

UNIVERSITY OF LJUBLJANA
SCHOOL OF ECONOMICS AND BUSINESS

MASTER'S THESIS

**MANAGING ACROSS GENERATIONS:
THE CASE OF BIBITA GROUP**

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AUTHORSHIP STATEMENT

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INTRODUCTION

Working in a multi-generational company can be quite a challenge as it requires a great deal of understanding how each of the generations work, think and the factors that motivate them. In order to be able to handle the pressure in successfully managing the multi-generational staff, a manager should also be a leader with a considerable amount of information and ability to utilize that information into right incentives to motivate each of them. For this reason, this master's thesis will be designed to help corporations based on a case study which will be done with Bibita Group, a beverage factory in Kosovo, and how to bridge in best way the gap among different generations at working place.

Similar research was done several times in different regions in the world. However, considering that people's characters and values differ depending on their lifestyle, the life standard and history of that particular region, and results may vary among same generations in Kosovo versus generations in other countries. So, this research has not been performed in Kosovo earlier. Its relevance increases by providing bases for further research in this area.

Firstly, by doing thorough research regarding the differences among generations in other countries, this study will give a hint on how to measure this gap qualitatively through both in-depth interviews and questionnaires that will be fulfilled by the staff and management of Bibita Group. At the end of this master's thesis, a set of recommendations will be given, according to the answers that will be retrieved through primary research. These recommendations will be mainly directed to the company's management, suggesting convenient ways of motivating their staff, while considering their values that might differ due to their generational differences.

1.1 Problem Definition

Considering the fast-changing pace of the business environment nowadays, successful management and appropriate organizational behavior are vital factors that contribute to a company's success. The area in which this master thesis will be based upon is the management and organization. Furthermore, the topic of this research focuses mostly on management and motivation. Managing people of different ages who have got different beliefs and perceptions of motivational factors does not only need everyday management skills. To be a good and successful manager, one needs to be a great motivator. Thus, understanding the different employee preferences, and distinguishing the different types of driving forces that motivate these employees, is one of the critical tasks that a manager must perform.

Depending on the particular circumstances, different generations require different treatments and thus different management styles. This master thesis will firstly explore

four different generations that are currently in/or entering the marketplace. These generations are:

- Baby boomers (born 1945 – 1964);
- Generation x (born 1965 – 1980);
- Millennials (born 1981 – 1995);
- Generation z (born 1996 – 2010); and,
- The traditionalists (born 1925 – 1944) are now retired, so this generation will be excluded from this study (AMA, 2017).

Baby boomers are a generation which is still on the market. However, they are people who do not pertain to the internet age and it is challenging for them to integrate themselves properly at the working place. “Boomers are the first generation to declare a higher priority for work over personal life actively. They generally distrust authority and large systems” (AMA, 2017). This generation is a little bit tough, but brings more experience to the table, which is a core competency that companies today in a time of high competition need.

Generation x currently holds the best position at the working place. Generally speaking, they are very attentive and also big fans of independence. This generation is the first generation which created a balance between the work and life. Not only that it is loyal and well experienced, but this generation can also be very creative (Schultz, 2015). This generation, being in the middle, can relate more easily to both baby boomers and millennials. For this reason, it has got the advantage of being able to adapt to both generations and has got good relations with colleagues at work, no matter what generation it pertains (Schultz, 2015).

Furthermore, generation Y or Millennials is certainly a generation that generally loves multitasking and diversity. This generation is a generation raised on the internet era, very good at team-working, and amongst other generations, the most educated (Fenzel, 2013). “For each generation, there are particular experiences that mold specific preferences, expectations, beliefs, and work style” (UNJSPF, 2006, p.3). Although some may view this generation as ego-centric and lazy, these tech-junkies can do a fantastic job navigating in different screens at once (Schultz, 2015).

Last but not least, the youngest generation of all is generation Z, a high tech one filled with potential employees who value hard work, fond of open face-to-face communication, eager to earn money and be an integral part of the company. This age group consists of employees who are quite good at strategizing and will become good entrepreneurs. Even though this is a new generation, just entering the marketplace, it is quite confident and expects to adapt the company to its needs and expectations. A generation which does not remember the time when there was no Wi-Fi or smart phones, is quite good multi-tasker (Patel, 2017). Due to a lack of study for this generation, being the youngest one, there will

be parts in the literature review where this generation is not mentioned. However, being a part of the company which was chosen for the case study, the employees of this age group will be thoroughly examined, and motivators for this generation as well as different recommendations given to management in regards to this generation will not be excluded.

1.2 Relevance of Research

The research and training center from the University of Minnesota did a similar project in America during 2008, and it came up with a list of things that motivates employees of different age groups and how to train them effectively. Mainly it analyzed their attitudes towards respect, supervision, authority, work and loyalty towards the employer (Tolbize, 2008). So, this thesis will be based on a case study. It will focus on analyzing the behaviors and preferences of different generations working in Bibita Group. Finding the right approaches to different generations is a crucial contributor to any company's success.

The suggestions made in this thesis can help managers in attracting, recruiting and retaining the workforce appropriately. These are the research questions that this master thesis is exploring and attempting to answer:

- How to manage properly different generations at the working place in the case of Bibita Company?
- What are some of the most important motivational factors that drive each generation towards giving their contribution to this company?
- What are some of the best approaches one could use towards a multigenerational staff in a company?
- How does Kosovo culture influence employees' work values and attitudes?
- What are some of the benefits of having a multigenerational staff?

The relevance of these research questions lies in the fact that these problems have not been elaborated considering the specific case of this company. Furthermore, considering that culture plays a significant role in determining motivational factors, this study has never been conducted so far in Kosovo's major companies so this particular case study may be able also to help other significant companies in Kosovo. In this case, managers need to be able to make distinguish among the different factors that motivate different generations of employees. It is also crucial for the employers to find out what are the similarities among the different generations they will have to focus on. By understanding the similarities among the employees of different generations, managers can set up common rules and goals which make it easier for them to lead.

Furthermore, these personalized goals are also satisfying for the multigenerational staff because they focus on motivational factors of each generation and appropriately assign jobs to individuals. "Understanding how each generation's values manifest in working

place behaviors - such as communicating, managing others, getting work done and trying to move ahead - can ease tension among the groups” (Fox, 2011).

“There are several benefits that should be gained by the whole organization when a multigenerational team works well together” (AARP, 2007). The study made by the AARP Organization lists all the benefits of having a multigenerational company which mainly include:

- A larger market share due to a multigenerational market;
- A stronger decision-making process due to many viewpoints;
- A more innovative firm which takes creative decisions; as well as
- A more socially aware company because they can better relate to the public (AARP, 2007).

It is very imperative to understand all these listed benefits and many more which will be explored in this master thesis, as this will help managers to understand the importance of the multigenerational team, and thus, they will put in an extra effort into understanding employees’ needs in order to make the multigenerational company to work successfully. Being mindful of the changes which create the gap at the working place, leaders can come up with solutions to initially satisfy the needs of their employees, and secondly, increase the company’s profitability.

1.3 Goals of the Master’s Thesis

The primary goal of this master thesis will be to explore the differences and similarities among the different generations working in Bibita Group in Kosovo and to suggest some of the best approaches that could be used by Kosovo managers in order to manage properly their multigenerational staff. Keeping in mind, that Kosovo is a small country with a high impact of culture in people’s behavior, by understanding the motivational factors that affect the employees of Bibita Company, the suggestions developed from this study may also be of a great help for the managers in the other big corporations in Kosovo.

Bibita Group is a soft drinks factory founded in 1991 by a graduated chemist. It is a family business, yet a tremendous success in Kosovo and the region. Besides being a successful business, Bibita Group employs a multigenerational staff; thus it is amongst the most suitable companies for this master thesis. It has got over 60 employees and is a distributor of Tampico Beverages in the Balkan Region (Bibita, 2016).

Particular interest will be provided to motivational factors that affect these employees. Understanding these driving forces will help managers to get a wide picture of what the needs and wants of the employees are and in this way to address those preferences in a better, more profitable way. Once the company leaders are familiar with these factors, they

may use unique techniques for adequately managing the generation gap which currently exists at the working place.

The purpose of this master thesis is to address the problems that current managers have when leading a multigenerational company and give them solutions on how to understand their employees in better way. In this way, they will be able to recruit a more creative and innovative staff which will open many opportunity doors for the company. Furthermore, discussing the limitations or critiques about putting all employees in the same box will give a better perspective to leaders which will, in turn, make them more careful in choosing the right approaches. Bearing in mind that employees are also unique individuals and that no matter to which generation they pertain to, there are needs which occur based on their unique personality.

Last but not least, this master thesis will serve as a guide for those managers who are interested in advancing their communication and understanding skills towards the various 4 generations within the company. Also, it will bring to their knowledge all the benefits that they could have from leading a multigenerational company. One of the traits that a multigenerational company offers is the experience its employees gain by working with people of varying age groups. These experiences make people multitasking, earning a lot of competitive advantages in a highly concentrated market. Simply said, having worked in a multigenerational organization, makes people intelligent problem solvers (Schultz, 2015). “Generational differences in values and job expectations can be a cause of conflict hindering productivity at the working place” (Goldbeck, 2016).

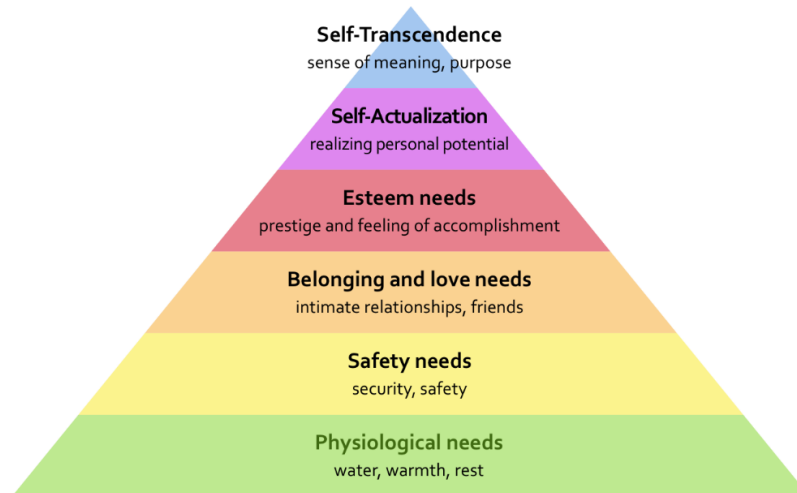
2 MOTIVATIONAL APPROACHES

The first thing a manager needs to understand best in order to manage an intergenerational gap properly at the working place is what motivates the employees. Therefore, different motivational theories will be discussed in order to reach the best choices a leader can make to manage each generation at the working place properly. Not all theories apply to all generations, as it is the diversity in people’s characteristics that differentiate the theories which apply to each of them.

There are plenty of definitions about the concept of motivation. Simply, motivation is a concept whose basic word is motive. A motive is an internal force that makes people act (Crouse, 2005). Therefore, motivation is an internal force driving people towards achieving their goals and satisfying their needs (Crouse, 2005). There are several theories regarding motivation. Some of them are Maslow’s hierarchy of needs, theories x and y published by McGregor, Herzberg’s two-factor theory, McClelland’s human motivation theory, Sirota’s three-factor theory, PERMA model, and Amabile and Kramer’s progress theory.

Maslow's hierarchy of needs is a theory proposed by Abraham Maslow in 1943 which is consisted of six different stages of needs classified according to importance, such as physiological needs, safety needs, belonging and love needs, esteem needs, self-actualization, and last but not least, self-transcendence (Berman, 2017). The last need represents the spiritual needs a person has got. Each of them is more deeply explained in the picture below.

Figure 1: Maslow's Hierarchy of Needs



Source: R. Berman. *The missing apex of Maslow's Hierarchy could save us all*, 2017.

However, this order may vary from individual to individual, depending on what each person values more. Due to this issue, the theory of needs discussed by Maslow can be related to the generation gap (Berman, 2017).

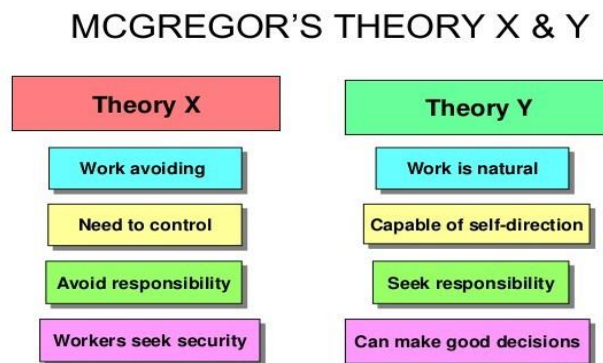
These same needs were also identified by Alderfer, who put them in a more generalized form, such as existence, relatedness, and growth needs (Yang, 2011). Alderfer explains that in order to be a good leader one needs to know what the traits of one's staff are and what their needs are. Leaders and managers should understand that people are different from one another, thus they have different motivation factors.

In order to satisfy existing needs, managers should consider: giving decent paychecks to employees, providing different incentives that drive performance, set clear goals but always keep on mind that these people are also human beings. For this reason, as a manager, one should be able to communicate with them while showing them trust and respect through delegating responsibilities. In this way, their relatedness needs are satisfied, and it is a good base for moving onto growth needs which primarily includes the feeling of self-actualization and self-transcendence through support for achieving new goals, encouragement to think and come up with new exciting ideas, showing that you care by asking them what is the best trigger for their motivation, and from time to time, offer new training where employees can better themselves (Yang, 2011).

On the other hand, McGregor explored two different options and suggested that the theory X (authoritarian) views the employees as lazy and the management should take incentives to motivate them properly and drive them towards achieving company goals, while theory Y (participative) asserts employees with an eagerness to work and seek out responsibility in their jobs (Highhouse, 2011).

McGregor said that these two theories are not managerial strategies. Instead, they guide managers towards new decisions and actions (Lawter, Kopelman&Prottas, 2015). He claimed that the managers' behavior and approach to their employees depends deeply on the behaviors' work. That being said, when a manager approves the theory Y motivation factors, he/she will in return get them, meaning that as a result, employees will start acting as per the described behavior in theory Y (Mindtools (a), 2017).

Figure 2: McGregor's Theory X & Y

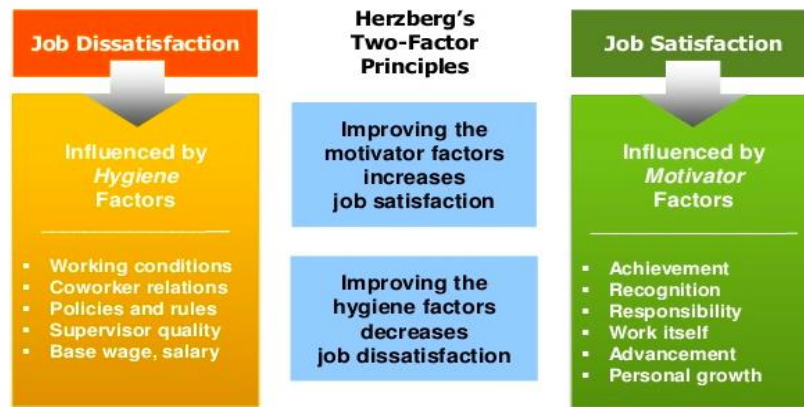


Source: F. Jumba. *A 21st century's perspective on social psychology around motivating employees and organizing teams*, 2016.

Herzberg's two-factor (motivation-hygiene) theory claims that there are factors that cause satisfaction and others that cause dissatisfaction at work. However, there have been many critiques about the way this theory addresses the issue of working place satisfaction. For example, an employee cannot be satisfied only by having eliminated factors of dissatisfaction. It is only the first step, while the next step involves introducing other factors that do satisfy employees' needs (Mindtools (b), 2017).

A case study performed in a Polish enterprise analyzed trends in motivating staff in a contemporary economy. One of the issues that it explored was the working place atmosphere. Relations at work were rated as one of the most critical factors affecting working place motivation. A good atmosphere, including friendly relations as well as the sincere willingness of people to offer help, were considered influential motivating factors (Stasko & Lewicka, 2010).

Figure 3 Herzberg's Two Factor Theory



Source: L., Williams. *Herzberg's Two-Factor Theory*, nd, Chapter 10..

McClelland's human motivation theory divides the motivating drivers into three general categories, such as achievement, affiliation, and power (Mindtools (c), 2017). These drivers work differently in different personalities, and it all depends on what one's dominant motivator is, and what one's traits are.

Figure 4: McClelland's Human Motivation Theory



Source: P. Newton. *Top five motivation theories*, 2017, p.9.

In order to be motivated by achievement, a person should have a strong will to achieve goals, like feedback of their work, and is not much of a team player. On the other hand, if someone is mostly motivated by the affiliation, it means that this employee is a good team player, does not particularly like competition, he/she would instead collaborate with colleagues, which makes the person very sensitive to risky situations (Newton, 2017).

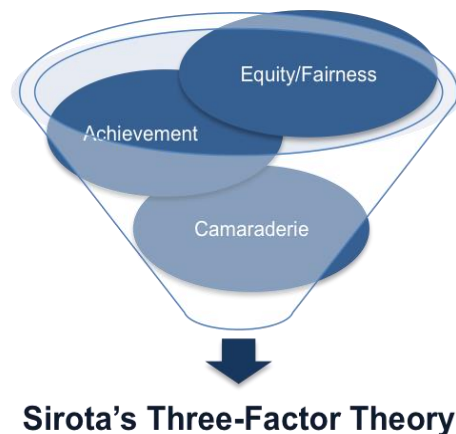
Last, but not least, someone who is adequately motivated by power, is often a person who values control, enjoys competition and likes to be recognized for the excellent work that has been done (Newton, 2017).

Moving on to Sirota's three-factor theory, it is very imperative to look after employees' enthusiasm (Mindtools (d), 2017). David Sirota, an organizational researcher, described the employee's enthusiasm and motivation as one of the core competencies a company should have. Thus, it gains its competitive advantage, which is why the company should try and meet its employees' needs. In general, a company's goals should not conflict, but rather be in harmony with employees' goals. These are the fundamental basic rules a business should follow to achieve efficient employees (Newton, 2017).

A manager should understand the employees and be able to read their needs, as motivational factors vary on an individual level. In order to build team enthusiasm, one must look after three significant factors, such as:

- Equity/Fairness – provide a safe working environment, compensate fairly;
- Achievement – empower employees to do remarkable work;
- Camaraderie – create a friendly working atmosphere (Newton, 2017).

Figure 5: Sirota's Three-Factor Theory



Source: P. Newton. *Top five motivation theories*, 2017, p.14

PERMA model, which is discussed by Dr. Martin Seligman, is a crucial model that should be fulfilled in order for employees to find a sense of belongingness at the present jobs. PERMA stands for positive emotion, engagement, relationships, meaning and accomplishments (Slavin, Schindler, Chibnall, Fendell&Shoss, 2012). It is not just about person's wellbeing, but also how the application of the PERMA model at the working place affects the employee's performance (Slavin, Schindler, Chibnall, Fendell&Shoss, 2012).

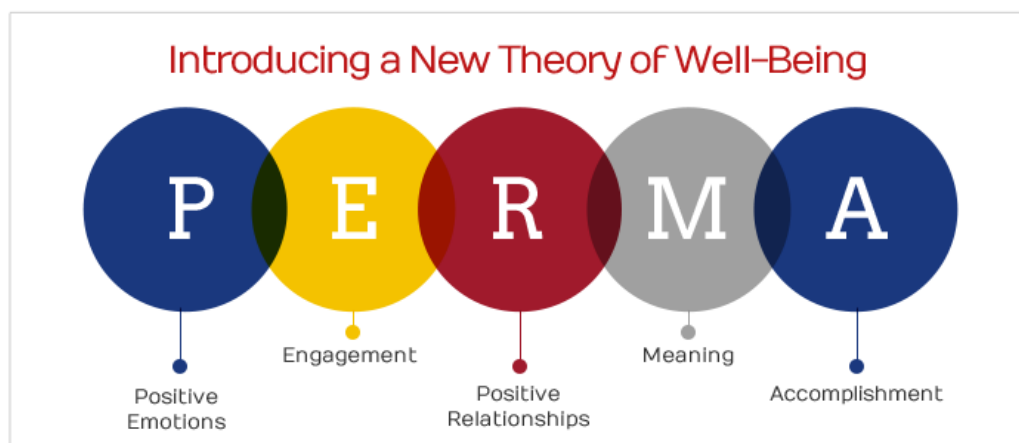
Applying p, which stands for positive emotion in this model, means to eliminate unnecessary stressors from the working place, thus building a calmer and a more

predictable environment will help employees understand the importance of their work and the reason for any changes which may be applied in organizational procedures as well as organizational policies. Being informed (Slavin, Schindler, Chibnall, Fendell&Shoss, 2012).

Through engagement, represented by the letter e in the picture below, a company would cut back unnecessary work or tasks, leaving employees focus and do a better job in performing essential tasks. It is crucial to know how and when to prioritize work, in order to be able to be at the peak of efficiency while doing the most important things right away and leaving details to be retouched later (Slavin, Schindler, Chibnall, Fendell&Shoss, 2012).

Relationship wise, companies should take action to reduce bureaucracy and promote inter-departmental communication. This is an excellent strategy to increase productivity and improve the quality of input that employees give during the working day. The key to successful interactions among the different levels of employees is building positive relationships. Building positive relations among the employees fosters creativity as people feel more comfortable sharing their ideas with their leaders, which in turn produces better outcomes (Slavin, Schindler, Chibnall, Fendell&Shoss, 2012).

Figure 6: PERMA Model



Source: M. Seligman. *Flourish: A visionary new understanding of happiness and well-being*, 2012.

Meaning refers to the value that people's work adds to an organization. In other words, people need to understand that their input is valuable and that their work has got a significant impact on the organizations' output. When employees feel like they give their contribution to the company and that they are responsible for its profitability, they will be more motivated to work longer and more efficiently. Feeling a part of something bigger helps employees to get involved and take initiatives to improve the company's outcome in the future (Slavin, Schindler, Chibnall, Fendell&Shoss, 2012).

Last but not least, A stands for achievement/advancement, which means that it is vital that employees have training and different programs through which they can get promotions. Also, as mentioned earlier, many employees hate being micromanaged. For this reason, the company should train them, give them responsibility and a flexible environment to operate in which they will not feel frequently controlled (Slavin, Schindler, Chibnall, Fendell&Shoss, 2012).

Lastly, we have Amabile and Kramer's progress theory that discusses the importance of recognizing small things which employees do and have an impact on accomplishing company's goals (Newton, 2017). They have identified a set of six things that a manager can do to be able to identify these meaningful contributions.

Figure 7: Amabile and Kramer's Progress Theory



Source: P. Newton, and H. Bristoll. *Top 5 motivation theories*, 2017, p.24.

One of the most important things to do, as identified by Amabile and Kramer, is setting **SMART** goals, avoiding micromanagement and delegating as much work as possible, providing all the necessary resources needed for task completion, setting realistic deadlines and applying just the right amount of pressure, providing support and expertise, as well as continuous learning from mistakes and failure (Mindtools (e), 2017).

According to Amabile and Kramer, by applying these six rules to the company's work, employees will have all the conditions to complete their tasks successfully and to be able to turn the organization's profit into a success story (Newton, 2017). According to the progress theory, the authority provided to the company's employees will make them more responsible and much more eager to work and contribute to the company's success.

3 MOTIVATIONAL FACTORS INFLUENCING DIFFERENT GENERATIONS

When explaining motivational drivers affecting each generation, there are seven fundamental drivers, whose examination helps a manager to come up with better incentives in the future. These general drivers are best to be known from the human resource manager, who ultimately decides what incentives to use in order to motivate the staff. These drivers are as follows below:

- Achievement;
- Authority;
- Camaraderie;
- Independence;
- Esteem;
- Safety/Security; and,
- Fairness (Editorial Team, 2018).

Baby boomers:

Baby boomers are a generation that value authority and hard work. This trait is due to the circumstances in which they were raised, and their parents' mindset, which was a generation working during World War II. They were raised to show responsibility at the working place and during their period, gender equality gained increased attention. They believe in good work organization, they have a high working ethic, and they are polite. They are mostly motivated by integrity, and amongst other things, community involvement (Lawrence & Nohria, 2001). It is crucial that they are valued by their peers, which can be shown through promotion and job training. They value promotion, not because of the salary rise, but instead, because of the integrity and appreciation that they will gain from their colleagues. Incorporating the psychology behind which Professor Nohria elaborated the different drives, a person must gain from the working place in order to be motivated, baby boomers are mostly motivated by the drive to defend. Precisely because they are currently the oldest generation still on the market, they need to feel a sense of job security, defend their job and never stop advancing (DelCampo, Haggerty, Haney & Knipple, 2011).

