Volume : 4 | Issue : 2 | Feb 2015 ISSN - 2250-1991




Research Paper Management

# Areas of Conflict and Barriers at Work Among Employees of Generation X and Y- in IT Industries in Karnataka-India

**Shammy Shiri** Department of Public Health Manipal University Manipal-576104 Karnataka, India

**Shikha Dugar** Department of Public Health –MSW ProgrammeManipal University

**Ida Dsouza** Department of Public Health –MSW ProgrammeManipal University

**ABSTRACT**

Labour markets have changed dramatically during the last few decades. Employees' sense of loyalty can no longer be taken for granted, since the future workforce has different views on work than previous generations had. Administrating multigenerational workforces is an art in itself. Young workers want to make a quick impact, the middle generation needs to believe in the mission, and older employees don't like ambivalence. This paper focuses on analyzing the conflict and barriers that exist among the generation X and Y. The researcher adopted an exploratory research design with a total of four hundred respondents from various IT industries in Karnataka (India).The result of the study indicates that generation X marks the level of job satisfaction have difficulty in learning new technology and are result oriented were as generation Y are more ambitious, demand a lot of autonomy and are process oriented.Both generations X and Y felt 'pay' as a barrier to their working; believe in team work and self-reliant attitude.

**KEYWORDS** Generation X and Y, Barriers and conflict

**Introduction:**

The term generation is often used synonymously with cohort in social science, even though some researchers believe that this usage is misleading; under this formulation the term means "people within a delineated population who experience the same significant events within a given period of time." Generation in this sense of birth cohort, also known as a "social generation," is widely used in popular culture, and has been the basis for much social analysis..

Generation Y graduates are currently entering the workforce, 'bringing with them unique values and expectations that employers have not had experience hiring and managing. A study highlighted that most of the respondents from the Education industry aged between 35-55 years and are therefore classified as Baby Boomers. In contrast, in the manufacturing industry the largest groups (39.4 percent) of the respondents were those between the ages of 25 and 35 years and are classified as Generation Xers (Huichun Yu & Peter Miller 2003 ).

Research studies undertaken in the 1980s indicated that national culture has a great influence on all aspects of management behaviour (Adler, 1991; Hofstede, 1993; Mead, 1994). National culture, refers to a set of values and beliefs that a group of people have developed over time as a consequence of their relationship with their environment (Hofstede, 1993). Social climates represent a conglomerate of attitudes, feelings, and behaviors which characterize life in an organization, and the idea that the way one perceives the environment tends to influence the way one will behave in that environment (Moos, 1987; Walsh, 1987).Understanding differences between the generations is elemental in building thriving multigenerational workplace. For each generation there are particular experiences that mold definite preferences, expectations, beliefs and work style. Development of new technologies have had powerful implications to today's workplaces. Differences in technology have widened the gap between the different generations (Victoria Rosario 2012) Moreover, all the trends and developments mean that employers are facing rising new demands not only from the society, but also from their suppliers, staff and customers. In order the managers to survive through all these changes; they need to prepare them for the future. In future, the companies will face a pressure of change. Generational differences in communication and technology also exist and that there will always be differences in interpersonal communication based on these generational preferences (Terri.M 2010).

Gen Xers, the U.S. Census Bureau defined this segment of the population as consisting of individuals born between 1968 and 1979. However, the upper limit of Generation X in some cases has been as high as 1982, while the lower limit has been as low as 1963 (Karp et al., 2002). This generation was also called the baby bust generation, because of its small size relative to the generation that preceded it, the Baby Boom generation. They enjoy work, but are more concerned about work-life balance.

Gen Yers, those born after 1980. The labels associated with them are Millenials, Nexters, Generation www, and the Digital generation, Generation E, Echo Boomers, N-Gens and the Net Generation. Because of their reliance on technology, they think they can work at anytime and anyplace and believe they should be evaluated on work produced — not on how, when, or where they got it done.

**Objective of the study:**

1. To analyse the Major areas of Conflict between generation X and Y.
2. To identify the various barriers at workplace among employees of both the Generation
3. To understand if a generation gap exists between generation X and Y in the workplace.

