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Generational differences in team work, work life balance and job stress

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Abstract

Generational differences in Team work, Work life balance and job stress are now having an impact on organizational effectiveness and workplace environments. Even though a wide range of perspectives, experiences, and skill sets might be valuable to the business, generational mixing can also lead to conflict and a lack of agreement in the workplace. Examining the differences between three generations in the workplace is the purpose of the study. The study also aims to examine relationship between teamwork, work life balance and job stress. To examine the current situation in IT companies of Delhi and NCR. The results shows that improvement in Teamwork and Work life balance on employees, Job stress could be reduced in the organisation. Moreover, Work life balance showed the variables of Teamwork and Job stress have direct and indirect relationship.

Keywords: Generations, team work, work life balance, job stress, IT companies

Introduction

Generational differences have increased as more generations than ever are interacting in the workforce and are working together. According to Harris (2015) ^[10], generational differences is characterised by "differences in communication preferences (the use of technology vs. face-to-face meetings), work values/attitudes (a work-centric perspective vs. a balanced perspective), career aspirations (opportunities for advancement vs. the desire to make a difference), and power/influence among generations." Each generation is distinguished by specific traits that define it. Because of these traits, there is friction, which creates conflict in the workplace. Researchers have looked at the claim that every generation is unique and shaped by defining experiences that produce a set of guiding principles (Lewis M, and Steedman M, 2013) ^[16].

The creation of a generation is because changes have been witnessed in terms of how people work and with who people work. Jobs nowadays are everywhere, and witness changes day by day due to the different mentalities, behaviours, assumptions, and propensities for every generation. The patterns of doing work have changed drastically (Deal *et al.*, 2010) ^[6]. It is a 24*7 workplace with random order of people of different ages occupying different job positions and doing different tasks. Loughlin and Barling (2001) defined this as a generation gap phenomenon where people belonging to different generations are working at the same workplace. Further, the gap between the old people and the young people is known as the age gap.

Teamwork

The conflicts between baby boomers and members of Generation X could be explained by the fact that the existing model for team building is outdated rather than the fact that Generation X does not respect teams. These results indicate that a new, if not completely distinct model for team development is required, one that promote, individual identity and values as well as group ideals. Instead of subordinating the individual to the team, effective team functioning involves properly integrating the individual into the group. Teams should be developed around established normative concepts, shared values, consensus decision-making, and a collaborative approach to problem solving, according to the current example and the basis of a Boomer's approach to team-building. According to Ucko (1986), the importance of Teamwork is equal to that of completing a task or achieving a group goal.

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Work Life Balance

A definition of work-life balance is “people spending enough time at their jobs while also spending sufficient time on other pursuits, such as family, friends, and hobbies” (Smith 2010). The formation of a good work-life balance is a joint responsibility between the employer and its employee, by which both the individual and organisational needs have to be met. Managerial support, communication and understanding are very important when it comes to achieving a personalised work-life balance. Facilitating flexibility within the workplace is an important enabler for creating a good work-life balance. Several Baby Boomers are choosing to work after reaching retirement age. Baby boomers are continuing to work in order to fulfil their personal requirements as well as their financial responsibilities.

Job stress

Job stress is a condition where a person feels tension because of a situation that affects him at work (Ganster & Schaubroeck, 1991). Employees deal with stress in the job on almost a daily basis. The level of competence and competition is rising, which increases the many demands that people must deal with (Frese & Fay, 2001), workers who are constantly under pressure to meet deadlines, complete jobs, handle an overwhelming workload, resolve conflicts with co-workers, and face many other difficulties. Stress may then become a factor that is difficult to ignore. As a result, it will have an impact on how well employees perform at work. The size of workplaces nowadays is quite stressful. The major shift of workers is influenced by the need for outcomes, the need to complete tasks quickly, and available jobs. Worker health—both physical and mental - may be negatively impacted by pressure, which can also lead to inability to complete tasks effectively, increased rates of workplace accidents and injuries, and decreased productivity.