Generation Xers:

Generation Xers grew up peacefully after the ending of the wars. They concentrated on updating their skill sets and suit them to market needs. This being said, this generation is very resourceful, independent and does not mind adapting to the working place. For them, it is mostly about career advancements and teamwork (Lawrence & Nohria, 2001).

Different from the boomer generation, generation Xers is more prone to be motivated by the drive to acquire. For example, boomers are satisfied with a promotion even if there is no salary increase in it, but generation Xers would never accept such responsibilities if they are not paid properly (DelCampo, Haggerty, Haney &Knipple, 2011). This generation likes to have many options open and advancements in their career, without forgetting about the money. For them, indulging in many options means more connections and contacts from whom they may move forward in their career and build a reputation around the working place.

Millennials:

Millennials are the tech-savvies present in the workforce. They grew up during tremendous technological changes, thus are very tech savvy and flexible. They prefer to be mobile during their working experience, independent and do not fancy micromanagement. This generation is very fond of creativity and innovation, likes diversity and prefers having a work-life balance (Lawrence &Nohria, 2001).

Nevertheless, the generation y employees have a desire to get positive feedback from the employer about their job in a more usual manner compared to the other generations. They expect to have close relationships with their managers and do not hesitate to renegotiate their roles in an organization. This shows that millennials are a generation with high self-confidence; therefore, even if they have only starting low-level positions in an organization, they expect to be correctly informed by their leaders. This means that millennials value transparency very much. In this way, they know what is about to come and work hard to implement their work in the decisions that are to be made (Alton, 2017).

Generation Z:

Generation z, on the other hand, is even more technologically prone, compared to the millennials, but they are still in starting positions as they have entered the market quite recently. With the oldest being 22 years old, working straight out of college, they value face-to-face interaction, are very innovative and also value work-life balance (Patel, 2017). Many of them are more likely to be still working in co-ops or NGOs, but still, are very interested in growing their careers, thus are quite an active generation which will in the future most likely be strong competitors amongst other employees at the marketplace. Having explained that, they will most likely be motivated by achievement as well as independence (Patel, 2017).

Some of the different styles of each generation are explained in the picture below. Two critical factors listed below which are also entirely necessary for the working place are the

leadership style and job changing. There can be seen more or less the mentality of each generation.

Figure 8 When Generations Collide

	Traditionalist	Boomer	Generation X	Generation Y
Training	The hard way	Too much and I'll leave	Required to keep me	Continuous and expected
Learning Style	Classroom	Facilitated	Independent	Collaborative and networked
Communication Style	Top down	Guarded	Hub and spoke	Collaborative
Problem Solving	Hierarchical	Horizontal	Independent	Collaborative
Decision Making	Seeks approval	Team informed	Team included	Team decided
Leadership Style	Command and control	Get out of the way	Coach	Partner
Feedback	No news is good news	Once per year	Weekly/daily	On demand
Technology Use	Uncomfortable	Unsure	Unable to work without it	Unfathomable if not provided
Job Changing	Unwise	Sets me back	Necessary	Part of my daily routine

Lancaster, Lynne C., Stillman, David, 2008

Source: L.C. Lancaster, and D. Stillman. When generations collide. Who they are. Why they clash. How to solve the generational puzzle at work, 2008.

Discussing a few particular points from the example below, it can be seen that generation Y (millennials) is much more ok with leaving work compared to the other generations, with receiving orders and maintaining the company's chain of command.

The next thing which is very interesting to notice is the way each generation sees problem-solving. The differences of generations in each point discussed in the picture below make us realize that managers need to be very careful when dealing with people of different ages, approaching them with solutions crafted for each of them individually in order to have a thriving company, even during difficult times.

4 CHARACTERISTICS OF DIFFERENT GENERATIONS

Due to entirely different circumstances during which employees were brought up, many differences in values and in the way they view the working place have occurred (Lawrence & Nohria, 2001). For example, due to these differences in upbringing circumstances, baby boomers and generation Xers are more loyal to the working place in consideration with millennials. Also, millennials have an extra sense of entitlement, while the other two generations value hard work. This phenomenon is due to the economic difficulties during the times these two older generations grew up. Big factor that affects this change in

employee's mentality and motivation factors is the fast technological change. In this area, millennials thrive compared to the other two generations, thus, giving them a competitive advantage at the market (Lawrence & Nohria, 2001).

As professor Nohria elaborated in his book *DRIVEN: How Human Nature Shapes Organization*, there are four different drives of motivation, such as:

- The drive to acquire;
- The drive to bond;
- The drive to learn; and,
- The drive to defend (Lawrence & Nohria, 2001).

Through exploring what every one of these drives entails in themselves, we will be able to understand the differences in behavior and motivations on different generations. These drives talk about the extrinsic and intrinsic contributions to motivation. Thus, an ideal working environment would be that where all its employees, starting from the CEO and moving down to the regular posts, will come with a decisive set of mental equipment. Keeping in mind that if a job only satisfies one or two drives, but not the rest, that will not be enough to motivate employees. What managers need to be doing is coming up with a job description which finds the perfect balance between the four drives in order to create a good harmony between the employee and the working place.

Solutions managers can use in order to satisfy the needs as mentioned above are different from one another, however, depending on what motivates an employee, the manager can address that particular employee with an adaptable strategy. Starting with the employees who are mostly motivated by achievement (the drive to acquire), managers can use the reward systems and link strictly the employee performance to different rewards and incentives. These systems should identify what is the best task performance and differentiate them from all the others (Nichols, 2011).

On the other hand, people who are driven to achieve successful results by the drive to bond can be motivated by the organization's culture itself. If the relations among the staff members and different hierarchical levels of employees are good and healthy, they collaborate, create friendships and bonding meaning that the employee's needs come first, this will facilitate a good atmosphere at the working place and as a result, fulfilling the need to bond (Nichols, 2011).

Furthermore, leaders of a company should be aware of creating a solid organizational structure, where job responsibilities challenge employees into making extra efforts to achieve predetermined goals while allowing them a space for professional growth. In order to satisfy the drive to learn, employees need to feel as part of the organization where they work, feel important in their roles and feel that they contribute to the organization. It is also

essential for the company to provide different pieces of training to its employees where they can enhance their skills and expand their knowledge (Nichols, 2011).

Last, but not least, is the drive to defend, which can be addressed by the company's performance management system. If a company has a good reputation at the market paired with a strong vision, it will be viewed by its employees as ethical, fair, trusted and provide value to the marketplace. Making the organization a trustful place for employees is the aim of leaders who value the drive to defend. By providing a safe environment, thus getting rid of unnecessary stress factors, employees will have more time to spend in doing an efficient job at their working place (Nichols, 2011).

There are several critiques related to the made generalizations when it comes to deciding what motivates each of the generations. Besides not being accurate to put all employees of the same age group in the same box, this action may also drive negative employees' feelings, derived from the stereotyping which is assumed when discussing different theories affecting particular generations (Kriegel, 2015). "When people become aware of theories that try to describe them as part of a trend, at least a few will consciously adjust their behavior to disprove the theory or will object on principle to being stereotyped" (Salkowitz, 2008). Therefore, it is good to keep on mind, that before taking incentives to create motivational factors that satisfy employees' needs, each employee is firstly a unique individual with unique goals and needs at the working place.

So, some motivation factors that may work on a millennial may just as quickly be a turn off on another employee who is also a millennial (Myers & Sadaghiani, 2010). Taking some of the examples where theories are being too generalized is assuming that all millennials are employees with very high self-esteem who chase after success and though are not loyal enough to stay in a job for a more extended period. The same goes for assuming that all baby boomers are quite illiterate in using technology because not all are the same (Myers & Sadaghiani, 2010).

4.1 Generational Issues

Some of the main generational issues include, but are not limited to:

- Creating a personal life-work balance;
- The training mode;
- Flexibility;
- Stereotyping; and,
- Financial rewards.

The areas mentioned above are the ones where true generational differences amongst employees lie. Every generation struggles with beating stereotypes at the working place when it gets in the way of their performance. Being judgmental before taking an effort to know ones' employees, can result with employees' disengagement and demotivating. This, in turn, will have a direct negative effect in employee's task performance. Therefore, a good leader/manager should take the effort to investigate truly the drives that trigger the employees' performance and improve upon motivational incentives. This role is quite a challenge for managers to take upon, but at the end of the day great returns will be given back to the company.

The fact that nowadays we have four generations with different characteristics and different ways of being brought up, presents managers with several challenges of managing a multi-generational workforce which are not will be ignored. There are four generations at the market which have fundamentally different opinions and motivational factors, and in order to choose a correct managerial style matching every employees' need, one needs to get a hold of what are the forces that drive each one of these generations into a successful employee. Even though, it is not easy to manage a multi-generational company, managers should distinguish between the different motivators that engage employees into more tasks, being those financial or non-financial.

Something crucial to keep on mind when designing different approaches to different generations working in a company, the leaders must understand that each employee is a unique individual. Even though it is easier to base the theory on generational stereotypes, managers should take incentives to go deeper into researching their staff and come up with creative ideas for keeping them motivated.

Seb O'Connell predicts that: "In a multi-generational workforce, there is potential for negative stereotyping. Older workers may perceive millennials as entitled, tech-obsessed or too eager to challenge norms while millennial employees could see previous generations as being 'stuck in their ways and difficult to train. Organizations need to take steps to ensure managers to overcome their unconscious bias," (The Expedite Team, 2016).

Starting from training programs, and working towards incentives, each generation has different expectations. For example, millennials who are the youngest employees of the workforce prefer training and development through technological advancements of their time. On the other hand, baby boomers struggle a great deal when it comes to sophisticated computer programs and training on using this advanced software. Generation Xers are prone to adapt and learn computer programs quite quickly.

Last, but not least, generation z, which is the youngest generations of all, just starting to work mainly in co-op positions, are the ones who understand technology the best, being

that they cannot remember a time without computers. In order to keep the last generation motivated, first and foremost, managers should be able to provide them with the necessary equipment with which they are used to in order to remove any dissatisfactory factors first (The Expedite Team, 2016).

4.2 Generational Descriptions

There are many challenges that surround managers at the working place, and one of the most important is the appropriate gap managing of their multi-generational employees. Employees of different generations have different personas, needs, and motivational factors. Therefore in order to make the working place suitable for everyone, the manager/leader needs to understand all these issues and address them adequately.

Managing a multi-generational staff is quite a challenge, therefore building the right idea on how to tackle generational gaps and problems correctly, is crucial for any organization. Not to forget, besides many challenges that a multi-generational workforce represents, it also comes with many benefits which, if taken advantage of properly, it can result in more significant success stories and more profit for the business.

Before going into details to further elaborate in each generation which will be tackled in this master thesis, this is a chart showing an overview of all the generations and their preferences. The chart shows all five generations: traditionalists, baby boomers, generation Xers, millennials and generation Z, as well as the main characteristics of each one. When taking a closer look to the chart, significant differences among each generation can be noticed in each of the categories, giving a wide picture of how big is the challenge for a manager running a multigenerational company.

Looking at the row of signature products alone, we can notice a big difference in which different generations grew up. Furthermore, the view for job positions changes as they go from one generation to another, meaning that with each generation, the desire to have more flexible job increases. Also, the desire for promotion and the sense for entrepreneurship seem to increase with rising generations.

On the other hand, most of them prefer face-to-face interactions when making financial decisions. All of these traits and preferences differ because of their change in lifestyle, as well as the changes in their formative experiences.




















A person can come up with many differences once analyzing a multi-generational workforce, but the magic only happens if these differences are taken into account and people are distributed with correct tasks where they can use their full potential. “Younger workers’ enthusiasm for trying new things could be used to encourage a culture of innovation, while older workers can leverage their experience and broad perspective to

help millennials understand some of the costs and risks associated with their ideas” (The Expedite Team, 2016). Nevertheless, it is crucial to foster an environment in which employees feel free to communicate with one another, and much more critical, to adapt to one another (Baker, 2015).

Different age groups are indeed not fond of the same communication styles; for example, traditionalists prefer letters while baby boomers prefer face-to-face interactions. On the other hand, generation Xers prefer e-mails different from Millennials who prefer texts. However, this should not imply that management needs to conform to all this diversity but instead, encourage its employees to adapt to one another and their style of communication. Flexibility is one of the most desirable virtues employees may possess and bring to the working place (Baker, 2015).

Figure 9: An Overview of the Working Generations

Chart 1: An overview of the working generations

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Generation Y (1981-1995)	Generation Z (Born after 1995)
Formative experiences	Second World War Rationing Fixed-gender roles Rock 'n' Roll Nuclear families Defined gender roles — particularly for women	Cold War Post-War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-orientated Rise of the teenager	End of Cold War Fall of Berlin Wall Reagan / Gorbachev Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids; rising levels of divorce	9/11 terrorist attacks PlayStation Social media Invasion of Iraq Reality TV Google Earth Glastonbury	Economic downturn Global warming Global focus Mobile devices Energy crisis Arab Spring Produce own media Cloud computing Wiki-leaks
Percentage in U.K. workforce*	3%	33%	35%	29%	Currently employed in either part-time jobs or new apprenticeships
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital Immigrants	Digital Natives	"Technoholics" — entirely dependent on IT; limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational — careers are defined by employers	Early "portfolio" careers — loyal to profession, not necessarily to employer	Digital entrepreneurs — work "with" organisations not "for"	Career multitaskers — will move seamlessly between organisations and "pop-up" businesses
Signature product	 Automobile	 Television	 Personal Computer	 Tablet/Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	 Formal letter	 Telephone	 E-mail and text message	 Text or social media	 Hand-held (or integrated into clothing) communication devices
Communication preference	 Face-to-face	 Face-to-face ideally, but telephone or e-mail if required	 Text messaging or e-mail	 Online and mobile (text messaging)	 Facetime
Preference when making financial decisions	 Face-to-face meetings	 Face-to-face ideally, but increasingly will go online	 Online — would prefer face-to-face if time permitting	 Face-to-face	 Solutions will be digitally crowd-sourced

*Percentages are approximate at the time of publication.

Source: Barclays Corporate and Employer Solutions. *Talking about my generation: Exploring the benefits engagement challenge, 2013.*

It is of utter importance for the management to focus also on similarities, not only on differences and stereotypes of the generations discussed in this masters' thesis. Being able to find common base among the employees of different generations is a skill that today's management should possess in order to stay competitive at the market for attracting and retaining its employees. In these cases, management should have the right experience in order to be able to handle all sorts of differences and struggle to find the most appealing motivational factors which would satisfy most of the employee's needs.

There should be a cost and benefit analysis in place, which will show managers just how much are they prepared to give up, profit-wise, in order to have highly motivated employees. However, one should not forget that in the long run, motivated employees become loyal employees, and loyal employees become highly productive given the specific experience that they get from a particular company. Therefore, a loss in profit now can easily translate with a higher profit in the future, if one uses the right strategies to motivate its staff enough, so that they are most productive at their tasks without hindering the company's success and productivity.

A more detailed explanation of each generation will be given below, explaining some of the factors that motivate them mostly, which differ from each other depending on their lives' experiences as well as from the cultural environment they grew in. Although mentioned above, here each generation will be thoroughly elaborated separately in order to further continuing with comparisons from the case study.

4.2.1 Understanding baby boomers

Baby Boomers, a generation born 1945 - 1960, are a generation mostly on retirement. Basically, in a decade, they will all be retired. This is a solid reason that affects the factors motivating them to work harder. They are typically known as a very hard-working generation, which means that they value the work more than the personal life. They are the most loyal workers, valuing their working place and affected by the lifestyle in which they grew up in, boomers give high priority to job security. The boomer generation is the one generation that does not mind working long hours, is highly efficient but question authority. As this generation is not one of the generations which grew up in the technological era, it prefers to receive information through verbal communication (Bettelley, 2017). Last, but not least, baby boomers generation due to its age values retirement plans. They love challenges at the working place, by having hard and creative tasks to be completed in which they can also feel a sense of authority and respect towards themselves (Bettelley, 2017).

With most of the boomer generation in retirement, companies which look for loyal employees eager to work long hours, should be thinking about offering flexible working

hours and different retirement plans for the boomer generation. Furthermore, the Boomer generation can also be used to train younger employees, mostly Millennials, which is a generation that step by step replace the boomers in their job posts (Bettelley, 2017). Nevertheless, not only long-term financial benefits such as retirement plans are valued, but also, management should consider offering them the possibility of exploring different opportunities in order to delay their retirement (Bettelley, 2017). These are especially useful, considering that not many baby boomers have been saving up for retirement and therefore, require a longer time to work and make decent savings account for the post-retirement period (Sullivan, 2018).

As this generation highly values teamwork, boomers should be encouraged to collaborate with other employees in different meetings. It's very important to remember, when it comes to giving an employee from a boomer generation feedback, management should not forget about introducing new incentive programs of motivation like monetary compensation or even promotion for a well done job (Bettelley, 2017).

4.2.2 Understanding generation Xers

Generation X is a generation born 1961 - 1980, and this generation is responsible for being the first to find a work-life balance. They are considered to be the bridge between the Boomer generation and the millennials. They are quite tech-savvy, compared to earlier generations, and are very independent. As they are independent, they tend to adapt quite quickly in a multi-generational working place. Different from the previous generation, Gen Xers value more career security, which means that if management doesn't work on retaining this generation, it is not prone to stay loyal to a particular company, as they always look out for better opportunities (Bettelley, 2017). They value prestige, and thus according to a study done by the IBM Institute, it shows that gen Xers are the ones who like to work for the best company in a designated industry. This generation is not only tech-savvy, but they have excellent communication skills (CWB, 2017).

In order to attract this generation, the company needs to give them independence over their work tasks. They hate being micromanaged; thus they will deliver once they are given autonomy. Management should think about creating opportunities on how to engage these employees in different tasks and work assignments. If this generation gets more involved in pieces of training, they will be more motivated and feel that management trusts them, making Xers capable of completing their tasks efficiently (CWB, 2017).

4.2.3 Understanding generation Y-ers/Millennials

Millennials, differently called "Generation Y" are born between years 1981-1995. They had the chance to be the most educated generation because they grew in changing times.

They are also known as the most tech-savvy generation, very independent and also very energetic. Different from the Boomer Generation, Millennials value the personal life over work, so they are very protective of it. They do not tend to sacrifice personal life for work as their parents, boomers did. Therefore, they would be very interested in being a part of a flexible schedule, in order to achieve this close to perfect work-life balance. As they are still young, the motivational factors that influence Millennials are entirely different from motivation factors affecting other generations. For example, because they are in an age group that is prone to starting a family, they tend to value flexible working hours as well as good parental leave policies. If they get to benefit in this form, they will increase their productivity in their job assignments (CWB, 2017). Millennials need to feel the belongingness of the company that they work for. With that being said, Millennials need to take meaningful tasks and feel like they contribute to the success of the company through completing their tasks. Of course, monetary compensation is essential for every employee, but for some it is more than for others.

Millennials are a generation for whom the importance of paychecks is not as high as the feeling of joy they have while helping others, the flexibility they will get from the company in terms of working hours which means that they will have enough time to engage in their private life (CWB, 2017). As they are a very dynamic generation, this generation is amongst the first to be eager to start their own business.

In order to attract Millennials, a company's management should give this generation the opportunity to innovate and bring fresh ideas and ways on how to do business. They love to be engaged, make important decisions and play a crucial role at the working place and taking risks to take the business further. In order to retain as well as attract new employees from this generation, employers need to offer face-to-face recognition quite often, in order to satisfy their need for appreciation and affirmation (CWB, 2017).

A significant difference between Millennials and other generations is that millennial women stand up for their rights at the working place. That being said, millennial women are much more optimistic concerning their predecessors. Nevertheless, there are still many points in which organizations need to improve in order to avoid these gender differences (CWB, 2017).

Being a millennial is not an easy thing. This generation has been used in high standard living, provided by their parents. Mostly, their parents encourage their millennial children to take extra classes, go to demanding colleges in order to get good jobs in future. Also, these parents are particularly active in their children's lives when searching for the first job, as they view this process as the first step towards the payoff of all that money that has been invested in them for years during education. This experience makes Millennials be

driven towards achievement and success once they succeed to find a job. They like to be valued and rewarded with recognition in front of their peers (Schweyer, 2015).

A critical thing which is valued by the Millennials is the time. Besides wanting a leader that cares for them and is a good listener, they are quite impatient when it comes to recognizing their work as valuable to the organization. This is because they believe that time is too valuable to be wasted, and they do not like when managers evaluate their work based on their experience, age or position. Worth mentioning is the fundamental trait that Millennials possess which accepts diversity at the working place (Alton, 2017).

4.2.4 Understanding generation Z

Generation Z, a generation born between years 1996-2010, is the youngest generation which has recently entered the working place. These young, but eager to learn employees still adapt to the new life milestone, nevertheless, are hyper-connected to recent digitalization of the working place, which makes them stronger than the Millennials. According to a study done by Bentley University, Generation Z is prone to be more strategic and better communicators compared to the last generation, Millennials (CWB, 2017).

Entrepreneurship and cautiousness are two of the main traits that this generation possesses. They are motivated and driven by the company's goals and vision because they want to be an integral part of the company. Feeling the sense of belongingness in, the company is a strong motivational factor which does the trick for the next generation z employees (CWB, 2017). This generation values the work-life balance just as much as the previous one; however, compared to millennials, generation Z is keener to look for excellent financial coverage. Thus, an appropriate way to motivate employees of this age group is by giving them monetary benefits. Some of the reasons why generation Z is motivated mostly by monetary incentives are high student loans, high healthcare costs, as well as being brought up during a time of recession (CWB, 2017).

There is a lack of study for the motivators and strategies to manage this generation, as it is quite recent with the oldest being only 22 years old. What needs to be understood is that the generation z highly prefers inter-personal communication especially with managers, and is eager to achieve it, thus personally giving them important roles to in which they can grow and learn through hard work which is the right approach.

Horizontal management approach with open communication channels among different staff categories in the structural chain is considered an essential job trait to include in the company if it aims to employ the youngest generation at the marketplace. No doubt, soon, employing generation Z will empower companies with a new approach to problems, which

might be the right niche approach to the marketplace. Getting new opinions and using the experience of older generations to put these ideas to work is quite challenging, but it can also turn out to be rewarding in the future.

5 METHODOLOGY

The research questions presented at the beginning of the masters' thesis are all descriptive. The reason for using descriptive research questions lies in the fact that also a descriptive research design will be used by considering a case study which will help us to identify the problems in a particular company caused by the generational gap. Robert Yin discusses the case study as a research methodology. He argues that case studies can be exploratory, descriptive and explanatory (Yin, 2014). In this particular case study, an overarching method including multiple techniques is used. In order to find answers to all the posed research questions discussed in the beginning of this thesis, both qualitative and quantitative techniques were used, through conducting both the interview and the questionnaire. There are a total of five research questions that will be answered throughout this research by different methods of obtaining research data.

The first method performs qualitative analysis designed to answer as a whole of the research problems and grasp the manager's point of view. This data collection will be done through an interview conducted with the Company's CEO Mr. Granit Gruda. He will be asked to explain further the problems as well as the benefits that the company will gain from having a multi-generational staff. Throughout the interview, he will answer open-ended questions that will help us to get more in-depth explanations as well as different recommendations he will give to other smaller companies which want to benefit from a multi-generational staff. He will also help us deciphering the answers to research questions as whether or not Kosovo's culture affects more or fewer employee behaviors. Interview questions were designed to gather as much data as possible which would fit the research questions. Furthermore, they were also combined with questions from another study performed by PWC LLC in 2014 about the ten best questions about the multigenerational workforce (PWC, 2014).

On the other hand, quantitative data will be gathered through performing a questionnaire with multiple choice questions that will be addressed towards the staff of the organization. This detailed questionnaire will be provided to all the staff members, including all the different generations that are employed in Bibita Group, to understand the differences that they possess in characteristics, motivational factors, and to gather their thoughts on how to manage properly this generation gap. The questionnaire that was used to gather quantitative data for this thesis is a structured questionnaire, or in other words a closed questionnaire. It uses the Likert scale in order to measure and quantify the staffs' opinions, characteristics and motivational factors. It is divided into three main sections, where

section one explores the characteristics of staff members, section two digs deeper into the motivational factors that trigger success in each of the surveyed members and section three which gathers opinions based on predetermined statements on the reduction of a generation gap at the working place.