**Methodology:**

The study incorporated a quantitative exploratory research design as it focuses on exploring the differences and similarities that exist among the generation X and Y in IT industry. The populations being examined in this study have only two criteria: (1) any member of generation X and Y (2) who is current-

ly working in the IT Industry. The method for data collection was through a self- administered structured questionnaire .The sampling method for this study was non-probability convenient sampling. People born between 1965-1980 and 1981-2000 were included for the study. Four hundred people from forty two IT industries in Karnataka(India) 156 participants encompass the generation X (100 male and 56 females) and 244 participants belong to generation Y (156 males and 88 female respondents). Data was analyzed and interpreted by using SPSS software version 16 (Statistical Packaging of Social Sciences). The data analyzed were presented in frequency tables, graphs, diagrams and cross-tables.

**Result and discussions:**

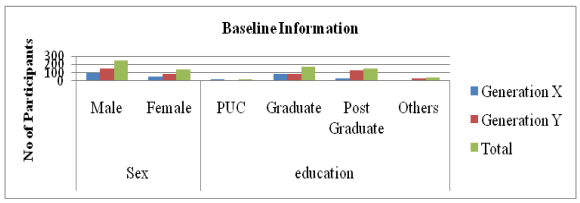



**Figure 1:Baseline Information**

Figure 1 clearly shows that 156 participants encompass the generation X (100 male and 56 females) and 244 participants belong to generation Y (156 males and 88 female respondents). Viewing broadly one can observe that 45% of the total respondents are graduates, the 'others' includes Chartered Accountant and Diploma in Engineering. Further grouping as per the generational findings it is seen that 92 out of 156 respondents have completed their graduation, 28 have attained their post -graduation, and 20 have studied till PUC and rest 16 falls in the category of others. On the other hand in generation Y 124 of the respondents have done post graduation, 88 have completed graduation, only 4 respondent have studied till PUC and remaining 28 respondent falls in category of 'others.'

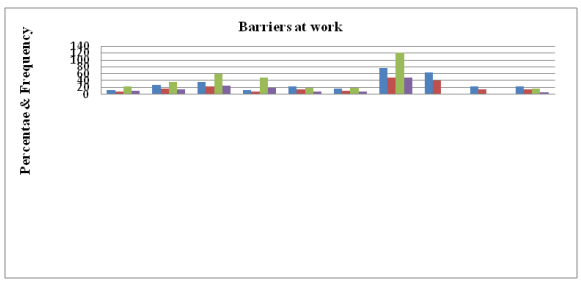
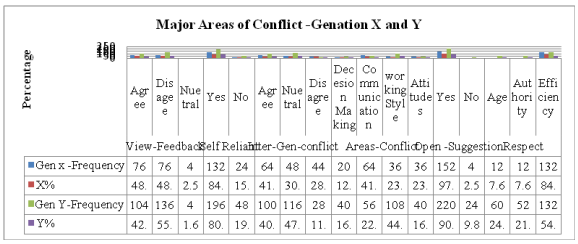



**Figure 2: Generation X and Y -Barriers to work**

The above figure 2 shows that majority of employees from both the generation opted the option of "compensation"as the barrier accounting to 23%. Among the generation Xers 36 respondents think pay as a barrier followed by 28 who think inadequate training is a barrier, 24 feel it is workplace discrimination, 16 have health related issues and 28 each feel negative stereotype limited opportunities for advancement as a cause of barrier in their working.Majority of respondents of generation X are of the opinion that there is difficulty in learning new technology,36 put across the reason being inadequate training program, 24 respondents feel that there is limited opportunities for advancement and 20 each feel it's the health problem and workplace discrimination that act as a barrier in their working. 28 in generation X and 36 in generation Y responded the above statement that there are other reasons as well.




| | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Gen x -Frequency | 76 | 76 | 4 | 132 | 24 | 64 | 48 | 44 | 20 | 64 | 36 | 36 | 152 | 4 | 12 | 12 | 132 | |
| X% | 48. | 48. | 2.5 | 84. | 15. | 41. | 30. | 28. | 12. | 41. | 23. | 23. | 97. | 2.5 | 7.6 | 7.6 | 84. | |
| Gen Y -Frequency | 104 | 136 | 4 | 196 | 48 | 100 | 116 | 28 | 40 | 56 | 108 | 40 | 220 | 24 | 60 | 52 | 132 | |
| Y% | 42. | 55. | 1.6 | 80. | 19. | 40. | 47. | 11. | 16. | 22. | 44. | 16. | 90. | 9.8 | 24. | 21. | 54. | |

**Figure 3: Major Areas of conflict-Generation X and Y**

The above figure 3 evidently explains that majority of respondents (53%) from both the generations takes a neutral stance whereas 45% agrees to the given statement and only 2% of the respondents are not favor of the view.