Review of Literature

Moore & Krause (2021) ^[18] examined that some generations were around other generations influence the attitudes that employees from different generations direct toward each other in negative ways, causing conflict and misunderstandings within workplaces. It could be anticipated that the perceptions Generation Y and Generation X hold in regard to Generation Z might cause a similar disconnect during the hiring process, as these generations have two different communication style preferences that, when used in the workplace, could create this same sort of misunderstanding or disconnect between the different generations.

Satpathy *et al.*, (2019) examined a study on challenges faced by multigenerational workforce, basically generational conflicts due to unique culture, thought, attitude and perception. The study concluded that as each generation was different on the basis of generational cohort, leaders should be free from perceptual biasness and treat every generation equally. The organization should focus on their uniqueness and provide common platform for knowledge sharing.

Andrius and Kristina (2018) examined on “Different Generations’ Attitudes Towards Work and Management in The Business Organizations” had examined different generations’ approach to work and management in the framework of the organizations in order to find proper ways

for contemporary organizations to adapt to and overcome generational differences practically. The Study indicated that Baby Boomer, Generation X and Generation Y generations in the organizations were significantly different in self-assigned personal characteristics, evaluations of optimal length of employment relations with one organization, motivating factors in the organizational environment and preferred leadership. These aspects raise challenges for managers and HR specialists. They need to found individual approach to the representatives of different generations in order to ensure achievement of organizational goals.

Jeffrey M. *et al.*, (2018) examined found “Generational differences in workplace attitudes and job satisfaction: Lack of large differences across cohorts” had examined the presence of generational differences in items measuring workplace attitudes like job satisfaction and employee engagement. Mainly the study examined generational differences in large multi-organizational administrations.

Lewis and Wescott (2017) examined on generational characteristics and job satisfaction as a factor of motivation. As four generations were different, job satisfaction factors were also different. They concluded that on the basis of generational perceptions and values job satisfaction factors were unique and advised that the leaders who address this aspect can easily retain and motivate employees from multi-generational workforce. Those who do not focus on generational uniqueness face heavy risk due to high turnover.

Robyn and Preez (2013) examined the issue of the intention to quit amongst generation-Y academics. By applying a phenomenological model, they attempted to identify factors that would contribute to the academics’ decision intention to quit by reducing several factors. These factors are rewards and recognition, transformational leadership, job satisfaction and employee engagement. By combing these factors together as experiences of the intention to quit, the label their framework as partial theoretical model of experiences to intention to quit. The upside of partial theoretical model is in its variety. It includes various dimensions, such as organizational factors (management style, engagement and job attitudes, and satisfaction with pay, co-workers, supervisors and work itself).

Sajjadi *et al.*, (2012) examined in their study titled, “Generational Differences in Work Attitudes” had made primarily effort to establish the differences in Generation Y and foregoing generations’ work attitudes occurring in multigenerational workplaces. The result of the study showed that the differences between the generations’ work attitude were present within all of the aspects of work attitudes studied excluding individual vs. team orientation where the data was contradictory. A difference lies with some aspects where potential to cause clash was noticeable and in other aspects there were less differences. The personal factors found to be more important than generational factors.

Need of the study

The following three generations currently present generational differences. Understanding and solving differences are essential to establishing a good workplace that will allow managers in the IT sector to attract and retain employees who will ensure and improve the quality of service and productivity. There is always a chance that

others with different perspectives will contribute new ideas and thoughts to problem solutions (Gursoy 2008). Different ideologies of different generations create great challenges for management especially these days as work is done mostly in teams. The study will help the management to formulate strategies and make such policies that can make it possible for the three generations to co-exist together, work harmoniously, overcome their differences, resolve conflicts effectively, and aim for better personal and professional growth and commitment. As a result of such actions, five IT companies from Delhi and NCR were invited to participate in the current study. We have used CFA and SEM.

Hypothesis of the Study

In order to look into how work values vary between generations in Delhi and NCR, the following hypothesis will be examined:

- H1 Generation X will be significantly more self-reliant than boomers.
- H2 Generation X will be significantly more competitive than boomers.
- H3 Generation X will prefer to work alone significantly more than boomers.
- H4 Boomers are more prone to sacrificing personal pursuits than generation X.
- H5 Generation X will perceive that enlightened self-interest is a positive force for group productivity significantly more than boomers.