This last section will serve best to managers when they are on a decision-making stage because they will have their employees' information from different generations as to what would work best when it comes to solving the issues that the generational gap at the working place may present.

This questionnaire was taken from another research study done by Mr. Govitvatana, through which he managed to analyze the differences between two generations, X and Baby Boomers, at the working place. The reason why this questionnaire was chosen is that the studies that this thesis would perform in this particular case are similar and compatible with the studies that Mr. Govitvatana performed in his research paper (Govitvatana, 2001).

To recap the research questions in one paragraph, this thesis will try to explore the different problems that the generational gap brings to the table, figure out the motivational factors that affect each of these groups and present some of the best approaches a manager can use to deal with the gap. In order to do that, one ought to know whether these differences in character and motivational factors come only due to age differences, or whether there are also other factors affecting them, like the overall country's cultural environment in which they all grew up. Last but not least, it will explain some of the benefits that companies can derive from employing a multigenerational staff.

Even though this masters' thesis will be mainly based on examining and trying to come up with recommendations and solutions to one particular case study, it will also gather knowledge from an extensive literature published from other scientific cases gathered through the internet. In other words, the source of the secondary data that will be collected to complete any gaps that may be presented in the subject will be collected through managerial books, psychological books as well as different journal articles and reports written about the similar studies performed in other parts of the globe.

Using both qualitative and quantitative methods to clarify the problem and come up with recommendations is crucial due to the different factors that may affect these behaviors, and thus, one type without the other would not obtain enough information about the subject. Due to the nature of the research questions as described earlier, two separate methods would be used to gather two separate points of view.

There were also several limitations present when the case study research design was chosen. Mainly case studies tend to be descriptive; therefore the recommended data gathering method is the qualitative one. However, when you want to dig deeper into the

presented problems as in the case of this master's thesis, a quantitative data gathering method may also be used. In the case of this master's thesis, a combination of both qualitative and quantitative was used to try to identify the problems, see for patterns among the different ages, different motivational factors presented in each of these generations, so on and so forth.

When performing a case study approach, it is noticeable that it is quite time-consuming to gather all the information available without hindering the researchers' objectivity. Furthermore, it is not possible to make generalizations when presenting the results, as the nature of the case study itself is to gain an in-depth understanding of the subject researched and evaluated (UK Essays, 2018).

6 CASE STUDY: BIBITA GROUP

6.1 Bibita Group Company History

Bibita Group was founded by Mr. Ymer Gruda, in 1991, in the city of Peja, Kosovo. Firstly, a production line for carbonated-beverages was established on a space of not bigger than 16 m². However, it grew to be successful, and with the support and loyalty of its clients, Bibita Group grew to a 6500 m² factory and soon enough. In 2007 it started a new range of production by producing wet wipes for babies and Ultra cosmetics which is a very successful product line of Bibita Group as it holds a monopoly as their sole producer in Kosovo.

In January 2009, Bibita Group signed the license agreement for the category of non-carbonated drinks TAMPICO BEVERAGES from Chicago and became a general distributor for the Balkan region. Its portfolio has got more than 80 stock keeping units (SKUs). Bibita Group participated at many international fairs all over the world by applying for prizes for soft-beverages. Being present on many markets around the globe, Bibita group won 2 prizes in Gulfood Dubai 2017 with the "Dum Dum Fitness" line:

- Best soft beverage; and,
- Best packaging design.

Bibita Group employs over 60 highly qualified, educated employees of different ages and experiences, who try to put their best efforts at their working place. They have access to different training programs offered by their management to advance their skills and always keep up to date with the new set of skills that are required at the market of a production line.

Furthermore, complying with the company's overall culture and vision is one of the requirements that the company has towards its employees. They have managed to create a company with high standards and to respond correctly and promptly to customer needs.

6.2 Company Culture

Bibita Group is a company where employee's self-indulgence is essential, leading to friendly company culture. It is a place that inspires the employee's growth and advancement, where employees care about one another creating a positive and fun working environment. Working for Bibita Group makes employees feel a part of a big family, where every one's work is directly related to an output in the company. This being said, employees feel motivated to continue giving their contribution to the company as they can view how it is linked to the company's total success and profitability.

It is relatively hard to create such a culture with different generations present in the company due to its nature of work, however, through consistent planning and previously laying out desired attributions that an employee must possess, Bibita Group has reached a level of understanding among its staff members.

The management took certain steps in understanding what worked best for its employees, gathering feedback from them that would ultimately change the style of management performed in a big company/factory such as Bibita Group.

They have managed to get some of the most desirable traits and attributes and incorporate them into their company's culture, and some of these traits that are present among their employees are:

- Adaptability;
- Teamwork;
- Openness in communication;
- Built trust and mutual respect; and,
- Results oriented.

6.3 Company Structure

The company is structured into different departments:

- Administration Department;
- Production and Quality Control Department; and,
- Sales and Marketing Department.

The staff of each department reports back to its department supervisors, who through detailed reporting reach the company's general management office, with the head of the company in charge, CEO Mr. Granit Gruda. The staff is continuously getting ahead by attending different pieces of training and seminars, which is justified by the fact that the employment in "Bibita" may be qualified as successful, dynamic and flexible for the future of all the employees.

6.4 Generational Gap at the working place in Bibita Group

As previously mentioned, Bibita Group is a family-owned business which grew bigger and better with each upcoming year. Furthermore, it employs a diverse staff, with differences in generations, beliefs, attitudes and educational level. To introduce better the generation gap that Bibita Group has in place, a short introduction of the staff demographics will be presented below. Starting from the total number of surveyed staff, who was a total of 62 employees, the table below will present the percentages between two different genders employed in the company.

Table 1: Gender of Respondents in Bibita Group

Gender of respondents		
Gender	Number	Percent (%)
Female	28	45.20
Male	34	54.80
TOTAL	62	100

As it can be seen on the table above, the number of surveyed female employees is 28, which makes 45.20% of the staff surveyed. On the other hand, 34 male respondents completed the questionnaire, filling out 54.80% of the surveyed staff.

Moving on to the next table presenting the staff questioned in Bibita Group, we can see how many of them pertained to the different generations: Baby Boomers, Generation Xers, Millennials and Generation Z.

Table 2: Age of Respondents in Bibita Group

Age of respondents			
Age	Name of generation	Number of employees	Percent %
TBD-22	Generation Z	4	6.50
23-37	Millennials	29	46.80
38-57	Generation X	19	30.60
58+	Baby Boomers	10	16.10
TOTAL		62	100

The statistics of the generational gap at the working place in Bibita Group is best captured by looking at the table above. The company employs all available generations at the market, if we also count the interns who belong to the Generation Z, since the four of them has just entered the market and they are first introduced to their future roles through internships, which if result to be successful, the employees will be hired with a full-time contract. This generation constitutes 6.5% of the company's surveyed staff.

Moving forward to the next generation, we can see that the millennials generation is the largest generation present in the company, by making up 46.80% of the staff, or in other words 29 out of 62 employees surveyed. This generation fills positions from production to administration, finances, assistant roles as well as first-line management.

Another significant generation, which is a part of the staff in Bibita's case, is Generation X. It compounds 30.60% of the total surveyed staff or 19 out of 62 employees. This generation is responsible mostly for high-management positions in the company. Generation X includes the leaders of the company, as they have reached the high status with their rich work experience and loyalty towards the company.

Last, but not least, we have the baby boomers generation, which comprises about 16.10% of the company's surveyed staff, or 10 out of 62 respondents. Even though they are not the most educated, due to difficulties that some of them had to get a high education before the war, being the most loyal ones, gain the most respect from the management and mainly fill the production positions.

As we can see in the table below, the highest number of employees has a Bachelor's Degree, compiling 34 out of 62 employees or 54.8% of the total respondents. Moving forward to the next level, that is the high school level, and it can be seen that 18 respondents do not have a university degree. Some of them are the members of Generation Z, the interns, who are currently finishing university but have not possessed a university degree yet. Percentage-wise, this education level compiles 29% of the total surveyed staff members. Last, but not least, Master/Ph.D. degree is earned only by a total of 10 of the respondents. In other words, this can also be expressed in percentages, with a total of 16.1%.

Table 3: Education Level of Respondents in Bibita Group

Education level of respondents		
The level of education	Number	Percent%
High school	18	29.0
University	34	54.8
Master/PhD	10	16.1
Total	62	100.0

7 DATA ANALYSIS

7.1 Analysis of in-depth interview with CEO, Mr. Granit Gruda

In order to grasp better the problems and benefits that Bibita Group experiences from working with a multi-generational staff, an interview with the company's CEO, Mr. Granit Gruda, was conducted, including 19 open-ended questions whose answers will help in analyzing and delivering answers to most of the research questions posed at the beginning of the dissertation. The transcript of the interview, including both questions and answers provided by Mr. Gruda, will be available in Appendix A. The section below will analyze the main ideas that Mr. Gruda elaborated for this master's thesis, by addressing three different research questions.

First and foremost, Mr. Granit Gruda, son of Mr. Ymer Gruda who is the founder of Bibita Group, has been working with the company for 25 years. By managing over 60 employees for an extended period and significant changes in which the company went through, Mr. Gruda is familiar with different benefits and obstacles that leading a multi-generational staff possesses.

The interview questions are developed in such a manner that the interviewee identifies the benefits, problems, and also provide suggestions to other managers who may be dealing with the same struggle.

When considering the benefits of leading a multi-generational company, Mr. Gruda brings three of the most important values that diversity in generations to the table. These are: experience exchange among different staff members, mentoring each-other as well as the creation of a culture where open communication is valued and highly useful for reaching a high profitability index. According to Mr. Gruda, it is highly essential for a company to be informed of its staff members' needs and motivational factors, and that it is imperative on overcoming the management struggles for dealing with generations' high diversity.

Looking further into the problems management is faced to when dealing with a multi-generational staff, it can be noted that the impression that older generations have more knowledge, affects the Millennials and other younger generations negatively by oppressing their creativity on giving new ideas for performing their tasks.

As previously discussed, the company's culture is based on open communication as well as the management respects new ideas in order to stimulate younger generations to become a constructive part of the company's operations. However, because of the issue mentioned above, groups of people of same generation tend to form cliques inside the company, which results to be unhealthy for the overall company's success. This also happens because people of different generations have different strategies in solving issues, and different

work mentality. In this way, a conflict among different groups is born, requiring the management's help in solving communication issues among staff members. However, given the vast experience that the management of Bibita Group has in dealing with generational issues, they realized and conveyed to their employees the message that mutual respect and understanding is vital for the company's healthy existence.

One of the strategies that have not resulted in being successful was assigning a team leader based on seniority, meaning that the oldest employee would also be a leader because of the experience. This strategy backfired, especially when dealing with younger generations who think that a leader without doubt should be someone who is more technological savvy, and does not oppress new ideas based solely on his beliefs and the old-fashioned way of getting work done. There is no doubt that diversity in age of employees can be very productive; however, it can also be quite challenging, because everyone is unique in their individualism.

The CEO of the company, Mr. Gruda, also shared his opinions based on his experience on how to ease the process of working with multiple generations. He implied that some key factors that they use to identify which motivational factors work for which generation are: listening to the comments of their employees based on what their needs and expectations from the job position are, what their complaints about the management and work process are, as well as whether they have any ideas on how to solve their issues and include the staff in their motivation process.

The CEO also elaborated further on how every generation has its point of view at the working place, including different aims regarding their careers. He extended his point of view on the main differences, by saying: "what we know for sure is that the main difference among the generations is technology and our knowledge about it."

When asked about giving different examples on how managers can help their staff members to acknowledge and appreciate the differences among each other in order to have a good atmosphere and harmony at the working place, Mr. Gruda points out that it is crucial to provide career advancements for all generations, and that the management should participate in the process of building mutual respect among their staff members.

Managers should point out to all their employees that they are aware of the different ways each staff member can contribute to the company's success, making sure that they leave no one feeling left out. They need to make sure that everyone feels accomplished and that they all have their set of skills and different profitable ways of getting work done.

Mr. Gruda implies that colleagues learn more from each other than from pieces of training thus, it is of utter importance to create a culture of collaboration and openness in

communication. Sincere and continuous communication has resulted in the best strategy used in managing a multi-generational workforce.

As far as creating strategies for easing the generational gap in the company goes, one must keep on mind that as the number of employees increases, so does the gap among them.

There are different areas in which employees of different ages might feel discomfort about, such as technology discomfort for older generations, the increased use of social media and mobile new high-technology equipment which will translate into more training hours for older generations such as baby boomers, and some of the upper-limit generation Xers.

Last, but not least, when asked to identify some of the most critical factors that have resulted in effective staff motivation, Mr. Gruda points out that being able to identify critical factors that encourage an employee is the first and most crucial step towards growth in performance.

According to the CEO, honest and continuous communication, challenging and exciting tasks, performance acknowledgement and reward are vital factors which result in effective staff motivation.

7.2 Analysis of questionnaires with “Bibita Group” staff members

7.2.1 Analysis of employee characteristics

This section of the questionnaire collects data regarding the respondents’ characteristics, using a Likert Scale from five different choices from the lowest range (not obvious) to the highest range (extremely obvious). All the respondents are asked to rate their agreement with each characteristic. There are a total of 33 characteristics that will be discussed and rated, and the ones that have a mean score higher than three (the average) will be mentioned in the text. We will also take a look at each of the characteristics standard deviation, which tells us how dispersed our data is from the mean.

The table below discusses the percentages, mean score and standard deviation of the characteristics of Generation Z, the youngest generation at the working place. There are a total of four respondents corresponding to this generation.

Taking a closer look at the data, we can see that there are a total of 28 characteristics with which the respondents from this particular generation agree most. On the other hand, only 22 of these characteristics with higher than average mean have a standard deviation $SD < 1$, indicating that most of the respondents agree with each other and the data dispersion is not large.

Table 4: Characteristics of Generation Z

GENERATION Z							
Characteristics	NO%	SO%	O%	VO%	EO%	MEAN	SD
Inflexible to change	0.0	0.0	100.0	0.0	0.0	3.00	0.00
Idealistic	0.0	0.0	25.0	50.0	25.0	4.00	0.82
Competitive	0.0	0.0	0.0	25.0	75.0	4.75	0.50
Question authority	25.0	0.0	25.0	25.0	25.0	3.25	1.71
Involvement	0.0	0.0	25.0	25.0	50.0	4.25	0.96
Loyalty	0.0	0.0	0.0	0.0	100.0	5.00	0.00
Value Individuality	0.0	0.0	0.0	25.0	75.0	4.75	0.50
Team Orientation	0.0	25.0	0.0	50.0	25.0	3.75	1.26
Personal gratification	0.0	0.0	50.0	0.0	50.0	4.00	1.15
Technology skills	0.0	25.0	0.0	50.0	25.0	3.75	1.26
Values diversity	0.0	0.0	50.0	25.0	25.0	3.75	0.96
Entrepreneurial	0.0	0.0	25.0	50.0	25.0	4.00	0.82
Thinking globally	0.0	0.0	0.0	50.0	50.0	4.50	0.58
Go Getters	0.0	0.0	0.0	50.0	50.0	4.50	0.58
Ambitious	0.0	0.0	0.0	50.0	50.0	4.50	0.58
Team Player	0.0	25.0	0.0	50.0	25.0	3.75	1.26
Like challenges	0.0	0.0	0.0	25.0	75.0	4.75	0.50
self-reliant	0.0	0.0	0.0	50.0	50.0	4.50	0.58
balance of career, life & family	0.0	0.0	0.0	25.0	75.0	4.75	0.50
Pragmatism	0.0	0.0	25.0	75.0	0.0	3.75	0.50
Workaholics	0.0	0.0	0.0	50.0	50.0	4.50	0.58
Too intense	25.0	25.0	50.0	0.0	0.0	2.25	0.96
Clueless about the future	75.0	0.0	0.0	0.0	25.0	2.00	2.00
Personal growth	0.0	0.0	25.0	25.0	50.0	4.25	0.96
Commitment	0.0	0.0	0.0	50.0	50.0	4.50	0.58
Respectful	25.0	0.0	0.0	0.0	75.0	4.00	2.00
Slacker	25.0	25.0	25.0	25.0	0.0	2.50	1.29
Whiner	0.0	50.0	25.0	25.0	0.0	2.75	0.96
Aggressive	50.0	25.0	0.0	0.0	25.0	2.25	1.89
Work ethic	0.0	0.0	0.0	0.0	100.0	5.00	0.00
Self-focused	0.0	0.0	25.0	50.0	25.0	4.00	0.82
Adaptable	0.0	0.0	0.0	50.0	50.0	4.50	0.58
Creative	0.0	0.0	0.0	75.0	25.0	4.25	0.50

These 22 characteristics are: idealistic, competitive, involvement, loyalty, value individuality, value diversity, entrepreneurial, thinking globally, go-getters, ambitious, like challenges, self-reliant, the balance of career, life & friends, pragmatism, workaholics, personal growth, commitment, work ethic, self-focused, adaptable and creative.

Table 5: Characteristics of Generation Y

GENERATION Y							
Characteristics	NO%	SO%	O%	VO%	EO%	MEAN	SD
Inflexible to change	44.8	27.6	17.2	3.4	6.9	2.00	1.20
Idealistic	3.4	17.2	17.2	20.7	41.4	3.79	1.26
Competitive	0.0	0.0	24.1	41.4	34.5	4.10	0.77
Question authority	48.3	6.9	20.7	20.7	3.4	2.24	1.35
Involvement	0.0	6.9	24.1	20.7	48.3	4.10	1.01
Loyalty	0.0	3.4	0.0	17.2	79.3	4.72	0.65
Value Individuality	10.3	10.3	13.8	13.8	51.7	3.86	1.43
Team Orientation	0.0	3.4	13.8	20.7	62.1	4.41	0.87
Personal gratification	13.8	3.4	20.7	20.7	41.4	3.72	1.41
Technology skills	3.4	6.9	17.2	17.2	55.2	4.14	1.16
Values diversity	0.0	3.4	6.9	34.5	55.2	4.41	0.78
Entrepreneurial	0.0	6.9	24.1	24.1	44.8	4.07	1.00
Thinking globally	0.0	3.4	13.8	20.7	62.1	4.41	0.87
Go Getters	0.0	6.9	17.2	20.7	55.2	4.24	0.99
Ambitious	0.0	0.0	3.4	34.5	62.1	4.59	0.57
Team Player	0.0	3.4	17.2	31.0	48.3	4.24	0.87
Like challenges	3.4	3.4	6.9	20.7	65.5	4.41	1.02
self-reliant	0.0	0.0	20.7	13.8	65.5	4.45	0.83
Pragmatism	0.0	10.3	34.5	27.6	27.6	3.72	1.00
Workaholics	3.4	3.4	6.9	27.6	58.6	4.34	1.01
Too intense	0.0	3.4	13.8	24.1	58.6	4.38	0.86
Clueless about the future	93.1	0.0	3.4	0.0	3.4	1.21	0.82
Personal growth	3.4	3.4	20.7	27.6	44.8	4.07	1.07
Commitment	0.0	3.4	6.9	20.7	69.0	4.55	0.78
Respectful	3.4	3.4	6.9	17.2	69.0	4.45	1.02
Slacker	72.4	24.1	3.4	0.0	0.0	1.31	0.54
Whiner	51.7	17.2	17.2	10.3	3.4	1.97	1.21
Aggressive	44.8	27.6	17.2	10.3	0.0	1.93	1.03
Work ethic	0.0	0.0	17.2	20.7	62.1	4.45	0.78
Self-focused	0.0	0.0	20.7	37.9	41.4	4.21	0.77
Adaptable	0.0	6.9	20.7	27.6	44.8	4.10	0.98
Creative	0.0	0.0	17.2	44.8	37.9	4.21	0.73

Table 6: Characteristics of Generation X

GENERATION X							
Characteristics	NO%	SO%	O%	VO%	EO%	MEAN	SD
Inflexible to change	57.9	15.8	15.8	10.5	0.0	1.79	1.08
Idealistic	5.3	0.0	52.6	31.6	10.5	3.42	0.90
Competitive	0.0	10.5	21.1	36.8	31.6	3.89	0.99
Question authority	36.8	10.5	21.1	21.1	10.5	2.58	1.46
Involvement	5.3	0.0	15.8	47.4	31.6	4.00	1.00
Loyalty	0.0	0.0	0.0	15.8	84.2	4.84	0.37
Value Individuality	0.0	10.5	5.3	31.6	52.6	4.26	0.99
Team Orientation	0.0	5.3	5.3	21.1	68.4	4.53	0.84
Personal gratification	15.8	15.8	10.5	15.8	42.1	3.53	1.58
Technology skills	0.0	5.3	15.8	21.1	57.9	4.32	0.95
Values diversity	0.0	0.0	31.6	21.1	47.4	4.16	0.90
Entrepreneurial	5.3	0.0	0.0	63.2	31.6	4.16	0.90
Thinking globally	5.3	5.3	0.0	26.3	63.2	4.37	1.12
Go Getters	0.0	0.0	15.8	36.8	47.4	4.32	0.75
Ambitious	0.0	0.0	10.5	31.6	57.9	4.47	0.70
Team Player	5.3	0.0	10.5	26.3	57.9	4.32	1.06
Like challenges	0.0	0.0	5.3	31.6	63.2	4.58	0.61
self-reliant	0.0	0.0	10.5	21.1	68.4	4.58	0.69
balance of career, life & family	0.0	0.0	31.6	26.3	42.1	4.11	0.88
Pragmatism	5.3	10.5	36.8	26.3	21.1	3.47	1.12
Workaholics	0.0	0.0	5.3	47.4	47.4	4.42	0.61
Too intense	5.3	0.0	42.1	31.6	21.1	3.63	1.01
Clueless about the future	63.2	5.3	5.3	5.3	21.1	2.16	1.71
Personal growth	0.0	0.0	31.6	10.5	57.9	4.26	0.93
Commitment	0.0	0.0	0.0	21.1	78.9	4.79	0.42
Respectful	5.3	0.0	5.3	26.3	63.2	4.42	1.02
Slacker	94.7	0.0	5.3	0.0	0.0	1.11	0.46
Whiner	63.2	10.5	21.1	5.3	0.0	1.68	1.00
Aggressive	73.7	15.8	0.0	0.0	10.5	1.58	1.26
Work ethic	5.3	0.0	10.5	36.8	47.4	4.21	1.03
Self-focused	5.3	5.3	15.8	36.8	36.8	3.95	1.13
Adaptable	5.3	0.0	10.5	42.1	42.1	4.16	1.01
Creative	0.0	0.0	5.3	47.4	47.4	4.42	0.61

Taking a look into the other generation, generation Y, also referred to as the millennials, we can see that there are also a large number of characteristics that have a higher than average mean. There are a total of 27 characteristics with which they agree most, from which a total of 19 have a standard deviation lower than 1 $SD < 1$. These characteristics are: competitive, loyalties, team orientation, values diversity, entrepreneurial, thinking globally,

go-getters, ambitious, team player, self-reliant, pragmatism, too intense, commitment, work ethic, self-focused, adaptable, and creative.