A greater majority accounting to 82% feel that they are self-reliant.132 out of 156 Generation X respondents feel they are self-reliant and only 24 feel that they are not.196 out of 244 respondents of generation Y think they are self- reliant and 48 think they are not. It is seen that this aspect is quite in conformity to the previous research as it is believed the component of self-reliance plays a major role for every employee irrespective of the generation they belong to as generational gap has no influence on self- reliant attitude.

Broadly speaking except 18% of the respondents, rest 82% of them feel that there is some sort of intergenerational conflict existing among the employees. Half of them firmly agree and the other half stands neutral. Around 41% of both the generation agrees to the given statement. 30.76% of generation X cohort and 47.54% of generation cohorts takes a neutral stance. Major area of conflict is in the working style accounting to 36% and followed by communication pattern that is 30%. Dominant area of conflict as per the gen Xers is communication 64 out of 156 followed by 36 each of attitude and working style and 20 is decision making. Whereas dominant area of conflict for generation y is working style, supported by 108 out of 244 respondents, followed by 56 in favor of communication, and 40 each in preference of decision making and attitudes respectively.

The above figure illustrates that majority of the respondents from both the generations accounting to 93% is open for suggestions whereas only 7% of the total respondents are not open for suggestion. Majority of the respondents that is 66 % feel that respect can be earned based on efficiency. 132 out of 156 gen Xers and 132 out of 244 gen Yers hold the same opinion. 12 out of 156 and 60 out of 244 feel respect can be earned based on age and 12 out of 156 and 52 out of 244 feel that respect can be earned based on authority.

**Conclusion**

As ordinary individuals living in this everyday world, we have been experiencing and will agree that generational differences exit. It can be found in all types of environments, therefore the investigation of generational assumptions provides a rich and educational opportunity for many organizations. Though generations share some similarities and more differences there is also inner conflicts in relation to traditional values and western lifestyle It is true that materialistic changes prevail along with technological expansion, attitudes and ideologies. This study clearly shows that GenX and GenY feel compensation and having a good working environment is important for their success. Leaders should be able to recognise the different work characteristics between generational groups and apply leadership styles that will positively contribute to employee motivation. Thus understanding generational differences gives opportunity to the organization and management to develop their current workforce and make the workplace more productive and enjoyable for all generations

## REFERENCES

Annastiina,R.(2012). Managing multigenerational workforce- how to bridge the generation.retrieved on April 10th 2014 ,from gaps?http://publications.theseus.fi/bitstream/handle/ | | Anick, T. (2008).Retrieved on 14th May 2014 from http://rtc.umn.edu/docs/2_18_Gen_diff_workplace.pdf Generational Differences in the workplace.University of Minnesota. | | Bruce, Mayhew. (2010). Multigenerational Characteristics retrieved on 15th may 2014 from http://www.brucemayhewconsulting.com/index.cfm?PAGE-PATH=&ID=20209 | | Campbell, Stacy, M., Jean, M., Twenge, Charles, E., Lance, Brian, J., Hoffman. (2010). Generational Differences in Work Values: Leisure and Extrinsic Values Increasing, Social and Intrinsic Values Decreasing. Journal of Management.,36 (5), pp.1117-1142 | | Gerard, A., Callanan, Jeffrey, H., Greenhau.(2008). The Baby Boom Generation and Career Management:A Call to Action Advances in Developing Human Resources. Vol. 10, No. 1 70-85, Sage Publications | | Hofstede, G. (1993). Cultural constraints in management theories' The Academy of 19 Management Executive. Vol. 7, No. 1 pp. 81. | | Karl, Mannheim.(1923). "The Problem of Generations retrieved on 14th April 2014 from fromhttp://en.wikipedia.org/wiki/Theory_of_generations | | Karp, H., Fuller, C., Sirias, D. (2002). Bridging the boomer Xer gap.Creating authentic teams for high performance at work.Palo Alto, CA: Davies-Black Publishing | | Moos., Walsh.(1987). Generational preferences for work environment fit: effects on employee outcomes Career Development International, Vol. 12 Iss: 2, pp.150 - 161 Emerald Group Publishing Limited | | Stacy, P. (2011). X and Y: The Impact of the Gap retrieved on 14th April 2014 fromhttp://web02.gonzaga.edu/comltheses/proquestftp/Phillips_gonzaga_0736M_10098.pdf | | | Terri, W M. (2010).The impact of four generations on the Leisure organization workplace?.retrieved on 10th April 2014 from http://wp.stolaf.edu/sociology/files/2013/06/Social-Responsibility-in-the-Workplace.pdf California state university. |