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A Study on Impact of Generational Differences in Workplace at Berger Paints India Limited

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ABSTRACT

The study investigated how generational variations affect workplace dynamics. It found a young workforce prioritizing work-life balance and preferring face-to-face communication with authoritative leadership. Despite valuing tradition and career development, recognition is lacking. However, employees are adaptable and comfortable with new technology, highlighting collaboration's importance. Understanding these generational differences is crucial for organizations to create a more inclusive and productive work environment.

INTRODUCTION

The growing significance of the role of creative industries in the world's social economic development leads to the urgent necessity of ensuring the efficient performance due to their long-lasting positive impact on the society and their obvious vulnerability to structural and economic crisis. Architecture industry is one of creative industries and has been considered as a part of the construction and real estate industries, where majority is more than 80 % of almost

2.7 million European enterprises in 2016, market competitors are Small and Medium Size Enterprises. (SME) The current success of the construction industry stems from the consequences of economic shrinkage, which lead to a decrease in demand for construction and architecture industry services in the market. Authorities are European Commission, European Central Bank, International Monetary Fund are analyzing the consequences of the global financial crisis have stated, that performance failing of construction products markets is among the most important risk factors and has an important impact on national economies – a decrease of turnover volume of construction related businesses and employment. The European architecture industry experienced a rapid overall decline in demand between 2008 and 2012. The Architects Council of Europe (ACE) data has shown an overall industry's decline of 28 % in European countries.

REVIWE OF LITERATURE

1. Bristow, D., Amyl, D., Castleberry, S. B., & Cochran, J. J. (2021). A cross-generational comparison of motivational factors in a sales career among Gen-X and Gen-Y college students. Journal of Personal Selling and Sales Management

2. Brunette, Y., Farr-Wharton, R., & Shacklock, K. (2021). Communication, training, wellbeing, and commitment across nurse generations

3. Botany, S. T., & Hansen, J. C. (2021). Birth cohort change in the vocational interests of female and male college students.

OBJECTIVES OF THE STUDY

Primary Objective:

To investigate the impact of generational differences on workplace dynamics, focusing on understanding how inter-generational interactions influence organizational culture, communication patterns, and productivity.

Secondary Objectives:

1. To identify the key generational cohorts present in the workforce, including Traditionalists, Baby Boomers, Generation X, Millennials, and Generation Z, and analyse their demographic distribution within the organization.

2. To examine how generational differences influence communication styles, preferences, and effectiveness within teams and across organizational hierarchies.

3. To assess the impact of generational disparities in work values, expectations, and attitudes on employee engagement, job satisfaction, and organizational commitment

LIMITATIONS OF THE STUDY

☐ The statements seem to make broad generalizations about employees in a particular industry without specifying the industry or providing data sources. Without specific context or data, it's challenging to ascertain the universality of these statements.

☐ There's no indication of statistical evidence or empirical data supporting these claims. Without proper research methodology and data analysis, the validity and reliability of these statements are questionable.

☐ The statements may reflect biases or assumptions about certain demographics, such as age or gender preferences in the workplace. Without addressing potential biases, the findings may not accurately represent the diverse experiences and perspectives of all employees.

☐ The statements appear to focus primarily on demographic characteristics, workplace preferences, and organizational culture without considering other factors that could influence employee behavior and attitudes, such as socioeconomic background, educational level, or geographic location.

RESEARCH METHODOLOGY

➢ **Research Design**

Research design is the basic frame works which provide guidelines for the rest of research process. The research design specializes the method for data collection and analyse. It specializes the pinpoint to carry out research property. The research design used in this study is descriptive.

➢ **Techniques of data collection**

Primary data is collected through questionnaire which is suitable for study and secondary data are collected from articles, websites etc.

DATA ANALYSIS AND INTERPRETATION

Gender

SINO	PARTICULARS	NO: OF RESPONDENTS	PERCENTAGE
1	MALE	68	65.4%
2	FEMALE	32	30.8%
3	OTHERS	4	3.8%

The table showing Do you to prefer to communicate with colleagues and Supervisors

SINO	PARTICULARS	NO: OF RESPONDENTS	PERCENTAGE
1	Face-to-face	62	59%
2	Email	18	17.1%
3	Phone	12	11.4%
4	Instant Messaging	12	11.4%
5	Others	1	1%

Table showing would you Describe Your approach to work tasks wand projects

SINO	PARTICULARS	NO: OF RESPONDENTS	PERCENTAGE
1	Detail-oriented and methodical	22	21%
2	Innovative and creative	52	49.5%
3	Efficient and results-driven	13	12.4%

4	Collaborative and team-oriented	13	12.4%
5	Adaptive and flexible	5	4.8%

Table showing Leadership Style Do you prefer in a supervisor or Manager.