Table 7: Characteristics of Baby Boomers

GENERATION BABY BOOMERS							
Characteristics	NO%	SO%	O%	VO%	EO%	MEAN	SD
Inflexible to change	10.0	10.0	80.0	0.0	0.0	2.70	0.67
Idealistic	10.0	0.0	20.0	40.0	30.0	3.80	1.23
Competitive	0.0	10.0	40.0	0.0	50.0	3.90	1.20
Question authority	50.0	0.0	20.0	20.0	10.0	2.40	1.58
Involvement	0.0	0.0	70.0	30.0	0.0	3.30	0.48
Loyalty	0.0	0.0	10.0	30.0	60.0	4.50	0.71
Value Individuality	0.0	0.0	0.0	60.0	40.0	4.40	0.52
Team Orientation	0.0	0.0	40.0	50.0	10.0	3.70	0.67
Personal gratification	20.0	30.0	0.0	20.0	30.0	3.10	1.66
Technology skills	30.0	0.0	50.0	20.0	0.0	2.60	1.17
Values diversity	0.0	10.0	0.0	60.0	30.0	4.10	0.88
Entrepreneurial	0.0	0.0	70.0	0.0	30.0	3.60	0.97
Thinking globally	0.0	10.0	10.0	0.0	80.0	4.50	1.08
Go Getters	0.0	40.0	30.0	0.0	30.0	3.20	1.32
Ambitious	0.0	0.0	30.0	30.0	40.0	4.10	0.88
Team Player	0.0	0.0	50.0	30.0	20.0	3.70	0.82
Like challenges	0.0	40.0	30.0	30.0	0.0	2.90	0.88
self-reliant	0.0	10.0	60.0	20.0	10.0	3.30	0.82
balance of career, life & family	0.0	20.0	40.0	20.0	20.0	3.40	1.07
Pragmatism	0.0	0.0	90.0	10.0	0.0	3.10	0.32
Workaholics	0.0	0.0	20.0	50.0	30.0	4.10	0.74
Too intense	0.0	0.0	20.0	20.0	60.0	4.40	0.84
Clueless about the future	100.0	0.0	0.0	0.0	0.0	1.00	0.00
Personal growth	10.0	0.0	30.0	50.0	10.0	3.50	1.08
Commitment	0.0	10.0	30.0	0.0	60.0	4.10	1.20
Respectful	0.0	0.0	10.0	40.0	50.0	4.40	0.70
Slacker	100.0	0.0	0.0	0.0	0.0	1.00	0.00
Whiner	90.0	0.0	10.0	0.0	0.0	1.20	0.63
Aggressive	60.0	20.0	10.0	10.0	0.0	1.70	1.06
Work ethic	0.0	10.0	0.0	30.0	60.0	4.40	0.97
Self-focused	0.0	10.0	30.0	20.0	40.0	3.90	1.10
Adaptable	0.0	0.0	10.0	40.0	50.0	4.40	0.70
Creative	0.0	0.0	40.0	20.0	40.0	4.00	0.94

Moving on further and taking a look into another generation on table 6, Generation X, we can see that there is a total of 26 characteristics with a higher than average mean, from which 17 have a standard deviation lower than 1 $SD < 1$.

These are idealistic, competitive, loyalty, value individuality, team orientation, technology skills, values diversity, entrepreneurial, go-getters, ambitious, like challenges, self-reliant, the balance of career, life & friends, workaholics, personal growth, commitment, and creativity.

Last, but not least, the oldest generation at the working place, generation baby boomers have agreed on a total of 25 characteristics. From these 25 characteristics that have a mean higher than three, $M > 3$, there are a total of 16 characteristics which have a standard deviation lower than 1, $SD < 1$, for which the population is reasonably dispersed from the mean.

These characteristics include involvement, loyalty, value individuality, team orientation, values diversity, entrepreneurial, ambitious, team player, self-reliant, pragmatism, workaholics, too intense, respectful, work-ethic, adaptable, creative.

7.2.2 Comparisons of differences between characteristics of various pairs of generations

Other statistical tests have been performed to the gathered data, in order to obtain the significant differences among the generations subject to the questionnaire. There are six different combinations in total presented in tables, which emphasize the significant differences between Gen Z and Gen Y, Gen Z and Gen X, Gen Z and Baby Boomers, Gen Y and Gen X, Gen Y and Baby Boomers, as well as, Gen X and Baby Boomers.

The following tables show the mean value and standard deviation for each characteristic and each generation, as well as the p-value which determines which differences are significant and affect the differences present at the working place that place different barriers in further relationships among the corresponding generations.

A p-value of lower than 0.05 is considered to be significant, therefore below, only those that result to be significant, or in other words, all those that will have a p-value lower than 0.05 will be presented in text. Further elaboration of each characteristic is available in the appendixes section.

As per the above table, it has been brought to our attention as there are significant changes in 7 characteristics, such as inflexible to change, competitive, loyalty, value individuality, the balance of career, life and family, too intense, and work ethic.

Table 8: Comparisons of Characteristics between Generation Z and Generation Y

Characteristics		Mean		Standard Deviation		p value
		Gen Z	Gen Y	Gen Z	Gen Y	
Pair A1	Inflexible to change	3.00	2.00	0.00	1.20	0.00009
Pair A2	Idealistic	4.00	3.79	0.82	1.26	0.65952
Pair A3	Competitive	4.75	4.10	0.50	0.77	0.03121
Pair A4	Question authority	3.25	2.24	1.71	1.35	0.26567
Pair A5	Involvement	4.25	4.10	0.96	1.01	0.77294
Pair A6	Loyalty	5.00	4.72	0.00	0.65	0.02711
Pair A7	Value Individuality	4.75	3.86	0.50	1.43	0.02059
Pair A8	Team Orientation	3.75	4.41	1.26	0.87	0.31810
Pair A9	Personal gratification	4.00	3.72	1.15	1.41	0.66072
Pair A10	Technology skills	3.75	4.14	1.26	1.16	0.56230
Pair A11	Values diversity	3.75	4.41	0.96	0.78	0.19770
Pair A12	Entrepreneurial	4.00	4.07	0.82	1.00	0.87740
Pair A13	Thinking globally	4.50	4.41	0.58	0.87	0.78810
Pair A14	Go Getters	4.50	4.24	0.58	0.99	0.45463
Pair A15	Ambitious	4.50	4.59	0.58	0.57	0.77260
Pair A16	Team Player	3.75	4.24	1.26	0.87	0.45690
Pair A17	Like challenges	4.75	4.41	0.50	1.02	0.28672
Pair A18	self-reliant	4.50	4.45	0.58	0.83	0.87998
Pair A19	balance of career, life & family	4.75	4.00	0.50	1.07	0.02540
Pair A20	Pragmatism	3.75	3.72	0.50	1.00	0.92388
Pair A21	Workaholics	4.50	4.34	0.58	1.01	0.64640
Pair A22	Too intense	2.25	4.38	0.96	0.86	0.00020
Pair A23	Clueless about the future	2.00	1.21	2.00	0.82	0.44073
Pair A24	Personal growth	4.25	4.07	0.96	1.07	0.73132
Pair A25	Commitment	4.50	4.55	0.58	0.78	0.87840
Pair A26	Respectful	4.00	4.45	2.00	1.02	0.66150
Pair A27	Slacker	2.50	1.31	1.29	0.54	0.07795
Pair A28	Whiner	2.75	1.97	0.96	1.21	0.15117
Pair A29	Aggressive	2.25	1.93	1.89	1.03	0.74220
Pair A30	Work ethic	5.00	4.45	0.00	0.78	0.00064
Pair A31	Self-focused	4.00	4.21	0.82	0.77	0.63200
Pair A32	Adaptable	4.50	4.10	0.58	0.98	0.25158
Pair A33	Creative	4.25	4.21	0.50	0.73	0.88905

Respondents from Generation Z have a higher mean, meaning that they are more inflexible compared to the Millennials, with a standard deviation of zero, which means that all the respondents from this generation agreed with each other in this characteristic. Furthermore,

they are also noted to be more competitive than Millennials, with a higher mean and a lower standard deviation.

Table 9: Comparisons of Characteristics between Generation Z and Generation X

Pairs of Characteristics		Mean		Standard Deviation		p value
		Gen Z	Gen X	Gen Z	GenX	
Pair A1	Inflexible to change	3	1.79	0.82	0.90	0.00008
Pair A2	Idealistic	4	3.42	0.50	0.99	0.22027
Pair A3	Competitive	4.75	3.89	1.71	1.46	0.01880
Pair A4	Question authority	3.25	2.58	0.96	1.00	0.47367
Pair A5	Involvement	4.25	4	-	0.37	0.64326
Pair A6	Loyalty	5	4.84	0.50	0.99	0.07335
Pair A7	Value Individuality	4.75	4.26	1.26	0.84	0.16163
Pair A8	Team Orientation	3.75	4.53	1.15	1.58	0.24970
Pair A9	Personal gratification	4	3.53	1.26	0.95	0.49685
Pair A10	Technology skills	3.75	4.32	0.96	0.90	0.40220
Pair A11	Values diversity	3.75	4.16	0.82	0.90	0.44140
Pair A12	Entrepreneurial	4	4.16	0.58	1.12	0.73090
Pair A13	Thinking globally	4.5	4.37	0.58	0.75	0.74056
Pair A14	Go Getters	4.5	4.32	0.58	0.70	0.59908
Pair A15	Ambitious	4.5	4.47	1.26	1.06	0.92875
Pair A16	Team Player	3.75	4.32	0.50	0.61	0.40810
Pair A17	Like challenges	4.75	4.58	0.58	0.69	0.55928
Pair A18	self-reliant	4.5	4.58	0.50	0.88	0.81100
Pair A19	balance of career, life & family	4.75	4.11	0.50	1.12	0.05957
Pair A20	Pragmatism	3.75	3.47	0.58	0.61	0.44350
Pair A21	Workaholics	4.5	4.42	0.96	1.01	0.80620
Pair A22	Too intense	2.25	3.63	2.00	1.71	0.01710
Pair A23	Clueless about the future	2	2.16	0.96	0.93	0.88300
Pair A24	Personal growth	4.25	4.26	0.58	0.42	0.98500
Pair A25	Commitment	4.5	4.79	2.00	1.02	0.35340
Pair A26	Respectful	4	4.42	1.29	0.46	0.68670
Pair A27	Slacker	2.5	1.11	0.96	1.00	0.04546
Pair A28	Whiner	2.75	1.68	1.89	1.26	0.05731
Pair A29	Aggressive	2.25	1.58	-	1.03	0.50518
Pair A30	Work ethic	5	4.21	0.82	1.13	0.00308
Pair A31	Self-focused	4	3.95	0.58	1.01	0.91888
Pair A32	Adaptable	4.5	4.16	0.50	0.61	0.37009
Pair A33	Creative	4.25	4.42	0	1.03	0.55930

First, and foremost, Generation Z is more inflexible to change compared to respondents from generation X. They are also more competitive, even though the respondents from generation X are more intense than those of generation Z. Even though they are not slackers, generation Z has a slightly higher mean on this particular characteristic compared to Generation X, which might be a problem of how they will balance the work in between these two generations, given that the difference in this characteristic was pinpointed as significant and can affect relationships between these two generations at the working place. Last, but not least, generation Z resulted in having a higher work ethic in comparison to respondents of generation X with a mean = 5, and a standard deviation = 0.

Moving forward, they are more loyal than Millennials, with a mean of five and a standard deviation of zero. They value individuality and give a great deal of importance to the balance between the work and personal life. On the other hand, Millennials are in a way more intense compared to Generation Y. However, Generation Z turns out to have a little more work ethic compared to the previously discussed generation.

The above table lists all 33 pairs of characteristics by comparing Generation Z and Generation X, through their means, standard deviation scores as well as p-values in order to understand which differences are significant and vital to be mentioned. This table shows that there are a total of five pairs of characteristics, which resulted significantly and should be further discussed. These characteristics are inflexible to change, competitive, too intense, slacker, and work-ethic. There are some exciting results that obtained from the questionnaires, and each of them will be explored.

Moving on to another comparison for a new pair of generations, generation Z and generation Baby Boomers, which are respectively the youngest and the oldest generations at the working place, we can see that there are a lot of significant, but not large differences between the two.

For example, there are a total of nine small differences between the two extreme generations which result from having a high significance with $p\text{-value} < 0.05$. Starting from the first difference, which is loyalty, we can see that they have almost the same mean with a difference of only 0.5, making in this way generation Z more loyal to the organization compared to the members of baby boomers generation. Furthermore, respondents from the youngest generation are more active and faster in doing their designated tasks; thus they have scored a higher mean on the characteristic “Go Getters” compared to the oldest generation at the working place, baby boomers. They like challenges more than boomers do, are more self-reliant and fight to achieve a better balance between the personal life and work. Being practical is a skill obtained by generation Z; therefore they scored higher in pragmatism.

Table 10: Comparisons of Characteristics between Generation Z and Baby Boomers

Pairs of Characteristics		Mean		Standard Deviation		p value
		Gen Z	BB	Gen Z	BB	
Pair A1	Inflexible to change	3	2.7	0	0.67	0.18222
Pair A2	Idealistic	4	3.8	0.82	1.23	0.72956
Pair A3	Competitive	4.75	3.9	0.5	1.2	0.08599
Pair A4	Question authority	3.25	2.4	1.71	1.58	0.40752
Pair A5	Involvement	4.25	3.3	0.96	0.48	0.08357
Pair A6	Loyalty	5	4.5	0	0.71	0.04586
Pair A7	Value Individuality	4.75	4.4	0.5	0.52	0.26485
Pair A8	Team Orientation	3.75	3.7	1.26	0.67	0.94128
Pair A9	Personal gratification	4	3.1	1.15	1.66	0.27020
Pair A10	Technology skills	3.75	2.6	1.26	1.17	0.14146
Pair A11	Values diversity	3.75	4.1	0.96	0.88	0.54000
Pair A12	Entrepreneurial	4	3.6	0.82	0.97	0.44983
Pair A13	Thinking globally	4.5	4.5	0.58	1.08	1.00000
Pair A14	Go Getters	4.5	3.2	0.58	1.32	0.02511
Pair A15	Ambitious	4.5	4.1	0.58	0.88	0.33927
Pair A16	Team Player	3.75	3.7	1.26	0.82	0.94270
Pair A17	Like challenges	4.75	2.9	0.5	0.88	0.00034
Pair A18	self-reliant	4.5	3.3	0.58	0.82	0.00946
Pair A19	balance of career, life & family	4.75	3.4	0.5	1.07	0.00751
Pair A20	Pragmatism	3.75	3.1	0.5	0.32	0.03291
Pair A21	Workaholics	4.5	4.1	0.58	0.74	0.30419
Pair A22	Too intense	2.25	4.4	0.96	0.84	0.00204
Pair A23	Clueless about the future	2	1	2	0	0.33705
Pair A24	Personal growth	4.25	3.5	0.96	1.08	0.22708
Pair A25	Commitment	4.5	4.1	0.58	1.2	0.41867
Pair A26	Respectful	4	4.4	2	0.7	0.70300
Pair A27	Slacker	2.5	1	1.29	0	0.03838
Pair A28	Whiner	2.75	1.2	0.96	0.63	0.01143
Pair A29	Aggressive	2.25	1.7	1.89	1.06	0.59339
Pair A30	Work ethic	5	4.4	0	0.97	0.07414
Pair A31	Self-focused	4	3.9	0.82	1.1	0.85556
Pair A32	Adaptable	4.5	4.4	0.58	0.7	0.78867
Pair A33	Creative	4.25	4	0.5	0.94	0.53191

Baby boomers have still a different mentality and idea of a respectable working place; therefore they work more intensely. However, this does not necessarily mean that they will reach higher productivity. Generation Z does have slackers, in comparison to the oldest

generation that values hard work. Last, but not least, the youngest generation also scores higher in winning.

Table 11: Comparisons of Characteristics between Generation Y and Generation X

Pairs of Characteristics		Mean		Standard Deviation		p value
		Gen Y	Gen X	Gen Y	Gen X	
Pair A1	Inflexible to change	2.00	1.79	1.20	1.08	0.53169
Pair A2	Idealistic	3.79	3.42	1.26	0.90	0.24183
Pair A3	Competitive	4.10	3.89	0.77	0.99	0.43795
Pair A4	Question authority	2.24	2.58	1.35	1.46	0.42060
Pair A5	Involvement	4.10	4.00	1.01	1.00	0.73730
Pair A6	Loyalty	4.72	4.84	0.65	0.37	0.42030
Pair A7	Value Individuality	3.86	4.26	1.43	0.99	0.25820
Pair A8	Team Orientation	4.41	4.53	0.87	0.84	0.63550
Pair A9	Personal gratification	3.72	3.53	1.41	1.58	0.67288
Pair A10	Technology skills	4.14	4.32	1.16	0.95	0.55980
Pair A11	Values diversity	4.41	4.16	0.78	0.90	0.32676
Pair A12	Entrepreneurial	4.07	4.16	1.00	0.90	0.74730
Pair A13	Thinking globally	4.41	4.37	0.87	1.12	0.89573
Pair A14	Go Getters	4.24	4.32	0.99	0.75	0.75210
Pair A15	Ambitious	4.59	4.47	0.57	0.70	0.53577
Pair A16	Team Player	4.24	4.32	0.87	1.06	0.78530
Pair A17	Like challenges	4.41	4.58	1.02	0.61	0.47400
Pair A18	self-reliant	4.45	4.58	0.83	0.69	0.55910
Pair A19	balance of career, life & family	4.00	4.11	1.07	0.88	0.69960
Pair A20	Pragmatism	3.72	3.47	1.00	1.12	0.43440
Pair A21	Workaholics	4.34	4.42	1.01	0.61	0.73400
Pair A22	Too intense	4.38	3.63	0.86	1.01	0.86503
Pair A23	Clueless about the future	1.21	2.16	0.82	1.71	0.02880
Pair A24	Personal growth	4.07	4.26	1.07	0.93	0.51780
Pair A25	Commitment	4.55	4.79	0.78	0.42	0.17440
Pair A26	Respectful	4.45	4.42	1.02	1.02	0.92106
Pair A27	Slacker	1.31	1.11	0.54	0.46	0.17614
Pair A28	Whiner	1.97	1.68	1.21	1.00	0.37118
Pair A29	Aggressive	1.93	1.58	1.03	1.26	0.31789
Pair A30	Work ethic	4.45	4.21	0.78	1.03	0.39102
Pair A31	Self-focused	4.21	3.95	0.77	1.13	0.38440
Pair A32	Adaptable	4.10	4.16	0.98	1.01	0.83950
Pair A33	Creative	4.21	4.42	0.73	0.61	0.28670

Table 12: Comparisons of Characteristics between Generation Y and Baby Boomers

Pairs of Characteristics		Mean		Standard Deviation		p value
		GenY	BB	Gen Y	BB	
Pair A1	Inflexible to change	2.00	2.70	1.20	0.67	0.02870
Pair A2	Idealistic	3.79	3.80	1.26	1.23	0.98250
Pair A3	Competitive	4.10	3.90	0.77	1.20	0.62479
Pair A4	Question authority	2.24	2.40	1.35	1.58	0.77630
Pair A5	Involvement	4.10	3.30	1.01	0.48	0.00206
Pair A6	Loyalty	4.72	4.50	0.65	0.71	0.39367
Pair A7	Value Individuality	3.86	4.40	1.43	0.52	0.09220
Pair A8	Team Orientation	4.41	3.70	0.87	0.67	0.01135
Pair A9	Personal gratification	3.72	3.10	1.41	1.66	0.29740
Pair A10	Technology skills	4.14	2.60	1.16	1.17	0.00094
Pair A11	Values diversity	4.41	4.10	0.78	0.88	0.32950
Pair A12	Entrepreneurial	4.07	3.60	1.00	0.97	0.19802
Pair A13	Thinking globally	4.41	4.50	0.87	1.08	0.81300
Pair A14	Go Getters	4.24	3.20	0.99	1.32	0.02846
Pair A15	Ambitious	4.59	4.10	0.57	0.88	0.10828
Pair A16	Team Player	4.24	3.70	0.87	0.82	0.08539
Pair A17	Like challenges	4.41	2.90	1.02	0.88	0.00007
Pair A18	self-reliant	4.45	3.30	0.83	0.82	0.00050
Pair A19	balance of career, life & family	4.00	3.40	1.07	1.07	0.13475
Pair A20	Pragmatism	3.72	3.10	1.00	0.32	0.00575
Pair A21	Workaholics	4.34	4.10	1.01	0.74	0.42865
Pair A22	Too intense	4.38	4.40	0.86	0.84	0.94890
Pair A23	Clueless about the future	1.21	1.00	0.82	0.00	0.17614
Pair A24	Personal growth	4.07	3.50	1.07	1.08	0.15755
Pair A25	Commitment	4.55	4.10	0.78	1.20	0.27506
Pair A26	Respectful	4.45	4.40	1.02	0.70	0.86467
Pair A27	Slacker	1.31	1.00	0.54	0.00	0.00377
Pair A28	Whiner	1.97	1.20	1.21	0.63	0.01454
Pair A29	Aggressive	1.93	1.70	1.03	1.06	0.55483
Pair A30	Work ethic	4.45	4.40	0.78	0.97	0.88362
Pair A31	Self-focused	4.21	3.90	0.77	1.10	0.41507
Pair A32	Adaptable	4.10	4.40	0.98	0.70	0.30190
Pair A33	Creative	4.21	4.00	0.73	0.94	0.52433

Moving on to the next pair of generations, generation Y and generation X, we can see that there are not quite a lot of characteristics in which they differ. It is only one characteristic, in which, the difference between the two generations resulted as being significant with a p-value<0.05. This characteristic is “clueless about the future” in which generation X has a

slightly higher mean score in comparison to generation Y, meaning that they are more clueless about the future compared to the Millennials. For more information, refer to the table below.

Another comparison to be made is between generation Y and baby boomers. These two generations differ in many characteristics; however, those that have a p-value lower than 0.05 are considered to be significant. We have a total of 10 characteristics with significant differences, such as inflexible to change, involvement, team orientation, technology skills, go-getters, likes challenges, self-reliant, pragmatism, slacker and whiner. For more details, view the table presented above, which lists the means, standard deviation scores as well as the p-value for each pair of characteristics.

To elaborate further on the significant differences between the two generations that are mentioned above, Millennials are more pro-change in comparison to baby boomers. They are also highly involved in their working place, better team players with superior technological skills.

Millennials are also go-getters; love to take on challenging tasks, being considerably more self-reliant in comparison to the oldest generation at the working place. They are practical, therefore score high in pragmatism.

However, they did turn out to be bigger slackers and winners when compared to baby boomers, even though both generations score means < 2 for these two last characteristics.

Moving on to the last table about section 1, which tabulates the data for comparing generation X and baby boomers, we can see some significant differences affecting these two generations and the relationship between them at the working place.

There are a total of nine significant differences between these two generations, such as inflexible to change, involvements, team orientation, technology skills, go-getters, like challenges, self-reliant, too intense and clueless about the future. Participants from generation X are less inflexible to change.

They are more involved in the job, great team players and with much better technical skills compared to the oldest generation, baby boomers that spent most of their working lives without technological developments.

Xers are quite goal-oriented and work hard to get the results that they set for themselves. They like to take on new challenges, rely on themselves to get the work done by working intensely.

However, they are clueless about the future, which is a treat gained through certain developments from the time they became eligible for the workforce until now.

Table 13: Comparisons of Characteristics between Generation X and Baby Boomers

Pairs of Characteristics		Mean		Standard Deviation		p value
		Gen X	BB	Gen X	BB	
Pair A1	Inflexible to change	1.79	2.70	1.08	0.67	0.00950
Pair A2	Idealistic	3.42	3.80	0.90	1.23	0.39580
Pair A3	Competitive	3.89	3.90	0.99	1.20	0.98210
Pair A4	Question authority	2.58	2.40	1.46	1.58	0.76705
Pair A5	Involvement	4.00	3.30	1.00	0.48	0.01697
Pair A6	Loyalty	4.84	4.50	0.37	0.71	0.16807
Pair A7	Value Individuality	4.26	4.40	0.99	0.52	0.62160
Pair A8	Team Orientation	4.53	3.70	0.84	0.67	0.00737
Pair A9	Personal gratification	3.53	3.10	1.58	1.66	0.50600
Pair A10	Technology skills	4.32	2.60	0.95	1.17	0.00044
Pair A11	Values diversity	4.16	4.10	0.90	0.88	0.86382
Pair A12	Entrepreneurial	4.16	3.60	0.90	0.97	0.14152
Pair A13	Thinking globally	4.37	4.50	1.12	1.08	0.76330
Pair A14	Go Getters	4.32	3.20	0.75	1.32	0.01964
Pair A15	Ambitious	4.47	4.10	0.70	0.88	0.25958
Pair A16	Team Player	4.32	3.70	1.06	0.82	0.09253
Pair A17	Like challenges	4.58	2.90	0.61	0.88	0.00001
Pair A18	self-reliant	4.58	3.30	0.69	0.82	0.00025
Pair A19	balance of career, life & family	4.11	3.40	0.88	1.07	0.08273
Pair A20	Pragmatism	3.47	3.10	1.12	0.32	0.19147
Pair A21	Workaholics	4.42	4.10	0.61	0.74	0.25080
Pair A22	Too intense	3.63	4.40	1.01	0.84	0.03779
Pair A23	Clueless about the future	2.16	1.00	1.71	0.00	0.00638
Pair A24	Personal growth	4.26	3.50	0.93	1.08	0.06991
Pair A25	Commitment	4.79	4.10	0.42	1.20	0.08932
Pair A26	Respectful	4.42	4.40	1.02	0.70	0.95095
Pair A27	Slacker	1.11	1.00	0.46	0.00	0.30650
Pair A28	Whiner	1.68	1.20	1.00	0.63	0.12581
Pair A29	Aggressive	1.58	1.70	1.26	1.06	0.78840
Pair A30	Work ethic	4.21	4.40	1.03	0.97	0.62760
Pair A31	Self-focused	3.95	3.90	1.13	1.10	0.90910
Pair A32	Adaptable	4.16	4.40	1.01	0.70	0.46040
Pair A33	Creative	4.42	4.00	0.61	0.94	0.21201

7.3 Analysis of Motivational Factors Affecting Employees

This section of the questionnaire is concerned with discovering the different motivational factors that affect the work experience for each generation. Again the data was gathered by using the Likert Scale or a 5scale score, ranging from 1 – Not Important (NI) to 5 - Essentially Important (EI). Respondents were asked to rate each of the motivators, based on which one suited them best. There are a total of nine motivational factors, which will further be elaborated through the mean score and standard deviation. The ones who have a mean score higher than three will be discussed in more details, by also considering their standard deviation.