The five dimensions assessed are: (1) competitiveness, (2) supremacy of group interests, (3) solitary work preferences, (4) beliefs in self-reliance and (5) supremacy of group goals. These results are very consistent with both (Wagner’s 1995) and findings. In addition, these results are generally consistent with (Ramamoorthy and Flood 2002) and (Ramamoorthy and Flood 2004), which are examinations of the individualism-collectivism orientations of employees. It indicates that the main effects between self-reliance, competitiveness and solitary work preferences are significantly higher for generation X, lending support for H1, H2 and H3. There is no support for H4 and H5.

Research Methodology

The technique used is purposive sampling. It is a non-probability sampling in which a researcher, based on their judgment, has chosen the members of the population to participate in the study. This researcher has taken a sample of 450 respondents, and this 450 will be divided into five groups 90 samples are taken from each company comprising three different generations. The questions are divided into three sections, each with a 5-point Likert scale ranging from 1 to 5, with 1 representing "Strongly disagree" and 5 representing "Strongly agree". Among three different generations, 150 samples are taken from Baby Boomers, Generation X, and Generation Y to study generation differences and work values. CFA and SEM were used to examine scale structure.

Analysis and Results

Further, Confirmatory Factor Analysis (CFA) is used to identify and measure the workplace attitudes of three generations with respect to Teamwork, Work life balance and Job stress. A Structural Equation Modeling (SEM) is conducted to achieve the said objective. SEM, which includes measurement model and path analysis, is an

efficient way to find the causal relationships between constructs and their underlying measurement suitability; and AMOS software with maximum likelihood estimation (ML) is used to implement SEM. Confirmatory factor analysis is employed to test the reliability and validity of the questionnaires after collecting the data.

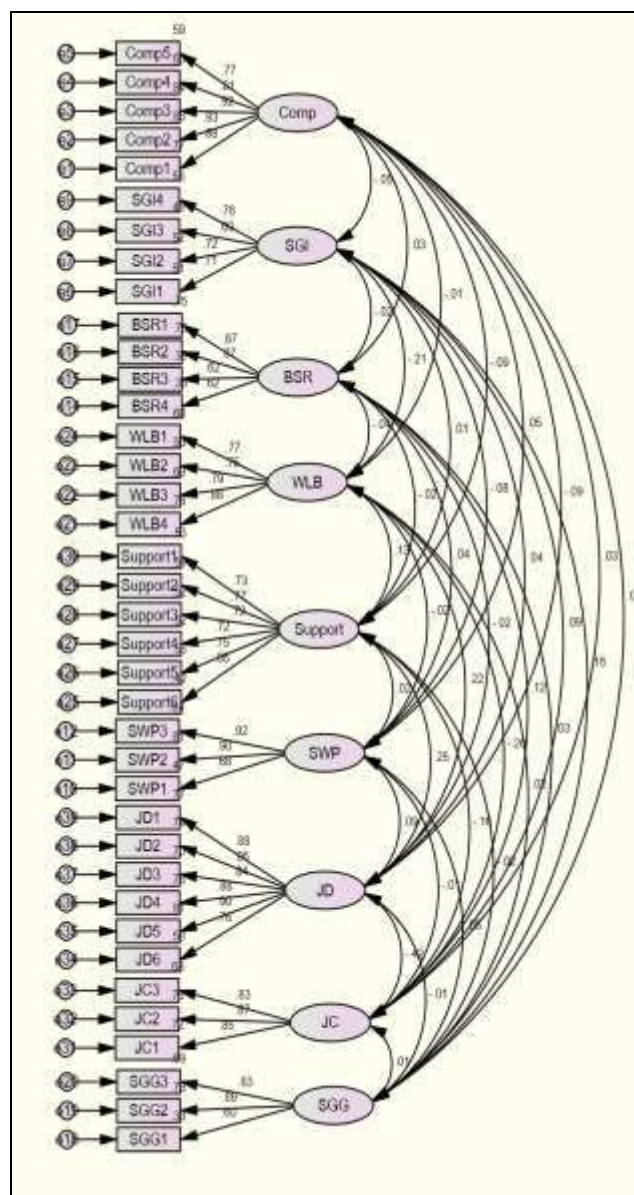


Fig 1: Measurement Model

Figure 1 shows the inter-relationship between different dimensions of workplace attitudes. BSR 5 statement has been deleted during CFA due to low factor loading value of 0.512.

