5. Has your department developed a strategy to address generational conflict? If so, what strategy was the most effective, and why is that?
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Prepared By,

_____
CHAN SHU YI (JACKIE)
Master of International Business, UUM
International Business Training Executive, GE

Thank you for completing the interview.
I'm really appreciated your co-operations. Have a great day ahead!