Firstly, this section will be consisted of four different tables presenting the same calculations for the four current generations that are being discussed in this Master Thesis. Later on, comparisons among different combinations of generations will be made in order to understand the differences among these generations better and come up with valuable solutions when considering the topic of motivating employees.

First and foremost, the table below shows the results obtained when questioning a total of 4 participants from Generation Z.

Table 14: Motivational Factors of Generation Z

GENERATION Z							
Motivation Factors	NI %	SI %	I %	VI %	EI %	MEAN	SD
Salary	0.0	0.0	50.0	50.0	0.0	3.50	0.58
Incentive	50.0	25.0	0.0	25.0	0.0	2.00	1.41
Reward	0.0	0.0	25.0	50.0	25.0	4.00	0.82
Personal Recognition	0.0	0.0	25.0	25.0	50.0	4.25	0.96
Training	0.0	0.0	0.0	25.0	75.0	4.75	0.50
Challenging work	0.0	0.0	0.0	25.0	75.0	4.75	0.50
Team Building	0.0	0.0	25.0	50.0	25.0	4.00	0.82
Retirement Plan	50.0	25.0	0.0	0.0	25.0	2.25	1.89
Benefits	0.0	0.0	25.0	75.0	0.0	3.75	0.50

From these calculations, it can be seen that salary, reward, personal recognition, training, challenging work, team building and benefits have a mean higher than 3, which means that they rated these motivational factors as more important than others like incentive and retirement plan. Also, according to the standard deviation, there is not a significant variation in the motivators mentioned above as the most important. The two top motivators

for generation X turn out to be Training and Challenging work, both with a mean score of 4.75, and a standard deviation of 0.50.

Moving on to the next generation in line, Generation Y, analyzing the results presented on table 15, makes us understand that almost every factor in the table is a strong motivator for this generation, always referring to the mean score and the standard deviation for each of the options. Except for the retirement plan, which is not included in the list of motivators as far as respondents from generation Y are concerned, all of the other motivators rated a higher than three mean scores. For more information on the numbers, refer to the table below.

Table 15: Motivational Factors of Generation Y

GENERATION Y							
Motivation Factors	NI %	SI %	I %	VI %	EI %	MEAN	SD
Salary	0.0	3.4	10.3	55.2	31.0	4.14	0.74
Incentive	0.0	6.9	27.6	37.9	27.6	3.86	0.92
Reward	0.0	3.4	6.9	34.5	55.2	4.41	0.78
Personal Recognition	0.0	0.0	10.3	10.3	79.3	4.69	0.66
Training	0.0	3.4	10.3	27.6	58.6	4.41	0.82
Challenging work	0.0	0.0	6.9	69.0	24.1	4.17	0.54
Team Building	0.0	3.4	6.9	34.5	55.2	4.41	0.78
Retirement Plan	34.5	6.9	20.7	6.9	31.0	2.93	1.69
Benefits	0.0	13.8	13.8	34.5	37.9	3.97	1.05

From this table, it can be found out that what this generation values mostly, is the personal recognition, with a mean score of 4.69 and a standard deviation of 0.66. In other words, this is a motivator that HR Managers should keep on mind when trying to build motivational programs among its employees.

Respondents from Generation Y are quite egocentric and like to get proper recognition in front of their peers, in order to feel that their contribution to the company matters. This is of course followed by team building, being that they are team-oriented people, training (meaning that they value further career developments) as well as rewards (monetary or non-monetary).

Not to forget, salary is also significant for this generation, as they are a generation consisting mostly of young couples, who recently started families, and have all these extra expenses requires for them to have a substantial monetary backbase. Of course, benefits are also included in the list of most essential motivators, with a mean score of 3.97, which means that respondents also value other benefits besides their salary, like paid vacation, more extended parental leave, health insurance for themselves and their family members

and so on. Another very active generation of the workforce in the case of Bibita Group is generation X. With a total of 19 respondents of this generation, we have different answers based on the standard deviations.

As it can be seen from the table, all the factors are rated as essential motivators. However, five of them, including, benefits, retirement plan, personal recognition, salary, and incentive, have higher than one standard deviation score which means, that they have quite different answers among each other.

The most important motivator of this generation resulted in being team building with a mean score of 4.63 and a standard deviation of 0.5. From this result, it can be found out that respondents of this generation are good team players, like to work together and share ideas and experiences. Next motivator in line, with the next best mean score of 4.53 is challenging work. Generation X is a hard-working generation who values not only monetary compensations but also different benefits, trainings, and rewards. In comparison to the respondents from generation Y and generation Z, the respondents from this generation, being that they are older and closer to retirement than the previous two generations, value also the retirement plan as a good motivator with a mean score of 3.89. However, this motivator has a higher than one standard deviation score, meaning that it has different opinions throughout the generation.

Table 16: Motivational Factors of Generation X

GENERATION X							
Motivation Factors	NI %	SI %	I %	VI %	EI %	MEAN	SD
Salary	5.3	10.5	15.8	42.1	26.3	3.74	1.15
Incentive	5.3	21.1	36.8	10.5	26.3	3.32	1.25
Reward	0.0	0.0	5.3	52.6	42.1	4.37	0.6
Personal Recognition	5.3	0.0	10.5	21.1	63.2	4.37	1.07
Training	0.0	0.0	15.8	36.8	47.4	4.32	0.75
Challenging work	0.0	0.0	10.5	26.3	63.2	4.53	0.7
Team Building	0.0	0.0	0.0	36.8	63.2	4.63	0.5
Retirement Plan	5.3	5.3	31.6	10.5	47.4	3.89	1.24
Benefits	0.0	10.5	15.8	31.6	42.1	4.05	1.03

Last, but not least, generation baby boomers, the oldest generation at the working place, values all of the motivators, however, the one motivator which they value most is the retirement plan, which is very logical, knowing that they are approaching retirement and have started thinking of securing a good life standard once they do retire. So, the retirement plan is the ruling motivational factor with a mean score of 4.70 and a standard deviation of 0.48.

The next most critical motivation factor which affects their working environment is personal recognition with a mean score of 4.50 and a standard deviation score of 0.71. This means that baby boomers like to get credit for their work and earn authority among their peers, being the oldest members of the working community.

Table 17: Motivational Factors of Generation Baby Boomers

GENERATION BABY BOOMERS							
Motivation Factors	NI %	SI %	I %	VI %	EI %	MEAN	SD
Salary	0.0	0.0	20.0	60.0	20.0	4.00	0.67
Incentive	0.0	10.0	20.0	40.0	30.0	3.90	0.99
Reward	0.0	0.0	20.0	40.0	40.0	4.20	0.79
Personal Recognition	0.0	0.0	10.0	30.0	60.0	4.50	0.71
Training	0.0	0.0	20.0	60.0	20.0	4.00	0.67
Challenging work	0.0	10.0	60.0	20.0	10.0	3.30	0.82
Team Building	0.0	20.0	10.0	20.0	50.0	4.00	1.25
Retirement Plan	0.0	0.0	0.0	30.0	70.0	4.70	0.48
Benefits	0.0	10.0	40.0	40.0	10.0	3.50	0.85

Moving on to comparisons among different combinations of generations, these six below presented tables will help to understand better and grasp what the significant differences between each of the pairs of generations when it comes to motivational factors are. These identified factors, which will result with a p-value < 0.05 thus marked as significantly different, should be considered when trying to motivate a multi-generational staff.

Table 18 Comparisons between Motivational Factors of Generation Z and Generation Y

		GEN Z		GEN Y		p-value
		Mean	SD	Mean	SD	
Pair B1	Salary	3.50	0.58	4.14	0.74	0.055
Pair B2	Incentive	2.00	1.41	3.86	0.92	0.015
Pair B3	Reward	4.00	0.82	4.41	0.78	0.353
Pair B4	Personal Recognition	4.25	0.96	4.69	0.66	0.381
Pair B5	Training	4.75	0.50	4.41	0.82	0.254
Pair B6	Challenging work	4.75	0.50	4.17	0.54	0.039
Pair B7	Team Building	4.00	0.82	4.41	0.78	0.353
Pair B8	Retirement Plan	2.25	1.89	2.93	1.69	0.499
Pair B9	Benefits	3.75	0.50	3.97	1.05	0.493

The first table presents us the differences in mean scores, standard deviations between Generation Z and Generation Y, two of the youngest generations available at the marketplace, as well as the p-value for identifying which of the factors are significantly different.

As it can be seen from the table, the significant p-values are marked in red color for easier identification. From looking at the numbers strictly, it can be understood that generation Z value incentives way less in comparison to generation Y, whereas they value challenging work more than the millennial respondents of the questionnaire. The p-values for the respective factors are 0.0154 for incentive and 0.03919 for challenging work.

Continuing with the next pair of comparisons, the significant differences presented between respondents from generation Z and generation X will be discussed.

Table 19 Comparisons between Motivational Factors of Generations Z and X

		GEN Z		GEN X		p-value
		Mean	SD	Mean	SD	
Pair B1	Salary	3.5	0.58	3.74	1.15	0.547
Pair B2	Incentive	2	1.41	3.32	1.25	0.098
Pair B3	Reward	4	0.82	4.37	0.6	0.402
Pair B4	Personal Recognition	4.25	0.96	4.37	1.07	0.826
Pair B5	Training	4.75	0.5	4.32	0.75	0.171
Pair B6	Challenging work	4.75	0.5	4.53	0.7	0.467
Pair B7	Team Building	4	0.82	4.63	0.5	0.154
Pair B8	Retirement Plan	2.25	1.89	3.89	1.24	0.111
Pair B9	Benefits	3.75	0.5	4.05	1.03	0.393

As it can be seen from this table, there are a lot of differences between the two generations and the set of motivators, however, neither of them have a significant p-value. This can be the case either due to the high change in the number of applicants. Nevertheless, if we look at the values of the means, we can see that the biggest difference in means that these two have is in the retirement plan. This difference being that generation Z, being aged between 18-22 are not interested in retirement plan, while Generation X, who already created a stable life for them and their family, now started thinking more about maintaining a certain standard of living even after retirement.

Moving forward to the next pair of generations, a comparison between Generation Z and Generation Baby Boomers will be made, which will show the differences between the two extreme generations, the youngest and the oldest one at the working place.

As per this table, it can be seen that there are a total of four motivational factors, in which the differences turned out to be significant, with a p-value < 0.05. The first significantly different factor is the incentive, with a p-value of 0.0299, meaning that the value that baby boomers give to this incentive is significantly higher compared to the value that the youngest generation at the working place placed on this factor. Another motivational factor that shows a significant difference between the two generations is training. Generation Z,

being the youngest at the marketplace, values training a lot in comparison to baby boomers due to the lack in experience, which for baby boomers is not an issue, they need to compensate by gaining extra knowledge through different training programs. Again the youngest generation surpasses the oldest generation at the market by the value that they place in challenging work. Being that the baby boomers are the ones who spend now most of their lives working, they have got used to doing things in a certain way, and because being more close-minded in comparison to younger generations, they do not quite value challenging work in comparison to younger generations, such as generation Z. Last, but not least, the retirement plan is the other significant difference between these two extremes in generations. Having a good retirement plan is a crucial motivational factor for baby boomers that are on the verge of retiring, while it does not spike any particular interest on generation Z participants, who have just joined the marketplace and have a long way to go before they retire.

Table 20 Comparisons between Motivational Factors of Generation Z and Baby Boomers

		GEN Z		GEN BB		p-value
		Mean	SD	Mean	SD	
Pair B1	Salary	3.50	0.58	4.00	0.67	1.189
Pair B2	Incentive	2.00	1.41	3.90	0.99	0.029
Pair B3	Reward	4.00	0.82	4.20	0.79	0.684
Pair B4	Personal Recognition	4.25	0.96	4.50	0.71	0.646
Pair B5	Training	4.75	0.50	4.00	0.67	0.041
Pair B6	Challenging work	4.75	0.50	3.30	0.82	0.002
Pair B7	Team Building	4.00	0.82	4.00	1.25	1
Pair B8	Retirement Plan	2.25	1.89	4.70	0.48	0.034
Pair B9	Benefits	3.75	0.50	3.50	0.85	0.509

Another critical comparison is made between generation Y and generation X, the two most active and competitive generations at the working place. Being that, both differences are in high numbers, so they have to be taken immediately into consideration in order for the company to function successfully and have happy staff. Table 21 below shows the differences in motivational factors between these two generations.

According to the table above, it can be seen that the only significant difference between the two most active generations at the working place is the difference in the values that they both place in retirement plan. As discussed earlier, generation X has settled a life of comfort to some point, therefore now it has the luxury of thinking about retirement, while on the other hand, Millennials being mostly young couples as well as new parents with a lot of present responsibilities, are not at all interested in a good retirement plan, instead they are more interested in getting a nice salary, good training to be best prepared for the workforce, not to exclude also other benefits that employees can get from a working place.

Table 21: Comparisons between Motivational Factors of Generation Y and Generation X

		GEN Y		GEN X		p-value
		Mean	SD	Mean	SD	
Pair B1	Salary	4.14	0.74	3.74	1.15	0.1853
Pair B2	Incentive	3.86	0.92	3.32	1.25	0.1126
Pair B3	Reward	4.41	0.78	4.37	0.60	0.8422
Pair B4	Personal Recognition	4.69	0.66	4.37	1.07	0.2495
Pair B5	Training	4.41	0.82	4.32	0.75	0.6971
Pair B6	Challenging work	4.17	0.54	4.53	0.70	0.0635
Pair B7	Team Building	4.41	0.78	4.63	0.50	0.2399
Pair B8	Retirement Plan	2.93	1.69	3.89	1.24	0.0282
Pair B9	Benefits	3.97	1.05	4.05	1.03	0.7952

Moving on to table 22, the comparison made between generation Y and generation Baby Boomers, shows that these two generations differ significantly in two motivational factors.

Table 22: Comparisons between Motivational Factors of Generation Y and Baby Boomers

		Gen Y		Gen BB		p-value
		Mean	SD	Mean	SD	
Pair B1	Salary	4.14	0.74	4.00	0.67	0.5827
Pair B2	Incentive	3.86	0.92	3.90	0.99	0.9113
Pair B3	Reward	4.41	0.78	4.20	0.79	0.4717
Pair B4	Personal Recognition	4.69	0.66	4.50	0.71	0.4623
Pair B5	Training	4.41	0.82	4.00	0.67	0.1246
Pair B6	Challenging work	4.17	0.54	3.30	0.82	0.0034
Pair B7	Team Building	4.41	0.78	4.00	1.25	0.1752
Pair B8	Retirement Plan	2.93	1.69	4.70	0.48	0.0408
Pair B9	Benefits	3.97	1.05	3.50	0.85	0.1653

Firstly, a significant difference can be seen in challenging work with a p-value of 0.00341, in which generation Y respondents place a higher value and are thus motivated if the management offers them challenging tasks to complete, in comparison to baby boomers who do not appreciate challenges as much and were used to a more standardized way of getting things done. Again, in this comparison, it can be spotted a significant difference in retirement plan, which is natural being that baby boomers have interest in valuing more retirement in comparison to the millennials. For a better look at the numbers, refer to the table 22.

Last, but not least, comes the comparison between generation X and baby boomers. This table shows the one significant difference between these two generations, which is challenging work with a p-value of 0.00041. This only reinforces the theory that

challenging tasks are not viewed as motivational for baby boomers, while they are quite good motivators for younger generations. For further reference, view the table below.

Table 23: Comparisons between Motivational Factors of Generation X and Baby Boomers

		Gen X		Gen BB		p-value
		Mean	SD	Mean	SD	
Pair B1	Salary	3.74	1.15	4.00	0.67	0.449
Pair B2	Incentive	3.32	1.25	3.90	0.99	0.183
Pair B3	Reward	4.37	0.60	4.20	0.79	0.556
Pair B4	Personal Recognition	4.37	1.07	4.50	0.71	0.699
Pair B5	Training	4.32	0.75	4.00	0.67	0.251
Pair B6	Challenging work	4.53	0.70	3.30	0.82	0.001
Pair B7	Team Building	4.63	0.50	4.00	1.25	0.716
Pair B8	Retirement Plan	3.89	1.24	4.70	0.48	0.823
Pair B9	Benefits	4.05	1.03	3.50	0.85	0.136

Having made all the possible combinations of comparisons, we can understand different trends of characteristics for each generation as well as what motivates each of them, based on which various motivational programs and incentives can be provided, in order for the company to build a healthy relationship within its staff members. From these trends, not only differences, but also similarities can be spotted, which if used correctly, can make the management's task of decreasing the generation gap much easier. Especially with the similarities, the management can find solutions on how to decrease the generation gap present inside the working place.

7.4 Analysis of different approaches towards lowering the generational gap

Throughout the following section, several approaches on how to decrease the generation gap at the working place will be introduced. The table below shows the percentages on each of the options that were selected from all the respondents employed at Bibita Group, using the Likert Scale, ranging from 1 – strongly disagree to 5 – strongly agree.

The difference between this table and the ones from the other sections is that in this table all the data obtained throughout all the generations will be presented in one place, whereas on previous tables the responses were separated from one another depending on the different generations that responded to the questionnaires. Furthermore, the mean score and standard deviation were calculated for each of the options, where all the items have a mean score higher than three, meaning that on average, they mostly agree and strongly agree with the solutions presented on the left-hand side of the table.

However, only those solutions with a standard deviation $STD < 1$ will be discussed because these results show that there is a higher agreement among the respondents in these particular items.

Table 24: Different Approaches to Decrease the Generation Gap

Solutions to generation gap	SD%	D %	N %	A %	SA %	MEAN	SD
Work unit meeting	1.6	1.6	27.4	48.4	21.0	3.85	0.83
Team building	1.6	1.6	12.9	41.9	41.9	4.21	0.85
Create an atmosphere of fellowship	0.0	0.0	3.2	37.1	59.7	4.56	0.56
Put the right people in the right job	0.0	1.6	4.8	19.4	74.2	4.66	0.65
Rotate people's positions so they can enrich their experience and understand the needs of other people and departments	0.0	3.2	11.3	35.5	50.0	4.32	0.81
Provide training and development opportunities	1.6	0.0	8.1	21.0	69.4	4.56	0.78
Keep open communication channels	0.0	3.2	12.9	29.0	54.8	4.35	0.83
Respect competence and initiative	1.6	6.5	9.7	25.8	56.5	4.29	1
Create an atmosphere of mutual empathy and respect	0.0	0.0	12.9	24.2	62.9	4.5	0.72
Train in generational preferences	1.6	6.5	16.1	32.3	43.5	4.1	1
Coaching and mentoring	0.0	9.7	16.1	30.6	43.5	4.08	1
Operate from a sophisticated management style	3.2	0.0	19.4	37.1	40.3	4.11	0.94
Treat employee like customer	11.3	17.7	27.4	25.8	17.7	3.21	1.26
Walk the talk	0.0	3.2	14.5	19.4	62.9	4.42	0.86
Provide information about each group's trait	3.2	17.7	19.4	25.8	33.9	3.69	1.21
No longer "one size fits all"	0.0	4.8	22.6	32.3	40.3	4.08	0.91
Increase open lines of communication in order to voice and articulate differences in work styles and values	0.0	0.0	22.6	30.6	46.8	4.24	0.8
Learn to value the difference and to leverage the talents of all members	0.0	1.6	6.5	29.0	62.9	4.53	0.69

SD = Strongly disagree D = Disagree N = Neutral A = Agree SA = Strongly agree

Going over the most important options, ranging from those with the highest means and the standard deviation score $SD < 1$, this is the order in which these solutions to the generation gap at the working place are:

- Put the right people in the right job with the highest mean score = 4.66 and standard deviation $SD=0.65$;
- Create an atmosphere of fellowship with a mean score = 4.56 and standard deviation $SD=0.56$;
- Provide training and development opportunities with a mean score = 4.56 and standard deviation $SD=0.78$;
- Learn to value the differences and to leverage the talents of all members with a mean score = 4.53 and standard deviation $SD=0.69$;
- Create an atmosphere of mutual empathy and respect with a mean score = 4.5 and standard deviation $SD=0.72$;
- Walk the talk with a mean score = 4.42 and standard deviation $SD=0.86$;
- Keep open communication channels with a mean score = 4.35 and standard deviation $SD=0.83$;
- Rotate peoples' position so they can enrich their experience and understand the needs of other people and departments with a mean score = 4.32 and standard deviation $SD=0.81$;
- Increase open lines of communication in order to voice and articulate differences in work styles and values with a mean score = 4.24 and standard deviation $SD=0.8$;
- Team building with a mean score = 4.21 and standard deviation $SD=0.85$;
- Operate from a sophisticated management style with a mean score = 4.11 and standard deviation $SD=0.94$;
- No longer "one size fits all" with a mean score = 4.08 and standard deviation $SD=0.91$; and,
- Work unit meeting, with a mean score = 3.85 and standard deviation $SD=0.83$.

When considering the ranking of this list, it can be understood that communication is the trait most valued by all the respondents of all the generations that participated the survey. In order to work together these employees in harmony, they request a stable working atmosphere where colleagues understand their responsibilities and respect each other. It is crucial for the management, especially the HR specialists to grasp the nature of the problems that occur as a result of the large gap among the generations present in their working place.

In this case, making people work in teams, having open communication channels, organizing a horizontal or a flat management structure, where communication between the staff members and management itself is simplified through removing unnecessary layers of command, shows high chances of improvement in terms of reducing the generation gap. In

this way, the cooperation between the management and staff itself will increase the empowering staff members to be a part of decision making, where they can give useful input in terms of what motivates them and their generation.

8 DISCUSSION AND RECOMMENDATIONS

This chapter entails the final findings of this master thesis, based on which it will describe a set of recommendations to managers on how to manage the generation gap. It will also list the research questions while answering each of them based on the research findings. Future studies upon this field of research will be recommended due to certain limitations which will be mentioned below.

When addressing the below-mentioned research questions, recommendations will be given to managers, which shall also be useful for HR managers of other companies operating in Kosovo.

8.1 Answering the Research Questions

At today's working place, there are a total of 4 generations present. Each of these generations has its idea of working ethic, productivity and culture. For this reason, a generation gap at the working place which became a challenge for managing was created. This generation gap impacts the working place and the atmosphere many times in negative ways, hindering productivity and business profitability.

The four generations discussed in this master thesis are Baby Boomers (born 1945 – 1960), Generation X (born 1961 – 1980), Generation Y (born 1981 – 1995) and Generation Z (born 1996 – 2010).

Below, the research questions were restated and answered upon a more in-depth analysis of the results obtained through the interview and questionnaires performed at Bibita Group.

Through a thorough elaboration of each research question, this master's thesis provides recommendations for managers and creates a more profound understanding of the workforce available in Bibita Group.