In the following part the results of second order confirmatory factor analysis are indicated to show that the nine perceptual factors of workplace attitudes of three generations with respect to Teamwork, Work life balance and Job stress i.e. ‘Competitiveness’, ‘supremacy of group interests’, ‘Solitary work preferences’, ‘Supremacy of group goals’, ‘Job Control’, ‘Job Demand’, ‘Support’, ‘Work life balance’, ‘ Beliefs in self-reliance’ extracted from exploratory factor analysis forms of workplace attitudes of three generations with respect to Teamwork, Work life balance and Job stress.

Table 1: Validity of the Measurement Model of three construct

Statements	CR	AVE	MSV	Job Control	Competitiveness	Supremacy of group interests	Solitary work preferences	Beliefs in self-reliance	Supremacy of group goals	Work life balance	Support	Job Demand
Job Control	0.884	0.717	0.172	0.847								
Competitiveness	0.936	0.747	0.008	0.034	0.864							
Supremacy of group interests	0.813	0.522	0.045	0.088	-0.052	0.722						
Solitary work preferences	0.877	0.707	0.008	-0.013	0.048	-0.075	0.841					
Beliefs in self-reliance	0.837	0.569	0.015	0.121	0.033	-0.023	0.044	0.754				
Supremacy of group goals	0.822	0.612	0.025	0.008	0.060	0.158	0.050	0.033	0.782			
Work life balance	0.878	0.645	0.051	-0.198	-0.011	-0.211	-0.016	-0.043	0.022	0.803		
Job Support	0.868	0.524	0.064	-0.157	-0.092	0.010	0.018	-0.018	-0.020	0.132	0.724	
Job Control	0.942	0.730	0.172	-0.415	-0.090	0.035	0.089	-0.024	-0.006	0.225	0.253	0.855

Validity Test: Convergent and discriminant validity is applied before determining the inter-relationship between different dimensions of workplace attitudes Table 1 exhibits Convergent validity determines the degree to which each measurement correlates with other measures of the same latent factor and whether the scale statements converged on a single factor during the measurement (Steenkamp & Van Trijip, 1991). Convergent validity is

assessed with the procedure prescribed by (Hair *et al.*; 2017), which suggests that Composite Reliability (CR) should be greater than Average Variance Extracted (AVE) and Average Variance Extracted should be greater than or closer to 0.5 . In the present study, as shown in above table, the values of CR and AVE for six constructs used in measurement model shows that acceptable convergent validity.

Table 2: Model Fitness of three generations with respect to Teamwork, Work life balance and Job stress

Fit Index	Guidelines (Recommended)	Model Values
CMIN/DF	Between 1 and 5	1.523
NFI	>0.9	0.911
TLI	>0.9	0.963
GFI	>0.8	0.902
AGFI	>0.8	0.884
CFI	>0.9	0.967
PNFI	>0.5	0.815
PCFI	>0.5	0.865
RMR	≤0.08	0.030
RMSEA	≤0.08	0.034

Source: Calculated through AMOS

The CMIN/DF ratio is 1.523 which is within the recommended range of less than 5, which shows a good model fit for the specified sample (Carmines and Mclver, 1983). Table 4.28 shows that the value of GFI and AGFI 0.902 and 0.884 respectively and it should be more than 0.8 . the RMR and RMSEA which is 0.030 and 0.034 which falls within the cut off value of 0.08 (Hu and Bentler, 1999). The NFI and CFI which is 0.911 and 0.967 should be greater than 0.9 as suggested by (Hu and Bentler 1999). The value of PNFI and PCFI 0.815 AND 0.865 which should be greater than 0.05. All values of the various indices exceed

the recommended value of 0.09 or are within the satisfactory range of 0.80, showing model fit.

