

DIVERSITY AND GENERALIZATION DIFFERENCES IN EMPLOYEES TEAM BUILDING ACTIVITY

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Abstract

Managing with diversity in the workplace means accepting and narrating efficiently with people who are dissimilar than you. The capability for a varied group of people to form strength and agreement through their diversity is the power that forces organizations into new features of performance. Negotiations of workplace diversity in the United States tend to begin with the themes of race, background, gender, sexual orientation, and ill health. Diversity and attachment have been gradually gaining power in corporate India in modern years. Most of this is centered on gender diversity, and companies are starting to understand the business important of hiring women and forming a reasonable work environment. Generational differences can involve a broad range of workplace variables in specific, communication and management. They can also affect your overall experience at work, and your satisfaction level. Certainly, organizations that want to be healthy in the future will require having employees and managers who are responsive of and skilled in dealing with differences along these uniqueness lines. But there is other feature that human resource managers in India want to wake up to: The importance of efficiently handling a multigenerational workforce.

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1. Introduction

Diversity is an essential theme for today's leader to realize. To be an efficient leader in a multi-cultural environment one need to be open, honest and helping to hold people who are "distinct" from self. Generational diversity is simply one variable of diversity. The groups change in their fundamental approach to work causes; they have different lifestyles and social values, all of which have an important influence in the workplace. Each generation beliefs the world through their own generational experiences and authorities; and it is these issues that form the main values of a generation. The workplace has always signified a gentle pot of ages and life stages. It's nothing new to find so many types of employees in the workplace with disagreeing communication styles, differing values, and favored ways of doing business working side to side. In any large organization, you are assured to find divides, units, or work teams where at least smallest distinct generations are working side by side. Sociologists, psychologists, and everyday managers have specified important differences between these creations in the method they approach work, work/life balance, employee reliability, authority, and other significant reasons. This document finds to discover some of the common features of the generations in today's workforce and deliberate the importance of these differences to organizational performance. At present, more than always, organizations are working to become general of diverse peoples rather than limited of any one group. Many traditionally white male occupied industries and organizations are influencing out to women, youth and people of hue in order to entirely staff their operation and to encourage workers and leaders for the future.

2. Review of Literature:

In recent years the hospitality and tourism workplace has become more diverse and poses more challenges for human resource managers (Chen and Choi, 2008). Misunderstandings between different generational employees are growing and problematic (Zemke et al, 1999), as there are different work values between generations (Gursoy et al, 2008; Lancaster and Stillman, 2002). Bush et al., (2008) found there are many differences between the generations, including issues of status in the workplace, need for recognition (typically by younger employees), issues of commitment to the workplace and idealism in the place of work. Patota et al.,(2007) argues that misunderstandings and strife from intergenerational conflict are particularly acute in times of reorganization and downsizing, where members of different generations view each other with

suspicion and antipathy as they compete for fewer and fewer jobs. Because of differing attitudes, preferences and values, generational differences can create incongruence in the supervisor-subordinate dyad (Collins et al., 2009). Central to the model of generational cohort theory is the premise advanced by Arsenault (2004) who argues that the misunderstanding and under-appreciation of generational differences arises from the erroneous belief that people change their values, attitudes and preferences as a function of age. He maintains that generational values and preferences are life-long effects, which remain stable over time and are resistant to change, despite social and cultural advances (McGuire et al., 2007). Recent work by McGuire et al., (2007) suggests intergenerational diversity is a result of group-level beliefs and values, and are observable demographic attributes. The source of intergenerational diversity lays in economic, political, and social events that impact upon individuals of a similar age at a particular point in time (Patota et al., 2007). The mature generation tends to be disciplined and respectful of rules and regulations. They believe in a hard day's work for fairness and pay (Crampton & Hodge, 2007). A study by Siassi et al., (1975) shows overall job satisfaction is positively associated with age. Changing demographics have led many hospitality managers to recognize the value of mature adults as a necessary component of any service industry (Gedde and Jackson, 2002). The right to work is protected by the Age Discrimination Employment Act of 1967. Moreover, these individuals can earn any amount of money without any negative impact on their Social Security benefits. The hospitality industry is a leader in employing mature workers. In food service occupations, mature workers were related above average in overall performance during the training period (DeMicco & Reid, 1988). Healthcare institutions have developed into organizational cultures of conflict, based upon the varied core values and preferences of the intergenerational work force. Furthermore, some believe that the differences may stem from the generational period's economic, political and social events (Dittman, 2005).