- **A proper way to manage different generations at the working place in the case of Bibita Company**

Taking a look at the wide picture, a common base among the four different generations can be identified. This is determined firstly by looking at the mean scores of all the generations regarding their characteristics. The characteristics which describe them best are loyalty, value individuality, entrepreneurial, ambitious, self-reliant, and creativeness. These six

characteristics are the common base among the four discussed generations; therefore, should be considered when managing strategies are being built. In this way, all employees will feel appreciated instead of taken for granted, a feeling of belongingness which will drive the company towards reaching successful outcomes in the future. Looking deeper into each generation it can be seen that each of this generation has its own differences and preferences based not only upon the age but also upon the different events that occurred throughout the life. For example, in order to keep good relations with baby boomers, one must provide them with growth opportunities, being that they are quite authoritative. They feel the need to be the star of the company (Tanner, 2018); therefore personal recognition plays a crucial role when dealing with them. Moving down the chain, Xers generation values the work-life balance, therefore making them to work long hours and can backfire (Tanner, 2018). Last, but not least, millennials are also a generation with eager to learn, work but as well have a life outside their daily jobs. They are quite optimistic (Tanner, 2018) and like challenges and achievements, therefore in order to get a good start with them; management has to provide them with an opportunity to be mentored by baby boomers and pieces of training from which they can advance in their careers (Tanner, 2018).

According to the questionnaire results, staff members of all generations resulted in giving importance to loyalty. Therefore, companies should reward employees for their loyalty by giving extra benefits, like extra vacation days for every year spent with the company. Management should give employees enough space so they can express themselves and get things done in their way. It is essential for the employees to know what the company wants to achieve in the future, and know in what areas each of them can help it to arrive at that stage successfully. Cross-generational leadership approaches can be used to help manage the gap created among different generations employed in the company. Benefits should be accordingly assessed based on employees' individual needs', as well as mentoring should become part of the company's culture, so that the knowledge created over the years can be passed on the younger generations joining the company (Morris, 2018). Mutual respect and understanding are crucial when considering the profitability of the company, therefore, giving the employees a chance to work together, mentor each other in their areas of knowledge, can enhance the company's overall success (Morris, 2018).

Employees employed at Bibita Group resulted in being quite ambitious; therefore, management should give those tasks in which they can creatively come up with different solutions, always keeping communication channels between the management and staff open. The staff should feel welcome to discuss problematic issues with the management, and together, combining the managements' experience in the business and the employees' technical skills to achieve cost-effectiveness, which is quite important for the company's profitability. There are certain techniques on how to break the ice and easily manage generational differences as discussed by Victor Lipman which are also per the answers

provided by the staff members of Bibita Group. Creating teams with people of different generations to generate ideas is a good start (Lipman, 2017), an approach which was also positively rated by the employees of Bibita Group. Creating an atmosphere of fellowship is another approach to decrease the generation gap as per the answers of the surveyed staff, which also complies with a technique discussed by Victor, where companies create an atmosphere where employees interact with one another less formally, in order to break the ice among them (Lipman, 2017). The most important idea proposed by both Victor and very important according to the initial survey results is for the management to use more sophisticated methods of understanding their staff needs, and put an end to the “one size fits all” model of motivation. This can be reached by updating the management style and conform it to each employee individually (Lipman, 2017).

In order to make effective teams inside the company, the company’s management needs to look beyond differences, and instead focus on why these differences are present. In this way, the management can address the cause of the differences and possibly prevent any future occurrences of these varieties existing among generations (Waschek, 2017).

- **Most important motivational factors driving each generation towards giving their contribution to this company**

When discussing the motivational factors part of the survey above, it was identified, that almost all the motivation factors for which the staff members were questioned, were listed as important. The bottom line is that staff members value the financial security, and above all, they value personal growth within the company. Therefore the factors that resulted in being the most important were: salary, rewards, personal recognition, training, the presence of challenging tasks, a lot of team building and other benefits available.

Looking at the wide picture it can be distinguished that by training them in performing well in their tasks, giving them challenging work and rewarding them both with monetary and non-monetary means, each of them will be motivated to give the best shot in their working place. There is no doubt that the management should keep on mind also revising its motivational HR policies, when concerning different generations, and stepping out of the common base, for example when we have to deal with baby boomers, who mostly value the retirement plan. This can be done by offering them good retirement conditions in exchange for other benefits which will be offered to younger generations not necessarily interested in retirement.

There are few points when the data obtained through literature review is in harmony with the data obtained through the case study results. Being that generation z employees are amongst the youngest at the market, and are shortly present at the market, so there is not much information that companies have about them. According to (Patel, 2017) this

generation is mostly motivated by achievement and independence, which is also true in the case of Bibita, given that they do value challenging work and training programs where they can further advance their working skills. Furthermore, (CWB, 2017) it is discussed how this generation is driven by monetary benefits, which is again confirmed through the thesis results that staff members of generation z are mostly motivated by salaries, rewards as well as different monetary benefits associated with the job.

Moving on to the next generation, (CWB, 2017; Lawrence &Nohria, 2001) both discuss the independence and flexibility as two of the traits that should be taken into consideration when opting for the best strategies on motivating generation Y employees. This theory is also supported by the data obtained through Bibita Groups' case study, which states that this generation is self-reliant. Furthermore, according to (Alton, 2017), generation Y is very accepting of diversity among working place colleagues, which is also supported by the case study results which show this generation as quite adaptable towards people. Moreover, (Schweyer, 2015) pinpoints that rewarding generation Y employees with recognition, play a crucial role in effectively motivating them into giving their best output at the working place, a theory which is also supported by the questionnaire results obtained in the Bibita Group case study.

Generation X is a unique generation which is both independent and likes teamwork (Lawrence &Nohria, 2001). The ease that this group of employees has when working in teams can also be seen through the questionnaire results. According to (DelCampo, Haggerty, Haney &Knipple, 2011), generation Xers have a high drive to acquire. This trait is also described as the go-getter characteristic which was rated high on Bibita Group generation x questionnaires. Being that this group is very competitive in nature and values career security (CWB, 2017), this generation developed good technological skills despite being a generation older compared to the millennials. This theory is as well backed up by the case study results that were gathered through conducting the questionnaires. Moving forward to the next generation, the baby boomer generation, (Lawrence &Nohria, 2001) claims that employees of this generation are hard workers and have a high work ethic, two traits that are also backed up by the data obtained through questionnaires. Therefore managers should keep on mind that this generation is motivated by integrity.

An important difference which exists between motivating the baby boomers and other generations present at the working place is through a retirement plan. This high motivation factor is backed up both by the literature as well as the questionnaire results. Another option which may be available for them to be motivated is to offer them post-retirement opportunities (Sullivan, 2018). Being that 42% of this generation don't gather savings for their retirement, they will need a chance to extend their working period, when they can begin saving in order to retire financially secure (Sullivan, 2018).

Besides using the data gathered from the questionnaire as well as the literature review, management should consider the life stages of its employees, in order to be able to motivate them properly. For example, if millennials are on an early stage of marriage, when they have babies and more obligations, one can presume that this particular segment is in need for higher salaries, as opposed to other benefits offered, and so on. For this reason, it is of utter importance that the management is familiar with its staff not just in terms of age, but also personal interests affected by life stages on an individual level.

- **Best approaches one could use towards a multigenerational staff in a company**

As all the employees were interviewed for this master thesis, it is relatively easy to identify the motivation factors, get to know one's staff characteristics as well as what works best for each of them. Throughout building different strategies on how to address staff members of different generations, one should keep on mind the several options/alternatives of section 3 from the questionnaire. Employees valued having the right people on right positions. They appreciate an environment where open communication channels are present, creating opportunities for them to express their ideas and give input to the company's success. In a company like Bibita Group, where the variety in age difference is large, it is quite a challenge to create strategies which include all the motivational factors, as it will result quite costly. Therefore, a list of recommendations for managers of Bibita Group is listed below explaining what they should consider in order to handle successfully the challenges that are presented when having a multi-generational company. These recommendations were derived through analyzing the data obtained from the questionnaire, as well as through obtaining information from a thorough literature review discussing multiple companies that have similar generational gap challenges.

First and foremost, management should keep open communication channels and keep on mind that stereotypes are only stereotypes. Therefore, building a trustful environment, where the employer and the employees discuss issues and collaborate to find solutions together. It gives the managers a chance to get a fresh perspective and gives the employees a sense of respect and appreciation. Not only the results from questionnaires do, but also similar research shows that building collaborative relationships between staff and management is crucial for the healthy operation of an organization (AMA, 2019).

Managers should stop analyzing differences among the staff members and focus on the similarities instead. Therefore, they should look beyond varieties, in this way trying to come up with solutions best suited to mutual gain as well as the company's success. It is imperative for a company's management to keep on mind that there are not only differences among generations, rather individuals. Therefore, knowing all employees and being able to understand their individual needs is of great value and builds a solid base for successful outcomes in the future (AMA, 2019).

Last, but not least, mixing people in a group of different generations is a good strategy; therefore it is crucial that the management takes advantage of the benefits of a multi-generational workforce. In order to eliminate some of the disadvantages of the generation gap, one can help the employees to understand better the needs of each generation through different training programs. In this way employees can collaborate without the challenges in communication (AMA, 2019).

- **The influence of Kosovo culture upon employees' working values and attitudes**

There is no arguing that the culture in which people grow up and spend their life affects the way these people think and what they find motivating and vital. Differences in generations and their mentality of work are also affected by the cultural phenomenon. For example, in the case of Bibita Group, baby boomers, a generation who had the chance to work in times of socialism, an economic era in which the state controlled economy, have a different mindset in terms of work-family balance, because they were working shorter hours compared to now, due to lower competition at the marketplace. Also, in the times of baby boomers, they had security both in terms of jobs and other benefits, which is not the case now. During the times when baby boomers started families and entered the job market, they had children's benefits which meant getting extra money from the government for every child born. Therefore they were safe financially meaning that the government those days took care of setting a right balance between the work and family life. Because of this, getting this balance is of crucial importance to baby boomers.

Furthermore, discussing the generation X, which had similar working conditions with baby boomers, because they had the chance to work during the times of socialism, are motivated by the pension plans because in the past, they had access to retirement benefits, therefore both baby boomers and generation Xers value and are more motivated by the retirement plans, considering not only that they are closer to retirement, but also the culture built a foundation upon them that it is essential to have good retirement plans in place, in order to secure their future.

On the other hand, Millennials and generation z pertain to the capitalistic system. So, they are highly competitive, not interested in retirement plans, like to work independently and are quite multi-taskers. Moreover, because of the new culture and a new era that captured the transitioning state of Kosovo, Millennials are interested in getting as many benefits in terms of training and advancing themselves so that they can survive this highly competitive marketplace. Due to increasing market demands for professionals and the increase in competition, Millennials use these technological advancements to get different pieces of training and degrees online, so that they stay active in their work while getting extra training.

According to a study made in Kosovo by UNDP, explaining that even though Kosovo is a country with the youngest population in Europe, it has a high unemployment rate and therefore it is proved to be challenging to find a job in Kosovo. This difficulty is mostly suffered by the younger generations, who are caught in this transitioning state at a crucial age, leaving a lot of educated young people inexperienced and in a waiting list for future employment (UNDP, 2018).

Kosovo's population is about 30% below the poverty line, which ranks the country among the least developed countries in South-Eastern Europe (BTI Project, 2018). Being that there is a gap between genders in the employment rate, where 45.6% of males make up the workforce, while only 12.6% of women are present in Kosovo's workforce, makes these employees value more motivational factors such as salaries. This effect happens as in many families, men are the ones who support their family alone, while women stay at home and bring up their children (ASK, 2018). "The most pronounced unemployment rate is in the age group of 15-24 with 55.0%" (ASK, 2018).

These factors of a transitioning state affect the mindset of employees of the workforce in Kosovo. There is much work that needs to be done by the state in order to get a better marketplace. One of the most important is lowering the corruption rate, through which foreign investor would feel safer to come and generate work in Kosovo. A dropping rate of unemployment may ease some of the motivational factors that are based solely on salary or monetary-wise benefits. This, in turn, will promote loyalty due to the decrease in the rate of threat that employees feel in such a competitive workforce and a low market demand.

Generally speaking, the imbalance between the market necessity and the supply of workers, created a fierce competition in terms of getting and keeping a job, which might affect work productivity in the end. This is possible by directing too much attention in further advancements and training that the work productivity at the office falls.

Trying always to be ahead in terms of education does not necessarily mean that it will translate into better productivity in the current working place. On the contrary, it may mean that too much attention in the training section may hinder productivity at work at the same time. This being said, it is a chain which needs to be disassembled in a longer lifespan, offered by the state by increasing the percentage of employment and release some of the pressure that youngsters feel nowadays about work and family support.

- **Benefits of having a multigenerational staff**

Despite the vast amount of challenges that a multi-generational staff represents, there are many benefits involved as well. One of the most important benefits that a multigenerational workforce brings to the company is creating a particular culture in a company where employees can freely communicate with one another, learn from each

other through mentoring as well as exchange their experiences with one another. Having a variety in generations in a company, especially in the department, enables workers to work more confidently and efficiently in their given tasks, because they can consult each other, as each of them has different strengths and experiences. This exchange of experiences makes the company stronger and more reliable both in terms of productivity as well as in terms of how others view it from the outside. A stronger decision-making process due to many viewpoints that will be available as a result of a multigenerational staff is another benefit which companies get according to AARP Organization and the study that they performed in 2007 (AARP, 2007).

Looking further on into the secondary data obtained through a literature review, it can be concluded that diversity is a great innovation drive (Schultz, 2015). When looking at the generations present at the marketplace, many of their traits that are supported by both (Schultz, 2015) as well as the results obtained through primary research at Bibita Group, combined, can bring multiple benefits to the companies employing multigenerational staff, and thus drives their revenues up.

Taking a further look at the Millennials, it can be seen that the technical skills, as well as the multitasking that they bring to the table, can be easily combined with older generations to achieve higher efficiency (Schultz, 2015). Moving onto the generation Xers, who are considered to be loyal (Schultz, 2015; Bibita Group, 2018), well-educated as well as creative in their problem-solving techniques, are a great asset to the company. They are the one generation who takes traits from both baby boomers and Millennials, combining them into an almost perfect combination, which makes them quite versatile, or in other words, adaptable. They are independent, and tech savvies which also like challenges (Bibita Group, 2018) as described by the traits from the questionnaires, therefore being “revenue generators” as described by (Schultz, 2015). Extending it further, baby boomers are hard workers and competitive (CWB, 2017; Lawrence & Nohria, 2001; Schultz, 2015) which is also correct by the questionnaire results, thus giving the company the benefit of a well-experienced team member who can mentor younger generations into the tricks of the business world and deliver the best knowledge (Schultz, 2015). A study conducted at Michigan University revealed results in which a diverse group of problem solvers was better in solving company issues in comparison to the best problem solvers which were not diverse within their teams (Schultz, 2015).

Bibita Group built a strong reputation of loyalty and unique culture where horizontal management style is used, and they consistently try to get the best out of every employee by understanding their needs and aim to motivate them with the proper factors according not only to their age but also their individual needs. In order to do this, they enables successful communication between the staff members and the management, where no idea goes unheard.

8.2 Limitations and Future Research Suggestions

Being that this masters' thesis had a relatively small sample size, one cannot come to conclusions for a broader population sample which in the future might be derived through resembling research about the entire country. This research has only gone through a specific workforce, employees of Bibita Group, therefore, a recommendation for future research would be for a larger sample size as well as a study representing the entire population of Kosovo.

Being aware that there has not been a similar study performed for the country of Kosovo, it would be beneficial to managers all across the country to have a study which, based on future survey results, comes up with recommendations and possible solutions towards solving the problems of the generational gap. Another limitation this study has, is the self-reported nature of data, which in the future could be improved if a more extensive study was performed and reported by many professionals, using multiple companies. This study with a relatively small sample size can also be used to further investigation of other staff members in different companies across Kosovo, in order to disintegrate more considerable challenges accompanied by the generational gap present in today's marketplace.

Future study recommendations would include studies that would be performed to widen the area of research among the different generations, such as evaluation of the similarities, evaluation of the degree to which different generations employ their so-called characteristics, discussions of cross-cultural values, as well as ethnical differences among different generations and ethnicities in Kosovo. Another study could be entirely theoretical and could discuss how to make sense of all these differences that already exist among the different generations (Campbell, Twenge& Campbell, 2017).

CONCLUSION

The generation gap in the case of Bibita Group is dismantled. The company employs all four generations that are currently available at the market. They encountered many difficulties in motivating their staff members due to the variety in employees' mindsets that is set by different generational mindsets. Throughout this study, a thorough literature review was performed, in order to grasp the main ideas of generational challenges and motivational factors for each generation.

After inputting the results of secondary data, primary data was gathered both from an open-ended question interview with the company's CEO Mr. Granit Gruda and from 60 questionnaires that were distributed among the staff of the company. Therefore, the primary data is consisted of both qualitative as well as quantitative methodology designs. This research provides knowledge on the case study's employees and their characteristics

as well as motivation factors, which were gathered through surveying each of them individually. There are several accomplishments and data tests derived throughout this master's thesis, which can be used by the management of Bibita Group in order to suit best their employees' needs with company objectives.

First and foremost, this thesis identifies its staff preferences and opinions on different motivational factors that affect them. It also identifies a set of characteristics, which can be analyzed and ease the team making process in the future.

Secondly, analyzing the data that this master thesis presents throughout the text, Bibita Groups' management team will gain a better understanding of their staff's needs. In this way they can come up with strategies on how to fulfill these needs without hurting organization's culture or wellbeing. As a result, this will lower the challenges presented when dealing with a multigenerational staff.

Last, but not least, the questionnaire provided answers and gathered opinions on what would be the best approaches towards lowering the challenges of a generation gap at the working place. These approaches may, in turn, help the company to take advantage of the benefits that are presented with a multigenerational staff.

In conclusion, this thesis provides the management of Bibita Group with a road map of alternatives to address the problems that a multigenerational company might bring to the table. This will give them a chance to better their staff's satisfaction which may interpret in higher job effectiveness.

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Appendix A: Abstract in Slovenian Language

Delo v večgeneracijskem podjetju je velik izziv, še posebej pri managerski vlogi. Razlike med ključnimi kompetencami zaposlenih, njihovimi motivacijskimi dejavniki in načinom njihovega razumevanja idej se razlikujejo od generacije do generacije. Sposobnost razumevanja in razlikovanja med temi razlikami pomeni samo po sebi izziv. Da bi bil uspešen, manager mora biti vodja in vedeti mora kako motivirati zaposlene.

Cilj te magistrske naloge je identifikacija medgeneracijsko vrzel na trgu z uporabo študije primera skupine Bibita. Ta naloga je zelo pomembna, saj se ta vrsta raziskav, čeprav je zelo priljubljena v drugih državah, ni nikoli izvedena na Kosovu. Torej, boljši vpogled v različne generacije zaposlenih v skupini Bibita, njihove značilnosti, njihovi motivacijski dejavniki in ideje, ki jih imajo o iskanju skupnega ozemlja, da bi skupaj delali v harmoniji, koristil ne samo obravnavani družbi, temveč tudi druga podjetja na Kosovu, ki zaposlujejo večgeneracijskega osebja.

V magistrski nalogi je uporabljen pristop študije primerov, ki je deskriptivna raziskava, da bi lahko sklepali zaključke. Kot taka je bila uporabljena krovna raziskovalna metoda, vključno z mnogimi raziskovalnimi tehnikami za pridobivanje podatkov, ki so se izkazali za koristne za namen te magistrske naloge. Kot kvalitativna raziskovalna metoda je bil najprej uporabljen intervju z 19 odprtimi vprašanji, ki ga je podal izvršni director skupine Bibita, g. Granit Gruda. Nazadnje je bil za zbiranje kvantitativnih podatkov uporabljen vprašalnik, razdeljen na tri dele, z uporabo Likertove lestvice. Ta vprašalnik je bil zlahka razdeljen in popolnjen s strani vseh 62 zaposlenih v podjetju, ki so se nanašali na vse obravnavane generacije. Rezultati, pridobljeni z vprašalnikom, pomagajo občinstvu bolje razumeti značilnosti vsakega člana osebja in njihove priljubljene motivacijske dejavnike.

Na koncu magistrskega dela je podanih več priporočil in predlogov, ki odgovarjajo na predlagana raziskovalna vprašanja, ki bodo služili vodstvu skupine Bibita pri odločanju o svojem osebju. Ta priporočila so lahko koristna za managerji človeških virov in/ ali za višji managerji, ki delajo za druga multigeneracijska podjetja na Kosovu, saj ima kultura pomembno vlogo pri oblikovanju idej in motivacijskih dejavnikov zaposlenih. Rezultati kažejo, da koristi, pridobljene z zaposlovanjem večgeneracijskega osebja v podjetju, presegajo težave in posledice, povezane z izzivi obvladovanja vrzel med različnimi generacijami.

Appendix B: Interview with open-ended questions for qualitative data gathering with the company CEO, Mr. Granit Gruda

Interviewer: Firstly, I would like to thank you for accepting to be a part of the interview, and help us understand the issues and benefits in dealing with a multi-generational workforce, such as the one you currently employ in your company. The interview is composed of a total of 19 open-ended questions, and it may take up to 30 minutes.

Interviewee: You are welcome. I think this is a study of high importance and I believe that the case of a company employing all generations at the market and discussing the strategies that we use, will be a tremendous addition to the business market here in Kosovo, as we haven't heard of such a study performed in Kosovo organizations yet, so we are pleased to be the first ones who take part in such a study and we are always here to help with ideas and experience.

Interviewer: How many years have you been working as a manager?

Interviewee: I have been working for Bibita Group as a manager for 25 years now. Because this is a family business, originally started by my father, Mr. Ymer Gruda, I can say that I have been working here since I remember.

Interviewer: What is the number of employees employed by Bibita Group?

Interviewee: There are a total of 62 employees currently employed in our company, including here everyone from the employees working at the factory, to the administrative staff.

Interviewer: Do you consider your company to be a multi-generational company?

Interviewee: Yes, we definitely do consider ourselves as a multi-generational company being that we employ every generation currently present at the market. Being that this is a family-run business, we also have an active generation that belongs to a retired generation, although in low numbers. Some generations are greater in number than others, but diversity is a trait that gives us benefits at the market.

Interviewer: What is the average age of employees in your company?

Interviewee: The average age of our staff is 37 years old. Most of the workforce is composed of Millennials and generation X, followed by a smaller number of baby boomers and a few employees from the youngest generation at the market, generation Z.

Interviewer: What are some of the benefits that a company gains from employing a multi-generational staff?

Interviewee: There are many benefits that a company can get from employing a multi-generational workforce. In our experience, the highest benefits from this diversity were received in these three attributes: mentoring the younger generations from more experienced employees, creation of a certain culture in a company where communication is key to solving issues as well as sharing experiences between one another. It is extremely important that a company knows the needs and motivational factors of its staff members, in order for it to be able to tackle each of them.

Interviewer: What are some of the shortcomings that a company may encounter from employing a multi-generational staff?

Interviewee: Even though there are many benefits a company can get from employing a multi-generational workforce, there are also shortcomings that come with this diversity. Considering the characteristics that each generation entails in itself, it can be noted that baby boomers tend to think that because they have more experience in the job, they sometimes behave as know-it-alls, an attitude which negatively affects younger generations, leading to the formation of certain groups, or so to say clans, within the organization which more or less tends to divide the staff.

Interviewer: What are some of the problems that have arrived as a result of miscommunication between staff members pertaining to different generations?

Interviewee: As mentioned earlier, due to the miscommunication that sometimes occurs between the staff members of different generations, certain problems can appear. These problems are mainly formed due to the different mentalities which form when employing a multigenerational workforce, and the fact that they use different strategies towards tackling company issues.

Interviewer: Did you encounter any difficulties in solving the above-mentioned problems?

Interviewee: Solving generational problems in a company is never easy. However, because our company established a culture where clear communication and mutual respect between staff members is a priority, we have managed to overcome these issues and turn profitable.

Interviewer: What are some of the methods that you use to discover what the key motivational factors are that affect your employees?

Interviewee: In order to discover what ticks for our employees and what motivates them most, we try to actively listen to their demands, comments and ideas. Sometimes, identifying the motivational factors for your employees is not quite easy, as many employees can be shy enough not to tell you upfront about their needs. However, we are very open towards new improvement ideas as well as critiques, as we understand that no one is perfect and we can all do our part better.

Interviewer: Do you think that habits, culture and traditions have an impact on employee personalities at the working place, or do you think that mostly these differences come because of as a result of certain age groups/generations?

Interviewee: Every generation comes with its unique point of view of the working place as well as its own career goals. Based on our experience on dealing with a multi-generational workforce, it is safe to say that the culture and traditions do have a say when it comes to how the employees behave at the working place. Other life occurrences define how a person behaves, or by what he or she is motivated mostly. However, a big part of the differences in mentalities of course is due to the age differences between them. What we know for sure is that the main difference between generations is technology and our knowledge of it.