SINO	PARTICULARS	NO: OF RESPONDENTS	PERCENTAGE
1	Authoritative	53	50.5%
2	Democratic/participative	19	18.1%
3	Transformational	12	11.4%
4	Laissez-faire	13	12.4%
5	Servant leadership	8	7.6%

Table showing Adaptability cod yourself to be in workplace

SINO	PARTICULARS	NO: OF RESPONDENTS	PERCENTAGE
1	Very adaptable	53	50.5%
2	Somewhat adaptable	23	21.9%
3	Not very adaptable	21	20%
4	Not adaptable at all	8	7.6%

Table showing you receive Recognition for your work Contributions

SINO	PARTICULARS	NO: OF RESPONDENTS	PERCENTAGE
1	Frequently	21	20%
2	Occasionally	24	22.9%
3	Rarely	51	48.6%
4	Never	9	8.6%

CHI-SQUARE ANALYSIS HYPOTHESIS 1:

Null Hypothesis (H_0):

There is no significant difference in communication preferences between genders when interacting with colleagues and supervisors in the workplace.

Alternative Hypothesis (H_1):

There is a significant difference in communication preferences between genders when interacting with colleagues and supervisors in the workplace.

OBSERVED VALUE

GENDER	Email	Face-to-face	Instant Messagng	Phone	TOTAL
MALE	7	46	7	8	36
FEMALE	10	16	5	5	68
	17	62	12	13	104

EXPECTED VALUE

5.88	21.46	4.15	4.5
11.11	40.53	7.84	8.5

O	E	O-E	$(O-E)^2$	$(O-E\backslash E)^2$
10	5.88	4.12	16.97	2.88
7	11.11	-4.11	16.89	1.52
16	21.46	-5.46	29.81	1.38
46	40.53	5.47	29.92	0.73
5	4.15	0.85	0.72	0.17
7	7.84	0.84	0.70	0.08
5	4.5	0.5	0.25	0.05
8	8.5	-0.5	0.25	0.02
				6.83

DEGREE OF FREEDOM:

(C-1) (r-1)

(4-1) (2-1)

= 3*1=3. [7.815]

Calculated value is greater than table value H0 Accepted

INTERPRETATION:

The interpretation of this result is that there is insufficient evidence to reject the null hypothesis. In other words, based on the data provided, there is no significant difference in communication preferences between genders when interacting with colleagues and supervisors in the workplace. This means that gender does not appear to be a significant factor influencing communication preferences in this context.

CORRELATON ANALYSIS:

Correlations

		1 How would you describe your approach to work tasks and projects?	2) What type of leadership style do you prefer in a supervisor or manager?
Spearman's rho	1 How would you describe your approach to work tasks and projects?	Correlation Coefficient	1.000	0.68
		Sig. (2-tailed)	.	.010
		N	105	105
	2 What type of leadership style do you prefer in a supervisor or manager?	Correlation Coefficient	0.68*	1.000
		Sig. (2-tailed)	.010	.
			105	105

N		

*. Correlation is significant at the 0.05 level (2-tailed).

INTERPRETATION:

➢ The correlation coefficient of 0.68 suggests a moderately strong positive correlation between the approach to work tasks and projects and the preferred leadership style.

➢ In practical terms, this means that individuals who describe their approach to work tasks and projects in a particular way are more likely to prefer a specific leadership style in their supervisors or managers, and vice versa.

➢ For example, individuals who prefer a certain leadership style might also tend to adopt a particular approach to work tasks and projects, and individuals with a specific approach to work tasks and projects might also gravitate towards supervisors or managers who exhibit a particular leadership style.

➢ Overall, this analysis highlights a significant relationship between how individuals approach work tasks and projects and their preferences for leadership styles in supervisors or managers.

CORRELATON ANALYSIS:

Correlations

		1) How adaptable do you consider yourself to be in the workplace?	2) How often do you receive recognition for your work contributions?
Spearman's rho	1) How adaptable do you consider yourself to be in the workplace? Correlation Coefficient	1.000	0.02*
	Sig. (2-tailed)	.	.010
	N	105	105
	2) How often do you receive recognition for your work contributions? Correlation Coefficient	0.02*	1.000
	Sig. (2-tailed)	.010	.
	N	105	105

*. Correlation is significant at the 0.05 level (2-tailed).

INTERPRETATION:

➢ correlation coefficient of 0.02 indicates a very weak positive correlation between adaptability in the workplace and the frequency of receiving recognition for work contributions.

➢ In practical terms, this suggests that there is a slight tendency for individuals who perceive themselves as more adaptable in the workplace to report slightly higher frequencies of receiving recognition for their work contributions, and vice versa.

➢ However, it's important to note that the correlation coefficient is very close to zero, indicating that the relationship between these variables is extremely weak. This means that there may not be a meaningful or practically significant association between adaptability and the frequency of receiving recognition in this context.

➢ Overall, while the correlation is statistically significant due to the large sample size, the practical significance of this relationship appears to be minimal based on the very weak correlation coefficient

CONCLUSION

The study concludes that generational differences in the workplace are complex but offer both challenges and opportunities.

- Different generations bring unique strengths in terms of perspective, communication, work values, and technology.

- Recognizing these differences and creating an inclusive culture is key to overcoming misunderstandings and fostering collaboration.

- The study offers practical recommendations like mentorship programs, communication training, and flexible work arrangements to bridge the gaps between generations.

- By embracing diversity and adapting to a changing workforce, organizations can thrive in the modern workplace.

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