3. What are the generations?

A generation is a set of people well defined by age limits those who were born in a certain period. They divide related experiences growing up and their ethics and attitudes, mostly about work-related areas, lean to be similar, based on their mutual experiences in their decisive years. The major generational groups are:

- Matures(the silent generation) (1922-1943)
- Baby Boomers (1944-1960)
- Generation X (1961-1980)
- Millenials (since 1981)

The most conflict within the workplace occurs to be between the Baby Boomers and Generation X. This is probably due to the Boomers enduring in the workforce longer than estimated due to the decline in the economy and increased cost of healthcare.

3.1. Generational differences in the work place:

3.1.1. 1. Matures (The Silent Generation) grew up in a time of disaster in the consequences of the Great Depression and in World War II. Arranging with economic needs made them well-ordered and self-sacrificing, and their reward was living the American Dream and enjoying a lifetime of gradually increasing wealth.

- **Role:** Address want for respect and structure
- **Organizational Behaviors:** naturally controlled, loyal team players who work within the system. They are deferential of authority, patient and stay on the rules. Clearly, they have a huge knowledge heritage to share and represent a traditional work ethic.
- **Technological Influences:** Absence of experience to computers.
- **Core values:** Devotion, Sacrifice, Hard Work, Agreement, Law and Order, Respect for authority, Patience, late reward, Duty before pleasure, Observance to rules.
- **Workforce Attitudes:** High Position, Respect elders and people in power, Motivated by safety.

3.1.2. Baby Boomers: The real “boom” in births in this country is stated by demographer’s as 1946 during 1964, but the boomer generation is usually known as those born between 1940 and 1960. This group grew up in a time of success turned into a time of social disorder (1960s and 1970s). At present aged between forty and sixty years old, the boomers relation for 45% of the workforce, additional than other generation.

- **Role:** Prominence on dedication and loyalty. Company wants to come first.
- **Organizational Behaviors:** Boomers lean to be confident, determined, competitive, and focus on their personal activities. They trust in working long-hours and imagine the younger generations to agree this approach. They have occupied the workplace for years and are secure in the culture they created.
- **Technological Influences:** General use of computers and global approach.
- **Workforce Attitudes:** Assurance, dedication, hard work & reliability, Motivated by money & worldliness, Business women in the workforce.
- **Core values:** Confidence, Team alignment, Personal satisfaction, Health and wellness, Personal growth, Youth, Work, Participation.

3.1.3. Generation X: birth in between 1965 and 1978, the Generation Xers limits in age from 25 to 45 years aged. This group values autonomy, familiarity, and techno learning, and they are more uncertain; they are not scared by authority, rules, and the group of command.

- **Role:** Prominence on time to enjoy income.
- **Organizational Behaviors:** Having seen their parents let go or face job anxiety, they've redefined constancy. Other of enduring loyal to their company, they're faithful to their work and people they work with. They are suspicious, risk takers and want fun in the workplace.
- **Technological Influences:** Grew up in a world with shifting technology
- **Core values:** Variety, Thinking Globally, Balance, Techno learning, Fun, Informality, Self-assurance.
- **Workforce Attitudes:** reliability thing of past, Might be faithful to manager and not company, Productivity calculated by success and not by number of hours in the office, Motivated by vacation.

3.1.4. Millennials: The Millennials (also concerned to as Generation Y), in between 1979 and 2000, are younger than 29, and are the most wealthy, highly educated group. They explain positive social habits and teamwork, value assortment, and lean to follow rules.