Interviewer: In your opinion, what are some of the difficulties that managers who deal with a multi-generational staff have encountered? Also, what is your advice regarding an easier way of dealing with these difficulties for other manager?

Interviewee: A manager should always consider the differences in employees' needs, by studying the current workforce demography and predicting the demography of the future workforce and get an idea of what might be the motivational factors that would tick for employees of the future in order to arrive at a set of values that they have to introduce to the company's culture and establish a smooth run of the business in advance. The question that a manager has to ask himself/herself is how to motivate someone much older/younger than you, and what can you as a manager do to ensure that you are encouraging employees pertaining to different generations to share their knowledge.

Interviewer: When considering differences in values, beliefs and behaviors of different employees, what are some of the most important things that the managers must pay close and careful attention to?

Interviewee: Age diversity can be highly productive to the company but at the same time it can be quite challenging to manage. Managers should keep on mind that above all, everyone is unique and has its individual needs, therefore knowing your staff deeper than only knowing their age group, is a good start to begin with.

Interviewer: Please give us some examples showing how managers can encourage their staff members to value the differences present between them, in order to create a good harmony at the working place?

Interviewee: In order to create a good harmony at work, one needs to make sure that first and foremost, the career paths are available to everyone, no matter the generation in which they are at. It is our job as managers to help our employees understand that each of them is different from the other and that they all have a unique set of skills and abilities to bring to the table.

Interviewer: Would you recommend managers and employees from different companies to take formal trainings regarding successful communication between different generations?

Interviewee: My advice to my fellow colleagues who run other companies and have employed a multi-generational workforce such as in our case, is to foster a culture of open communication and make room for the employees to mentor one another, as the cooperation between employees where they each share their knowledge is much more effective than formal training.

Interviewer: Have you ever noticed difficulties in communication between your staff members pertaining to different generations?

Interviewee: Besides the issues that we have previously mentioned during our interview, we are slowly managing to get a good communication base for our employees of different ages. One benefit that our staff has in this matter, is the mutual respect that they hold for one another.

Interviewer: What are some of the strategies that resulted in a successful outcome when dealing with management of a multigenerational staff?

Interviewee: In my opinion, almost all struggles that come from dealing with a multi-generational workforce, can be solved when fostering an environment of openness and sincerity in communication. This is one of the best strategies used, which I personally highly recommend to all managers out there. Let the employees talk their problems out, and this will give you an idea and opportunity of easy identification of the issues inside your company. The sooner you understand the importance and power of good communication, the better it is for the overall success and profitability of the company.

Interviewer: What are some of the strategies that did not prove to be successful in dealing with diversities between the staff members?

Interviewee: One of the strategies that did not prove to be successful when dealing with a diverse workforce is assigning a team leader based on seniority, suggesting that the older employee will lead the others just because he has more experience and authority. This strategy deeply backfired, but we caught the hint soon enough to amend our decisions. The reason why this strategy backfired, is mostly because of the technological illiteracy which is high in older generations, compared to the younger employees who are becoming basically experts in it. It also hindered productivity and creativity of the group as a whole, since the senior employee mainly did not agree with what the young ones sought to be successful.

Interviewer: What else can you add regarding the creation of strategies for managing a multi-generational staff?

Interviewee: As our workforce increases, the inequality on the level of technological knowledge, mobile devices and social media increases. On the other hand, older generations will need more training and time to adapt to the fast changes that are undergoing this industry.

Interviewer: In your experience as a general manager, what are some of the factors that have resulted in positive motivation for your company's staff members?

Interviewee: Being able to identify the main factors that stimulate an employee is the first and most important step towards reaching a high performance. In my opinion, honest and continuous communication, challenging and exciting tasks, recognition and rewarding the high performance are factors that result in effective employee motivation.

Interviewer: Mr. Gruda, once again, I would like to thank you for all the valuable information that you have shared today with me, which will surely be available to other interested managers who look forward to learning from your experience.

Interviewee: Thank you very much Besa, the pleasure was all mine.

Appendix C: Questionnaire performed for the quantitative research part of the study

Thank you in advance for agreeing to be a part of this questionnaire, which aims to identify and quantify the differences upon various generations present in Bibita Group. The purpose of this study is to identify different needs and motivational factors of generations, examining groups' rather than individuals' preferences, regarding this survey as confidential. It is comprised of options and rankings, which you shall answer as per your true preferences. It should take you up to 5 minutes to complete the entire questionnaire.

The data set gathered through this survey, will help management get an idea and better solve issues that can be present in your organization due to the diversity in generations. There are a total of 3 sections, each tackling different aspects of the working place and motivation. This survey has been also used for a study made by Mr. Govitvana, in his study for the generation gap between two generations, but in our study was extended to four generations. The first section will gather detailed information about your personal characteristics at the working place. The second section measures the degree to which motivational factors are effective at the working place, while the third section presents a set of solutions to the challenges presented by the diversity in generations in your organization. These questionnaires are to be completed by Bibita Groups' staff members. Your participation in this study is voluntary and all information is confidential.

SECTION I: Please circle the number that you choose, explaining your characteristics. 1 = Not obvious (NO), 2 = somewhat obvious (SO), 3 = Obvious (O), 4 = Very obvious (VO), 5 = Extremely obvious (EO).

	NO	SO	O	VO	EO
Inflexible to change	1	2	3	4	5
Idealistic	1	2	3	4	5
Competitive	1	2	3	4	5
Question authority	1	2	3	4	5
Involvement	1	2	3	4	5
Loyalty	1	2	3	4	5
Value Individuality	1	2	3	4	5
Team Orientation	1	2	3	4	5
Personal gratification	1	2	3	4	5
Technology skills	1	2	3	4	5
Values diversity	1	2	3	4	5
Entrepreneurial	1	2	3	4	5

Thinking globally	1	2	3	4	5
Go Getters	1	2	3	4	5
Ambitious	1	2	3	4	5
Team Player	1	2	3	4	5
Like challenges	1	2	3	4	5
self-reliant	1	2	3	4	5
balance of career, life & family	1	2	3	4	5
Pragmatism	1	2	3	4	5
Workaholics	1	2	3	4	5
Too intense	1	2	3	4	5
Clueless about the future	1	2	3	4	5
Personal growth	1	2	3	4	5
Commitment	1	2	3	4	5
Respectful	1	2	3	4	5
Slacker	1	2	3	4	5
Whiner	1	2	3	4	5
Aggressive	1	2	3	4	5
Work ethic	1	2	3	4	5
Self-focused	1	2	3	4	5
Adaptable	1	2	3	4	5
Creative	1	2	3	4	5

SECTION II: Rate the different motivations, by circling the number that best suits you.

1 = Not Important (NI), 2 = Somewhat Important (SI), 3 = Important (I), 4 = Very important (VI), 5 = Essential important (EI)

	NI	SI	I	VI	EI
Salary	1	2	3	4	5
Incentive	1	2	3	4	5
Reward	1	2	3	4	5
Personal Recognition	1	2	3	4	5
Training	1	2	3	4	5
Challenging work	1	2	3	4	5
Team Building	1	2	3	4	5
Retirement Plan	1	2	3	4	5
Benefits	1	2	3	4	5

SECTION III: Please rate level of agreement to the following items regarding the approach to decrease the generation gap at the working place. 1= strongly disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly agree (SA) Please circle the number that you choose.

	SD	D	N	A	SA
Work unit meeting	1	2	3	4	5
Team building	1	2	3	4	5
Create an atmosphere of fellowship	1	2	3	4	5
Put the right people in the right job	1	2	3	4	5
Rotate people's positions so they can enrich their experience and understand the needs of other people and departments	1	2	3	4	5
Provide training and development opportunities	1	2	3	4	5
Keep open communication channels	1	2	3	4	5
Respect competence and initiative	1	2	3	4	5
Create an atmosphere of mutual empathy and respect	1	2	3	4	5
Train in generational preferences	1	2	3	4	5
Coaching and mentoring	1	2	3	4	5
Operate from a sophisticated management style	1	2	3	4	5
Treat employee like customer	1	2	3	4	5
Walk the talk	1	2	3	4	5
Provide information about each group's trait	1	2	3	4	5
No longer "one size fits all"	1	2	3	4	5
Increase open lines of communication in order to voice and articulate differences in work styles and values	1	2	3	4	5
Learn to value the difference and to leverage the talents of all members	1	2	3	4	5

SECTION IV: Please check appropriate response.

Gender: _____Female _____Male

Age: ____18-22 ____23-37 ____38-53 ____54+

Education: ____High school graduate ____Some college/associate

degree/vocational degree ____College graduate ____Taken graduate courses

____Graduate Degree ____Doctorate Degree

Thank you for your cooperation

Appendix D: Table of Statistics

EDUCATION LEVEL OF RESPONDENT - PAGE 106

	Frequency	Percent	Valid Percent	Cumulative Percent
High School	18	29.0%	29.0%	29.0%
Bachelor Degree	34	54.8%	54.8%	83.9%
Master/PHD	10	16.1%	16.1%	100.0%
Total	62	100.0%	100.0%	

GENDER LEVEL OF RESPONDENT - PAGE 106

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	28	45.2%	45.2%	45.2%
Male	34	54.8%	54.8%	100.0%
Total	62	100.0%	100.0%	

AGE LEVEL OF RESPONDENT

	Frequency	Percent	Valid Percent	Cumulative Percent
Generation Z	4	6.5%	6.5%	6.5%
Generation Y	29	46.8%	46.8%	53.2%
Generation X	19	30.6%	30.6%	83.9%
Generation Baby Boomer	10	16.1%	16.1%	100.0%
Total	62	100.0%	100.0%	

Frequencies for Generation Z

Statistics

Items of characteristics	N		Mean	Std. Deviation
	Valid	Missing		
Z Inflexible to change	4	0	3.00	0.00
Z Idealistic	4	0	4.00	0.82
Z Competitive	4	0	4.75	0.50
Z Question authority	4	0	3.25	1.71
Z Involvement	4	0	4.25	0.96
Z Loyalty	4	0	5.00	0.00
Z Value Individuality	4	0	4.75	0.50
Z Team Orientation	4	0	3.75	1.26

Table continues...

Continued...

Items of characteristics	N		Mean	Std. Deviation
	Valid	Missing		
Z Personal gratification	4	0	4.00	1.15
Z Technology skills	4	0	3.75	1.26
Z Values diversity	4	0	3.75	0.96
Z Entrepreneurial	4	0	4.00	0.82
Z Thinking globally	4	0	4.50	0.58
Z Go Getters	4	0	4.50	0.58
Z Ambitious	4	0	4.50	0.58
Z Team Player	4	0	3.75	1.26
Z Like challenges	4	0	4.75	0.50
Z self-reliant	4	0	4.50	0.58
Z balance of career, life & family	4	0	4.75	0.50
Z Pragmatism	4	0	3.75	0.50
Z Workaholics	4	0	4.50	0.58
Z Too intense	4	0	2.25	0.96
Z Clueless about the future	4	0	2.00	2.00
Z Personal growth	4	0	4.25	0.96
Z Commitment	4	0	4.50	0.58
Z Respectful	4	0	4.00	2.00
Z Slacker	4	0	2.50	1.29
Z Whiner	4	0	2.75	0.96
Z Aggressive	4	0	2.25	1.89
Z Work ethic	4	0	5.00	0.00
Z Self-focused	4	0	4.00	0.82
Z Adaptable	4	0	4.50	0.58
Z Creative	4	0	4.25	0.50

Frequencies Table for Generation Z

Z Inflexible to change	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	4	100.0%	100.0%	100.0%
Very obvious	0	0.0%	0.0%	100.0%
Extremely obvious	0	0.0%	0.0%	100.0%
Total	4	100.0%	100.0%	

Z Idealistic	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	1	25.0%	25.0%	25.0%
Very obvious	2	50.0%	50.0%	75.0%
Extremely obvious	1	25.0%	25.0%	100.0%
Total	4	100.0%	100.0%	

Z Competitive	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	1	25.0%	25.0%	25.0%
Extremely obvious	3	75.0%	75.0%	100.0%
Total	4	100.0%	100.0%	

Z Question authority	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	25.0%	25.0%	25.0%
Somewhat obvious	0	0.0%	0.0%	25.0%
Obvious	1	25.0%	25.0%	50.0%
Very obvious	1	25.0%	25.0%	75.0%
Extremely obvious	1	25.0%	25.0%	100.0%
Total	4	100.0%	100.0%	

Z Involvement	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	1	25.0%	25.0%	25.0%
Very obvious	1	25.0%	25.0%	50.0%
Extremely obvious	2	50.0%	50.0%	100.0%
Total	4	100.0%	100.0%	

Z Loyalty	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%

Table continues...

Continued...

Z Loyalty	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	0	0.0%	0.0%	0.0%
Extremely obvious	4	100.0%	100.0%	100.0%
Total	4	100.0%	100.0%	

Z Value Individuality	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	1	25.0%	25.0%	25.0%
Extremely obvious	3	75.0%	75.0%	100.0%
Total	4	100.0%	100.0%	

Z Team Orientation	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	1	25.0%	25.0%	25.0%
Obvious	0	0.0%	0.0%	25.0%
Very obvious	2	50.0%	50.0%	75.0%
Extremely obvious	1	25.0%	25.0%	100.0%
Total	4	100.0%	100.0%	

Z Personal gratification	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	2	50.0%	50.0%	50.0%
Very obvious	0	0.0%	0.0%	50.0%
Extremely obvious	2	50.0%	50.0%	100.0%
Total	4	100.0%	100.0%	

Z Technology skills	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	1	25.0%	25.0%	25.0%
Obvious	0	0.0%	0.0%	25.0%
Very obvious	2	50.0%	50.0%	75.0%
Extremely obvious	1	25.0%	25.0%	100.0%
Total	4	100.0%	100.0%	

Z Values diversity	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	2	50.0%	50.0%	50.0%
Very obvious	1	25.0%	25.0%	75.0%
Extremely obvious	1	25.0%	25.0%	100.0%
Total	4	100.0%	100.0%	

Z Entrepreneurial	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	1	25.0%	25.0%	25.0%
Very obvious	2	50.0%	50.0%	75.0%
Extremely obvious	1	25.0%	25.0%	100.0%
Total	4	100.0%	100.0%	

Z Thinking globally	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	2	50.0%	50.0%	50.0%
Extremely obvious	2	50.0%	50.0%	100.0%
Total	4	100.0%	100.0%	

Z Go Getters	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%

Table continues...

Continued...

Z Go Getters	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	2	50.0%	50.0%	50.0%
Extremely obvious	2	50.0%	50.0%	100.0%
Total	4	100.0%	100.0%	

Z Ambitious	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	2	50.0%	50.0%	50.0%
Extremely obvious	2	50.0%	50.0%	100.0%
Total	4	100.0%	100.0%	

Z Team Player	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	1	25.0%	25.0%	25.0%
Obvious	0	0.0%	0.0%	25.0%
Very obvious	2	50.0%	50.0%	75.0%
Extremely obvious	1	25.0%	25.0%	100.0%
Total	4	100.0%	100.0%	

Z Like challenges	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	1	25.0%	25.0%	25.0%
Extremely obvious	3	75.0%	75.0%	100.0%
Total	4	100.0%	100.0%	

Z Self-reliant	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%

Table continues...

Continued...

Z Self-reliant	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	2	50.0%	50.0%	50.0%
Extremely obvious	2	50.0%	50.0%	100.0%
Total	4	100.0%	100.0%	

Z balance of career, life & family	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	1	25.0%	25.0%	25.0%
Extremely obvious	3	75.0%	75.0%	100.0%
Total	4	100.0%	100.0%	

Z Pragmatism	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	1	25.0%	25.0%	25.0%
Very obvious	3	75.0%	75.0%	100.0%
Extremely obvious	0	0.0%	0.0%	100.0%
Total	4	100.0%	100.0%	

Z Workaholics	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	2	50.0%	50.0%	50.0%
Extremely obvious	2	50.0%	50.0%	100.0%
Total	4	100.0%	100.0%	

Z Too intense	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	25.0%	25.0%	25.0%

Table continues...

Continued...

Z Too intense	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	1	25.0%	25.0%	50.0%
Obvious	2	50.0%	50.0%	100.0%
Very obvious	0	0.0%	0.0%	100.0%
Extremely obvious	0	0.0%	0.0%	100.0%
Total	4	100.0%	100.0%	

Z Clueless about the future	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	3	75.0%	75.0%	75.0%
Somewhat obvious	0	0.0%	0.0%	75.0%
Obvious	0	0.0%	0.0%	75.0%
Very obvious	0	0.0%	0.0%	75.0%
Extremely obvious	1	25.0%	25.0%	100.0%
Total	4	100.0%	100.0%	

Z Personal growth	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	1	25.0%	25.0%	25.0%
Very obvious	1	25.0%	25.0%	50.0%
Extremely obvious	2	50.0%	50.0%	100.0%
Total	4	100.0%	100.0%	

Z Commitment	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	2	50.0%	50.0%	50.0%
Extremely obvious	2	50.0%	50.0%	100.0%
Total	4	100.0%	100.0%	

Z Respectful	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	25.0%	25.0%	25.0%

Table continues...

Continued...

Z Respectful	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	0	0.0%	0.0%	25.0%
Obvious	0	0.0%	0.0%	25.0%
Very obvious	0	0.0%	0.0%	25.0%
Extremely obvious	3	75.0%	75.0%	100.0%
Total	4	100.0%	100.0%	

Z Slacker	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	25.0%	25.0%	25.0%
Somewhat obvious	1	25.0%	25.0%	50.0%
Obvious	1	25.0%	25.0%	75.0%
Very obvious	1	25.0%	25.0%	100.0%
Extremely obvious	0	0.0%	0.0%	100.0%
Total	4	100.0%	100.0%	

Z Whiner	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	2	50.0%	50.0%	50.0%
Obvious	1	25.0%	25.0%	75.0%
Very obvious	1	25.0%	25.0%	100.0%
Extremely obvious	0	0.0%	0.0%	100.0%
Total	4	100.0%	100.0%	

Z Aggressive	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	2	50.0%	50.0%	50.0%
Somewhat obvious	1	25.0%	25.0%	75.0%
Obvious	0	0.0%	0.0%	75.0%
Very obvious	0	0.0%	0.0%	75.0%
Extremely obvious	1	25.0%	25.0%	100.0%
Total	4	100.0%	100.0%	

Z Work ethic	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%

Table continues...

Continued...

Z Work ethic	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	0	0.0%	0.0%	0.0%
Extremely obvious	4	100.0%	100.0%	100.0%
Total	4	100.0%	100.0%	

Z Self-focused	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	1	25.0%	25.0%	25.0%
Very obvious	2	50.0%	50.0%	75.0%
Extremely obvious	1	25.0%	25.0%	100.0%
Total	4	100.0%	100.0%	

Z Adaptable	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	2	50.0%	50.0%	50.0%
Extremely obvious	2	50.0%	50.0%	100.0%
Total	4	100.0%	100.0%	

Z Creative	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	0	0.0%	0.0%	0.0%
Very obvious	3	75.0%	75.0%	75.0%
Extremely obvious	1	25.0%	25.0%	100.0%
Total	4	100.0%	100.0%	

Frequencies for Generation Y

Statistics

Items of characteristics	N		Mean	Std. Deviation
	Valid	Missing		
Y Inflexible to change	29	0	2.00	1.20
Y Idealistic	29	0	3.79	1.26
Y Competitive	29	0	4.10	0.77
Y Question authority	29	0	2.24	1.35
Y Involvement	29	0	4.10	1.01
Y Loyalty	29	0	4.72	0.65
Y Value Individuality	29	0	3.86	1.43
Y Team Orientation	29	0	4.41	0.87
Y Personal gratification	29	0	3.72	1.41
Y Technology skills	29	0	4.14	1.16
Y Values diversity	29	0	4.41	0.78
Y Entrepreneurial	29	0	4.07	1.00
Y Thinking globally	29	0	4.41	0.87
Y Go Getters	29	0	4.24	0.99
Y Ambitious	29	0	4.59	0.57
Y Team Player	29	0	4.24	0.87
Y Like challenges	29	0	4.41	1.02
Y self-reliant	29	0	4.45	0.83
Y balance of career, life & family	29	0	4.00	1.07
Y Pragmatism	29	0	3.72	1.00
Y Workaholics	29	0	4.34	1.01
Y Too intense	29	0	4.38	0.86
Y Clueless about the future	29	0	1.21	0.82
Y Personal growth	29	0	4.07	1.07
Y Commitment	29	0	4.55	0.78
Y Respectful	29	0	4.45	1.02
Y Slacker	29	0	1.31	0.54
Y Whiner	29	0	1.97	1.21
Y Aggressive	29	0	1.93	1.03
Y Work ethic	29	0	4.45	0.78
Y Self-focused	29	0	4.21	0.77
Y Adaptable	29	0	4.10	0.98
Y Creative	29	0	4.21	0.73

Frequency Tables for Generation Y

Y Inflexible to change	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	13	44.8%	44.8%	44.8%
Somewhat obvious	8	27.6%	27.6%	72.4%
Obvious	5	17.2%	17.2%	89.7%
Very obvious	1	3.4%	3.4%	93.1%
Extremely obvious	2	6.9%	6.9%	100.0%
Total	29	100.0%	100.0%	

Y Idealistic	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	3.4%	3.4%	3.4%
Somewhat obvious	5	17.2%	17.2%	20.7%
Obvious	5	17.2%	17.2%	37.9%
Very obvious	6	20.7%	20.7%	58.6%
Extremely obvious	12	41.4%	41.4%	100.0%
Total	29	100.0%	100.0%	

Y Competitive	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	7	24.1%	24.1%	24.1%
Very obvious	12	41.4%	41.4%	65.5%
Extremely obvious	10	34.5%	34.5%	100.0%
Total	29	100.0%	100.0%	

Y Question authority	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	14	48.3%	48.3%	48.3%
Somewhat obvious	2	6.9%	6.9%	55.2%
Obvious	6	20.7%	20.7%	75.9%
Very obvious	6	20.7%	20.7%	96.6%
Extremely obvious	1	3.4%	3.4%	100.0%
Total	29	100.0%	100.0%	

Y Involvement	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	2	6.9%	6.9%	6.9%
Obvious	7	24.1%	24.1%	31.0%
Very obvious	6	20.7%	20.7%	51.7%
Extremely obvious	14	48.3%	48.3%	100.0%
Total	29	100.0%	100.0%	

Y Loyalty	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	1	3.4%	3.4%	3.4%
Obvious	0	0.0%	0.0%	3.4%
Very obvious	5	17.2%	17.2%	20.7%
Extremely obvious	23	79.3%	79.3%	100.0%
Total	29	100.0%	100.0%	

Y Value Individuality	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	3	10.3%	10.3%	10.3%
Somewhat obvious	3	10.3%	10.3%	20.7%
Obvious	4	13.8%	13.8%	34.5%
Very obvious	4	13.8%	13.8%	48.3%
Extremely obvious	15	51.7%	51.7%	100.0%
Total	29	100.0%	100.0%	

Y Team Orientation	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	1	3.4%	3.4%	3.4%
Obvious	4	13.8%	13.8%	17.2%
Very obvious	6	20.7%	20.7%	37.9%
Extremely obvious	18	62.1%	62.1%	100.0%
Total	29	100.0%	100.0%	

Y Personal gratification	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	4	13.8%	13.8%	13.8%
Somewhat obvious	1	3.4%	3.4%	17.2%
Obvious	6	20.7%	20.7%	37.9%
Very obvious	6	20.7%	20.7%	58.6%
Extremely obvious	12	41.4%	41.4%	100.0%
Total	29	100.0%	100.0%	

Y Technology skills	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	3.4%	3.4%	3.4%
Somewhat obvious	2	6.9%	6.9%	10.3%
Obvious	5	17.2%	17.2%	27.6%
Very obvious	5	17.2%	17.2%	44.8%
Extremely obvious	16	55.2%	55.2%	100.0%
Total	29	100.0%	100.0%	

Y Values diversity	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	1	3.4%	3.4%	3.4%
Obvious	2	6.9%	6.9%	10.3%
Very obvious	10	34.5%	34.5%	44.8%
Extremely obvious	16	55.2%	55.2%	100.0%
Total	29	100.0%	100.0%	