Model Framework: After applying SEM, a final model is prepared depicting the inter-relationship between the constructs, i.e., Work life balance, factors of Work life balance and Job stress.

Regression Analysis: The table 3 showed that Standardized regression weights with, C.R (Critical Value) and p-value for all the inter-relationship between the constructs.

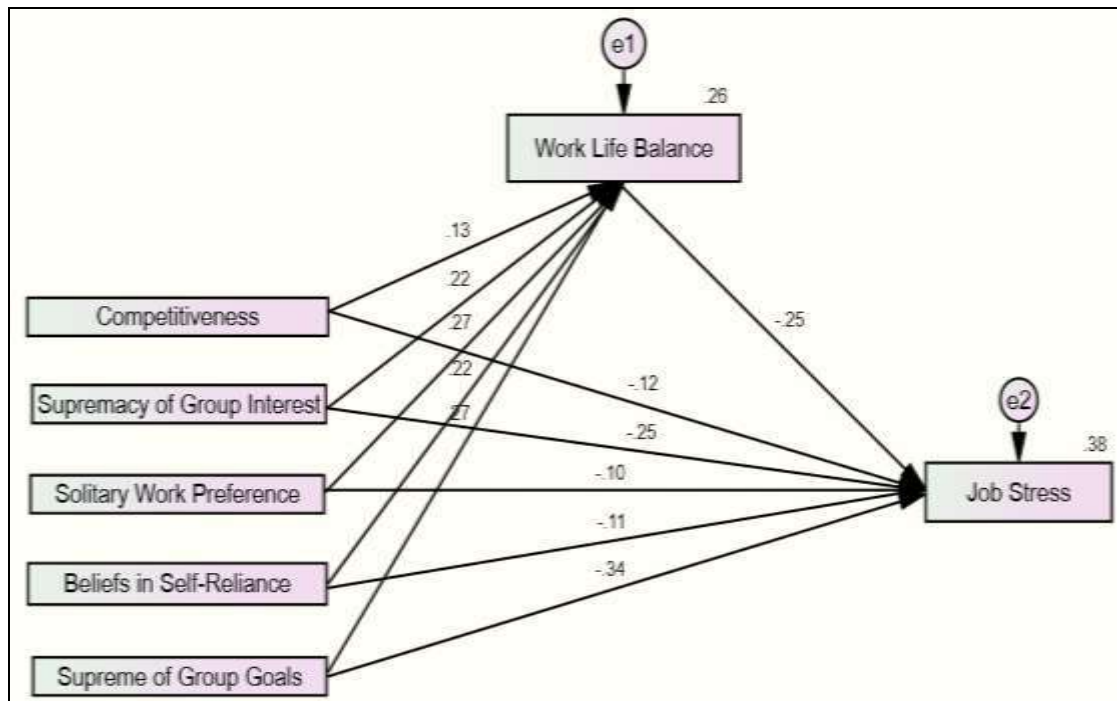


Fig 2: Structural Model Analysis (SEM)

Table 3: Structural Model Results

			B	S.E.	C.R.	P	R2
Work life balance	<---	Competitiveness	.134	.055	3.305	***	.262
Work life Balance	<---	Interest	.217	.041	5.364	***	
Work life balance	<---	Preference	.272	.045	6.699	***	
Work life balance	<---	Reliance	.221	.040	5.463	***	
Work life balance	<---	Goals	.272	.036	6.718	***	
Job stress	<---	Balance	-.252	.047	-5.816	***	.379
Job stress	<---	Competitiveness	-.118	.055	-3.133	***	
Job stress	<---	Interest	-.246	.042	-6.420	***	
Job stress	<---	Preference	-.096	.047	-2.462	***	
Job stress	<---	Reliance	-.113	.041	-2.933	***	
Job stress	<---	Goals	-.336	.038	-8.601	***	

Results of the SEM analysis showed that competitiveness has significant and positive impact on Work life balance, as the p-value for this relationship is less than 0.05. Further, table 3 showed that there is significant and positive impact of interest on Work life balance, as the p-value for this relationship is less than 0.05. Further, the relationship between Work life balance and preference have positive and significant. Results of the SEM analysis showed that reliance and goals have significant and positive impact on Work life balance, as the p-value for this relationship is less than 0.05.