- **Role:** Appreciate in life and be original.
- **Organizational Behaviors:** They are naturally team-oriented, and work well in groups, as different to individual careers. Also, they're used to tackling different jobs with equal energy, so they imagine working hard. They're good multitaskers, having rearranged sports, school and social interests growing up.
- **Technological Influences:** Grew up in technically advanced society, stretched to around the world.
- **Workforce Attitudes:** High energy level, simply uninterested and low loyalty, Socially Skilled, Globally oriented, Compels fast results, Motivated by vacation.
- **Core values:** Hopefulness, Civic duty, Confidence, Achievement, Hospitality, Morals, Street smarts, Diversity

Important point of tension between generations in the workplace consists of:

- Working principals
- How and where they work
- High opinion for title, rank, ability and elders
- Care on older workers happy, skilled and motivated
- Finding and caring younger workers
- Another ethics, attitudes and beliefs
- Adopting new technology in the workplace

Some of the benefits of accepting generational diversity in greater intensity will sponsor to:

- Improved responsiveness of generational backgrounds and how they affect leadership, teamwork and interaction styles.

- Better supporting for the generational similarities and differences.
- Plans to increase efficiency when communicating with the different generations.

4. How Generational Differences Affect Teams

Managers and teams can be skilled to successfully deal with these modifications by teambuilding events and mentoring programs. Efficient teams can assist best solutions by connecting many levels of experience, skill and knowledge. They are

- **Dealing with change:** Employees don't reply well to change. Although they might look for a change and appropriately they can adjust, most people are even now opposed. When younger generations and older generations work mutually they see these modifications and then automatically features views to them.
- **Interacting with others:** Older generations, with more partial social networks, took more time to acquire hope because they had to depend on their sources. Social arrangement was a much more personal involvement. Developing a more careful awareness of different interacting styles can help people stop and think before suggesting motive or making other expectations.
- **Organization and accountability:** Generations look at authority otherwise. Younger generations see things as highly suite with capability and knowledge determining the formal authority arrangements. This can be a method for disputes. Yet, older generations wants to be highly open. Older employees want the venture to have their experience and knowledge developed, and fetching through a mentoring process can permit them to feel like a professional.
- **Productivity and decision making:** Teams wants the capability to stay at a position, effect and encourage others, and drive implementation. Representatives of the older generations have to see obligation and modify what obligation looks like in their minds. Still, as teams work during the other areas, this one develops simpler to address.

5. Analysis

It's simply in your well interest to treat current clients well and to consider new future customers while if you want their business. This is also true of your employees, dealers and others who feel your business or vice versa. Returning to these generational differences and disputes compels the

same ability wanted to deal with other diversity causes: consciousness, communication, and the capability to handle disputes effectively. Communication skills are in addition to the basis of efficient dispute resolution capabilities. Responsive of the widespread differences between the generations can help all employees work high effective with one another. Understanding in before how each generation can be provoked, whichever positively or negatively, can help organizations acquire balanced policies and also help individual managers and employees build their work communication in ways that use all types of people.

6. Discussion

It is helpful to state the common denominators among older (Mature and Baby Boomers) and younger (Generation X and Millennials) workers. Older workers determine themselves by their work. Their work principles are defined by quality, quantity and victim. They agree rights and are faithful to the organization. Younger workers observe work as a way to an end. They are determined by who they are external of work, even though they enjoy social communications in the workplace. Their trust is to their boss, not to the organization. In order to efficiently help your employee or client center, particularly if it's varied, you will need to answer the following: Who is our customer center? Who is our employee center? How do they need to be preserved? Are there particular understandings or do they have unique needs? How do we adapt those consequences and needs? Managers can help by listening more thoroughly to the values and beliefs that motivate their gripes. To millennials, work is merely one part of a well-versed life. Millennials thinks that life is too small to take too much too critically.

7. Conclusion

Even though generational issues in the workplace can appear hard, they are not impossible. Increasing knowledge of generational difficulties on teams and concentrating on productive behaviors can carry teams self-possessed and enable them to function more effectively. By understanding and adopting the generational diversity, health care leaders will be well-prepared to achieve their assignment and to shorter the arrangement of an institution's organizational culture with its mission and vision. Generational diversity is a unique characteristic of these

workplace deviations and as such forces the need to improve business performance and well measured diversity systems. Four generations working shoulder to shoulder could be a way for conflicts. Alternatively, it brings several welfares for both the organizations and the workers themselves. Dealing these generations and their variances well can lead to even more qualities for any organization.

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