Results of the SEM analysis showed that Work life balance has significant and negative impact on Job stress of the employee, as the p-value for this relationship is less than 0.05. Further, the results of the SEM analysis showed that

competitiveness has significant and negative impact on Job stress as the p-value for this relationship is less than 0.05. Further, Table 3 showed that there is significant and negative impact interest on Job stress, as the p-value for this relationship is less than 0.05. However, the relationship between Job stress and preference is negative and significant, as the p-value is lesser than 0.05 level of significance. Results of the SEM analysis showed that reliance on Job stress has significant and negative impact, as the p-value for this relationship is less than 0.05. Further, Table 3 showed that there is significant negative impact of goals on Job stress, as the p-value for this relationship is less than 0.05.

Mediation Analysis

Table 4: Mediation Analysis

	Standardized indirect effect	Standardized direct Effect	Standardized total effects	Mediation
Competitiveness → Work life balance → Job stress	-.034(.005)	-.118(.002)	-.152(.000)	Partial
Interest → Work life balance → Job stress	-.055(.000)	-.246(.001)	-.301(.001)	Partial
Preferences → Work life balance → Job stress	-.068(.001)	-.096(.021)	-.164(.001)	Partial
Reliance → Work life balance → Job stress	-0.56(.000)	-.113(.012)	-.168(.001)	Partial
Goals → Work life balance → Job stress	-0.69(.000)	-.336(.001)	-.404(.001)	Partial

Results of the mediation analysis showed that Work life balance partially mediates the relationship between Competitiveness and Job stress as the p-value for indirect and direct relationship is less than 0.05 level of significance. Further, results of the SEM showed that Work life balance partially mediates the relationship between Interest and Job stress, as indirect and direct relationship found to be significant. Further, results of the SEM show that Work life balance partially mediates the relationship between Preferences and Job stress as the p-value for direct and indirect relationship is less than 0.05 level of significance. Further, results of the SEM show that Work life balance partially mediates the relationship between Reliance and Job stress. The p-value for indirect and direct relationship is less than 0.05 level of significance. Finally, results of the SEM show that Work life balance partially mediates the relationship between Goals and Job stress, as p-value is less than 0.05 level of significant.

Findings

- Regression weights showed the Critical Values for all the items of measurement model are greater than 2.58. Thus, the items are highly significant to the constructs.
- Results of the CFA show that the measurement model has depicted good convergent and discriminant validity i.e., $MSV < ASV < AVE$. Results of the model fit indices showed good model fit values.
- SEM Analysis showed that Teamwork is explaining 26% of variations in Work life balance and Teamwork and Work life balance have positive relation
- Further, Work life balance is explaining 38% of variations in Job stress and Work life balance and Job stress has negative relation. Likewise, Teamwork is explaining 38% of variations in Job stress and Teamwork and Job stress have negative relation.
- Results of the SEM analysis show that competitiveness, interest, preference, reliance and goals have significant and positive impact on Work life balance as the p-value for this relationship is less than 0.05
- Results of the SEM analysis show that Work life balance has significant and negative impact on Job stress of the employee as the p-value for this relationship is less than 0.05.
- Further, the results of the SEM analysis show that competitiveness, interest, preference, reliance and goals have significant and negative impact on Job stress as the p-value for this relationship is less than 0.05.
- Mediation analysis showed that Work life balance partially mediates the relationship between factors of Teamwork (competitiveness, interest, preference, reliance and goals) and Job stress as the p-value for indirect and direct relationship is less than 0.05 level of significance.

Conclusion

The workplace attitude of three generations is studied with respect to Teamwork, Work life balance and Job stress. The results indicated Teamwork has positive impact on Work life balance and negative impact on Job stress. Work life balance has negative impact on Job stress. This showed that improvement in Teamwork and Work life balance on employees, Job stress could be reduced in the organisation. Moreover, Work life balance showed the variables of

Teamwork and Job stress have direct and indirect relationship. This suggests that work life balance mediates variables of Teamwork and Job stress while, work life balance directly also impact Job stress.

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