Y Entrepreneurial	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	2	6.9%	6.9%	6.9%
Obvious	7	24.1%	24.1%	31.0%
Very obvious	7	24.1%	24.1%	55.2%
Extremely obvious	13	44.8%	44.8%	100.0%
Total	29	100.0%	100.0%	

Y Thinking globally	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	1	3.4%	3.4%	3.4%
Obvious	4	13.8%	13.8%	17.2%
Very obvious	6	20.7%	20.7%	37.9%
Extremely obvious	18	62.1%	62.1%	100.0%
Total	29	100.0%	100.0%	

Y Go Getters	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	2	6.9%	6.9%	6.9%
Obvious	5	17.2%	17.2%	24.1%
Very obvious	6	20.7%	20.7%	44.8%
Extremely obvious	16	55.2%	55.2%	100.0%
Total	29	100.0%	100.0%	

Y Ambitious	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	1	3.4%	3.4%	3.4%
Very obvious	10	34.5%	34.5%	37.9%
Extremely obvious	18	62.1%	62.1%	100.0%
Total	29	100.0%	100.0%	

Y Team Player	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	1	3.4%	3.4%	3.4%
Obvious	5	17.2%	17.2%	20.7%
Very obvious	9	31.0%	31.0%	51.7%
Extremely obvious	14	48.3%	48.3%	100.0%
Total	29	100.0%	100.0%	

Y Like challenges	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	3.4%	3.4%	3.4%
Somewhat obvious	1	3.4%	3.4%	6.9%
Obvious	2	6.9%	6.9%	13.8%
Very obvious	6	20.7%	20.7%	34.5%
Extremely obvious	19	65.5%	65.5%	100.0%
Total	29	100.0%	100.0%	

Y self-reliant	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	0	0.0%	0.0%	0.0%
Obvious	6	20.7%	20.7%	20.7%
Very obvious	4	13.8%	13.8%	34.5%
Extremely obvious	19	65.5%	65.5%	100.0%
Total	29	100.0%	100.0%	

Y balance of career, life & family	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	3.4%	3.4%	3.4%
Somewhat obvious	2	6.9%	6.9%	10.3%
Obvious	4	13.8%	13.8%	24.1%
Very obvious	11	37.9%	37.9%	62.1%
Extremely obvious	11	37.9%	37.9%	100.0%
Total	29	100.0%	100.0%	

Y Pragmatism	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	3	10.3%	10.3%	10.3%
Obvious	10	34.5%	34.5%	44.8%
Very obvious	8	27.6%	27.6%	72.4%
Extremely obvious	8	27.6%	27.6%	100.0%
Total	29	100.0%	100.0%	

Y Workaholics	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	3.4%	3.4%	3.4%
Somewhat obvious	1	3.4%	3.4%	6.9%
Obvious	2	6.9%	6.9%	13.8%
Very obvious	8	27.6%	27.6%	41.4%
Extremely obvious	17	58.6%	58.6%	100.0%
Total	29	100.0%	100.0%	

Y Too intense	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.0%	0.0%	0.0%
Somewhat obvious	1	3.4%	3.4%	3.4%
Obvious	4	13.8%	13.8%	17.2%
Very obvious	7	24.1%	24.1%	41.4%
Extremely obvious	17	58.6%	58.6%	100.0%
Total	29	100.0%	100.0%	

Y Clueless about the future	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	27	93.1%	93.1%	93.1%
Somewhat obvious	0	0.0%	0.0%	93.1%
Obvious	1	3.4%	3.4%	96.6%
Very obvious	0	0.0%	0.0%	96.6%
Extremely obvious	1	3.4%	3.4%	100.0%
Total	29	100.0%	100.0%	

Y Personal growth	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	3.45%	3.45%	3.45%
Somewhat obvious	1	3.45%	3.45%	6.90%
Obvious	6	20.69%	20.69%	27.59%
Very obvious	8	27.59%	27.59%	55.17%
Extremely obvious	13	44.83%	44.83%	100.00%
Total	29	100.00%	100.00%	

Y Commitment	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	1	3.45%	3.45%	3.45%
Obvious	2	6.90%	6.90%	10.34%
Very obvious	6	20.69%	20.69%	31.03%
Extremely obvious	20	68.97%	68.97%	100.00%
Total	29	100.00%	100.00%	

Y Respectful	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	3.45%	3.45%	3.45%
Somewhat obvious	1	3.45%	3.45%	6.90%
Obvious	2	6.90%	6.90%	13.79%
Very obvious	5	17.24%	17.24%	31.03%
Extremely obvious	20	68.97%	68.97%	100.00%
Total	29	100.00%	100.00%	

Y Slacker	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	21	72.41%	72.41%	72.41%
Somewhat obvious	7	24.14%	24.14%	96.55%
Obvious	1	3.45%	3.45%	100.00%
Very obvious	0	0.00%	0.00%	100.00%
Extremely obvious	0	0.00%	0.00%	100.00%
Total	29	100.00%	100.00%	

Y Whiner	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	15	51.72%	51.72%	51.72%
Somewhat obvious	5	17.24%	17.24%	68.97%
Obvious	5	17.24%	17.24%	86.21%
Very obvious	3	10.34%	10.34%	96.55%
Extremely obvious	1	3.45%	3.45%	100.00%
Total	29	100.00%	100.00%	

Y Aggressive	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	13	44.83%	44.83%	44.83%
Somewhat obvious	8	27.59%	27.59%	72.41%
Obvious	5	17.24%	17.24%	89.66%
Very obvious	3	10.34%	10.34%	100.00%
Extremely obvious	0	0.00%	0.00%	100.00%
Total	29	100.00%	100.00%	

Y Work ethic	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	5	17.24%	17.24%	17.24%
Very obvious	6	20.69%	20.69%	37.93%
Extremely obvious	18	62.07%	62.07%	100.00%
Total	29	100.00%	100.00%	

Y Self-focused	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	6	20.69%	20.69%	20.69%
Very obvious	11	37.93%	37.93%	58.62%
Extremely obvious	12	41.38%	41.38%	100.00%
Total	29	100.00%	100.00%	

Y Adaptable	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	2	6.90%	6.90%	6.90%
Obvious	6	20.69%	20.69%	27.59%
Very obvious	8	27.59%	27.59%	55.17%
Extremely obvious	13	44.83%	44.83%	100.00%
Total	29	100.00%	100.00%	

Y Creative	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	5	17.24%	17.24%	17.24%
Very obvious	13	44.83%	44.83%	62.07%
Extremely obvious	11	37.93%	37.93%	100.00%
Total	29	100.00%	100.00%	

Frequencies for Generation X

Statistics

Items of characteristics	N		Mean	Std. Deviation
	Valid	Missing		
X Inflexible to change	19	0	1.08	1.79
X Idealistic	19	0	0.90	3.42
X Competitive	19	0	0.99	3.89
X Question authority	19	0	1.46	2.58
X Involvement	19	0	1.00	4.00
X Loyalty	19	0	0.37	4.84
X Value Individuality	19	0	0.99	4.26
X Team Orientation	19	0	0.84	4.53
X Personal gratification	19	0	1.58	3.53
X Technology skills	19	0	0.95	4.32
X Values diversity	19	0	0.90	4.16
X Entrepreneurial	19	0	0.90	4.16
X Thinking globally	19	0	1.12	4.37
X Go Getters	19	0	0.75	4.32
X Ambitious	19	0	0.70	4.47
X Team Player	19	0	1.06	4.32
X Like challenges	19	0	0.61	4.58
X self-reliant	19	0	0.69	4.58
X balance of career, life & family	19	0	0.88	4.11
X Pragmatism	19	0	1.12	3.47
X Workaholics	19	0	0.61	4.42
X Too intense	19	0	1.01	3.63
X Clueless about the future	19	0	1.71	2.16

Table continues...

Continued...

Items of characteristics	N		Mean	Std. Deviation
	Valid	Missing		
X Personal growth	19	0	0.93	4.26
X Commitment	19	0	0.42	4.79
X Respectful	19	0	1.02	4.42
X Slacker	19	0	0.46	1.11
X Whiner	19	0	1.00	1.68
X Aggressive	19	0	1.26	1.58
X Work ethic	19	0	1.03	4.21
X Self-focused	19	0	1.13	3.95
X Adaptable	19	0	1.01	4.16
X Creative	19	0	0.61	4.42

Frequency Tables for Generation X

X Inflexible to change	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	11	57.89%	57.89%	57.89%
Somewhat obvious	3	15.79%	15.79%	73.68%
Obvious	3	15.79%	15.79%	89.47%
Very obvious	2	10.53%	10.53%	100.00%
Extremely obvious	0	0.00%	0.00%	100.00%
Total	19	100.00%	100.00%	

X Idealistic	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	5.26%	5.26%	5.26%
Somewhat obvious	0	0.00%	0.00%	5.26%
Obvious	10	52.63%	52.63%	57.89%
Very obvious	6	31.58%	31.58%	89.47%
Extremely obvious	2	10.53%	10.53%	100.00%
Total	19	100.00%	100.00%	

X Competitive	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	2	10.53%	10.53%	10.53%

Table continues...

Continued...

X Competitive	Frequency	Percent	Valid Percent	Cumulative Percent
Very obvious	7	36.84%	36.84%	68.42%
Extremely obvious	6	31.58%	31.58%	100.00%
Total	19	100.00%	100.00%	

X Question authority	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	7	36.84%	36.84%	36.84%
Somewhat obvious	2	10.53%	10.53%	47.37%
Obvious	4	21.05%	21.05%	68.42%
Very obvious	4	21.05%	21.05%	89.47%
Extremely obvious	2	10.53%	10.53%	100.00%
Total	19	100.00%	100.00%	

X Involvement	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	5.26%	5.26%	5.26%
Somewhat obvious	0	0.00%	0.00%	5.26%
Obvious	3	15.79%	15.79%	21.05%
Very obvious	9	47.37%	47.37%	68.42%
Extremely obvious	6	31.58%	31.58%	100.00%
Total	19	100.00%	100.00%	

X Loyalty	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	0	0.00%	0.00%	0.00%
Very obvious	3	15.79%	15.79%	15.79%
Extremely obvious	16	84.21%	84.21%	100.00%
Total	19	100.00%	100.00%	

X Value Individuality	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	2	10.53%	10.53%	10.53%
Obvious	1	5.26%	5.26%	15.79%

Table continues...

Continued...

X Value Individuality	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely obvious	10	52.63%	52.63%	100.00%
Total	19	100.00%	100.00%	

X Team Orientation	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	1	5.26%	5.26%	5.26%
Obvious	1	5.26%	5.26%	10.53%
Very obvious	4	21.05%	21.05%	31.58%
Extremely obvious	13	68.42%	68.42%	100.00%
Total	19	100.00%	100.00%	

X Personal gratification	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	3	15.79%	15.79%	15.79%
Somewhat obvious	3	15.79%	15.79%	31.58%
Obvious	2	10.53%	10.53%	42.11%
Very obvious	3	15.79%	15.79%	57.89%
Extremely obvious	8	42.11%	42.11%	100.00%
Total	19	100.00%	100.00%	

X Technology skills	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	1	5.26%	5.26%	5.26%
Obvious	3	15.79%	15.79%	21.05%
Very obvious	4	21.05%	21.05%	42.11%
Extremely obvious	11	57.89%	57.89%	100.00%
Total	19	100.00%	100.00%	

X Values diversity	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	6	31.58%	31.58%	31.58%

Table continues...

Continued...

X Values diversity	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely obvious	9	47.37%	47.37%	100.00%
Total	19	100.00%	100.00%	

X Entrepreneurial	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	5.26%	5.26%	5.26%
Somewhat obvious	0	0.00%	0.00%	5.26%
Obvious	0	0.00%	0.00%	5.26%
Very obvious	12	63.16%	63.16%	68.42%
Extremely obvious	6	31.58%	31.58%	100.00%
Total	19	100.00%	100.00%	

X Thinking globally	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	5.26%	5.26%	5.26%
Somewhat obvious	1	5.26%	5.26%	10.53%
Obvious	0	0.00%	0.00%	10.53%
Very obvious	5	26.32%	26.32%	36.84%
Extremely obvious	12	63.16%	63.16%	100.00%
Total	19	100.00%	100.00%	

X Go Getters	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	3	15.79%	15.79%	15.79%
Very obvious	7	36.84%	36.84%	52.63%
Extremely obvious	9	47.37%	47.37%	100.00%
Total	19	100.00%	100.00%	

X Ambitious	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	2	10.53%	10.53%	10.53%
Very obvious	6	31.58%	31.58%	42.11%

Table continues...

Continued...

X Ambitious	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely obvious	11	57.89%	57.89%	100.00%
Total	19	100.00%	100.00%	

X Team Player	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	5.26%	5.26%	5.26%
Somewhat obvious	0	0.00%	0.00%	5.26%
Obvious	2	10.53%	10.53%	15.79%
Very obvious	5	26.32%	26.32%	42.11%
Extremely obvious	11	57.89%	57.89%	100.00%
Total	19	100.00%	100.00%	

X Like challenges	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	1	5.26%	5.26%	5.26%
Very obvious	6	31.58%	31.58%	36.84%
Extremely obvious	12	63.16%	63.16%	100.00%
Total	19	100.00%	100.00%	

X self-reliant	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	2	10.53%	10.53%	10.53%
Very obvious	4	21.05%	21.05%	31.58%
Extremely obvious	13	68.42%	68.42%	100.00%
Total	19	100.00%	100.00%	

X balance of career, life & family	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	6	31.58%	31.58%	31.58%
Very obvious	5	26.32%	26.32%	57.89%

Table continues...

Continued...

X balance of career, life & family	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely obvious	8	42.11%	42.11%	100.00%
Total	19	100.00%	100.00%	

X Pragmatism	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	5.26%	5.26%	5.26%
Somewhat obvious	2	10.53%	10.53%	15.79%
Obvious	7	36.84%	36.84%	52.63%
Very obvious	5	26.32%	26.32%	78.95%
Extremely obvious	4	21.05%	21.05%	100.00%
Total	19	100.00%	100.00%	

X Workaholics	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	1	5.26%	5.26%	5.26%
Very obvious	9	47.37%	47.37%	52.63%
Extremely obvious	9	47.37%	47.37%	100.00%
Total	19	100.00%	100.00%	

X Too intense	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	5.26%	5.26%	5.26%
Somewhat obvious	0	0.00%	0.00%	5.26%
Obvious	8	42.11%	42.11%	47.37%
Very obvious	6	31.58%	31.58%	78.95%
Extremely obvious	4	21.05%	21.05%	100.00%
Total	19	100.00%	100.00%	

X Clueless about the future	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	12	63.16%	63.16%	63.16%
Somewhat obvious	1	5.26%	5.26%	68.42%
Obvious	1	5.26%	5.26%	73.68%
Very obvious	1	5.26%	5.26%	78.95%

Table continues...

Continued...

X Clueless about the future	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely obvious	4	21.05%	21.05%	100.00%
Total	19	100.00%	100.00%	

X Personal growth	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	12	38.71%	38.71%	38.71%
Somewhat obvious	0	0.00%	0.00%	38.71%
Obvious	6	19.35%	19.35%	58.06%
Very obvious	2	6.45%	6.45%	64.52%
Extremely obvious	11	35.48%	35.48%	100.00%
Total	31	100.00%	100.00%	

X Commitment	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	0	0.00%	0.00%	0.00%
Very obvious	4	21.05%	21.05%	21.05%
Extremely obvious	15	78.95%	78.95%	100.00%
Total	19	100.00%	100.00%	

X Respectful	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	5.26%	5.26%	5.26%
Somewhat obvious	0	0.00%	0.00%	5.26%
Obvious	1	5.26%	5.26%	10.53%
Very obvious	5	26.32%	26.32%	36.84%
Extremely obvious	12	63.16%	63.16%	100.00%
Total	19	100.00%	100.00%	

X Slacker	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	18	94.74%	94.74%	94.74%
Somewhat obvious	0	0.00%	0.00%	94.74%
Obvious	1	5.26%	5.26%	100.00%
Very obvious	0	0.00%	0.00%	100.00%

Table continues...

Continued...

X Slacker	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely obvious	0	0.00%	0.00%	100.00%
Total	19	100.00%	100.00%	

X Whiner	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	12	63.16%	63.16%	63.16%
Somewhat obvious	2	10.53%	10.53%	73.68%
Obvious	4	21.05%	21.05%	94.74%
Very obvious	1	5.26%	5.26%	100.00%
Extremely obvious	0	0.00%	0.00%	100.00%
Total	19	100.00%	100.00%	

X Aggressive	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	14	73.68%	73.68%	73.68%
Somewhat obvious	3	15.79%	15.79%	89.47%
Obvious	0	0.00%	0.00%	89.47%
Very obvious	0	0.00%	0.00%	89.47%
Extremely obvious	2	10.53%	10.53%	100.00%
Total	19	100.00%	100.00%	

X Work ethic	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	5.26%	5.26%	5.26%
Somewhat obvious	0	0.00%	0.00%	5.26%
Obvious	2	10.53%	10.53%	15.79%
Very obvious	7	36.84%	36.84%	52.63%
Extremely obvious	9	47.37%	47.37%	100.00%
Total	19	100.00%	100.00%	

X Self-focused	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	5.26%	5.26%	5.26%
Somewhat obvious	1	5.26%	5.26%	10.53%
Obvious	3	15.79%	15.79%	26.32%
Very obvious	7	36.84%	36.84%	63.16%

Table continues...

Continued...

X Self-focused	Frequency	Percent	Valid Percent	Cumulative Percent
Extremely obvious	7	36.84%	36.84%	100.00%
Total	19	100.00%	100.00%	

X Adaptable	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	5.26%	5.26%	5.26%
Somewhat obvious	0	0.00%	0.00%	5.26%
Obvious	2	10.53%	10.53%	15.79%
Very obvious	8	42.11%	42.11%	57.89%
Extremely obvious	8	42.11%	42.11%	100.00%
Total	19	100.00%	100.00%	

X Creative	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	1	5.26%	5.26%	5.26%
Very obvious	9	47.37%	47.37%	52.63%
Extremely obvious	9	47.37%	47.37%	100.00%
Total	19	100.00%	100.00%	

Frequencies for Generation BB

Statistics

Items of characteristics	N		Mean	Std. Deviation
	Valid	Missing		
BB Inflexible to change	10	0	2.70	0.67
BB Idealistic	10	0	3.80	1.23
BB Competitive	10	0	3.90	1.20
BB Question authority	10	0	2.40	1.58
BB Involvement	10	0	3.30	0.48
BB Loyalty	10	0	4.50	0.71
BB Value Individuality	10	0	4.40	0.52
BB Team Orientation	10	0	3.70	0.67
BB Personal gratification	10	0	3.10	1.66

Table continues...

Continued...

Items of characteristics	N		Mean	Std. Deviation
	Valid	Missing		
BB Technology skills	10	0	2.60	1.17
BB Values diversity	10	0	4.10	0.88
BB Entrepreneurial	10	0	3.60	0.97
BB Thinking globally	10	0	4.50	1.08
BB Go Getters	10	0	3.20	1.32
BB Ambitious	10	0	4.10	0.88
BB Team Player	10	0	3.70	0.82
BB Like challenges	10	0	2.90	0.88
BB self-reliant	10	0	3.30	0.82
BB balance of career, life & family	10	0	3.40	1.07
BB Pragmatism	10	0	3.10	0.32
BB Workaholics	10	0	4.10	0.74
BB Too intense	10	0	4.40	0.84
BB Clueless about the future	10	0	1.00	-
BB Personal growth	10	0	3.50	1.08
BB Commitment	10	0	4.10	1.20
BB Respectful	10	0	4.40	0.70
BB Slacker	10	0	1.00	-
BB Whiner	10	0	1.20	0.63
BB Aggressive	10	0	1.70	1.06
BB Work ethic	10	0	4.40	0.97
BB Self-focused	10	0	3.90	1.10
BB Adaptable	10	0	4.40	0.70
BB Creative	10	0	4.00	0.94

Frequencies Table for Generation X

BB Inflexible to change	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	10.00%	10.00%	10.00%
Somewhat obvious	1	10.00%	10.00%	20.00%
Obvious	8	80.00%	80.00%	100.00%
Very obvious	0	0.00%	0.00%	100.00%
Extremely obvious	0	0.00%	0.00%	100.00%
Total	10	100.00%	100.00%	

BB Idealistic	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	10.00%	10.00%	10.00%
Somewhat obvious	0	0.00%	0.00%	10.00%
Obvious	2	20.00%	20.00%	30.00%
Very obvious	4	40.00%	40.00%	70.00%
Extremely obvious	3	30.00%	30.00%	100.00%
Total	10	100.00%	100.00%	

BB Competitive	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	1	10.00%	10.00%	10.00%
Obvious	4	40.00%	40.00%	50.00%
Very obvious	0	0.00%	0.00%	50.00%
Extremely obvious	5	50.00%	50.00%	100.00%
Total	10	100.00%	100.00%	

BB Question authority	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	5	50.00%	50.00%	50.00%
Somewhat obvious	0	0.00%	0.00%	50.00%
Obvious	2	20.00%	20.00%	70.00%
Very obvious	2	20.00%	20.00%	90.00%
Extremely obvious	1	10.00%	10.00%	100.00%
Total	10	100.00%	100.00%	

BB Involvement	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	7	70.00%	70.00%	70.00%
Very obvious	3	30.00%	30.00%	100.00%
Extremely obvious	0	0.00%	0.00%	100.00%
Total	10	100.00%	100.00%	

BB Loyalty	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%

Table continues...

Continued...

BB Loyalty	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	1	10.00%	10.00%	10.00%
Very obvious	3	30.00%	30.00%	40.00%
Extremely obvious	6	60.00%	60.00%	100.00%
Total	10	100.00%	100.00%	

BB Value Individuality	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	0	0.00%	0.00%	0.00%
Very obvious	6	60.00%	60.00%	60.00%
Extremely obvious	4	40.00%	40.00%	100.00%
Total	10	100.00%	100.00%	

BB Team Orientation	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	4	40.00%	40.00%	40.00%
Very obvious	5	50.00%	50.00%	90.00%
Extremely obvious	1	10.00%	10.00%	100.00%
Total	10	100.00%	100.00%	

BB Personal gratification	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	2	20.00%	20.00%	20.00%
Somewhat obvious	3	30.00%	30.00%	50.00%
Obvious	0	0.00%	0.00%	50.00%
Very obvious	2	20.00%	20.00%	70.00%
Extremely obvious	3	30.00%	30.00%	100.00%
Total	10	100.00%	100.00%	

BB Technology skills	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	3	30.00%	30.00%	30.00%

Table continues...

Continued...

BB Technology skills	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	0	0.00%	0.00%	30.00%
Obvious	5	50.00%	50.00%	80.00%
Very obvious	2	20.00%	20.00%	100.00%
Extremely obvious	0	0.00%	0.00%	100.00%
Total	10	100.00%	100.00%	

BB Values diversity	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	1	10.00%	10.00%	10.00%
Obvious	0	0.00%	0.00%	10.00%
Very obvious	6	60.00%	60.00%	70.00%
Extremely obvious	3	30.00%	30.00%	100.00%
Total	10	100.00%	100.00%	

BB Entrepreneurial	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	7	70.00%	70.00%	70.00%
Very obvious	0	0.00%	0.00%	70.00%
Extremely obvious	3	30.00%	30.00%	100.00%
Total	10	100.00%	100.00%	

BB Thinking globally	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	1	10.00%	10.00%	10.00%
Obvious	1	10.00%	10.00%	20.00%
Very obvious	0	0.00%	0.00%	20.00%
Extremely obvious	8	80.00%	80.00%	100.00%
Total	10	100.00%	100.00%	

BB Go Getters	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%

Table continues...

Continued...

BB Go Getters	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	4	40.00%	40.00%	40.00%
Obvious	3	30.00%	30.00%	70.00%
Very obvious	0	0.00%	0.00%	70.00%
Extremely obvious	3	30.00%	30.00%	100.00%
Total	10	100.00%	100.00%	

BB Ambitious	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	3	30.00%	30.00%	30.00%
Very obvious	3	30.00%	30.00%	60.00%
Extremely obvious	4	40.00%	40.00%	100.00%
Total	10	100.00%	100.00%	

BB Team Player	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	5	50.00%	50.00%	50.00%
Very obvious	3	30.00%	30.00%	80.00%
Extremely obvious	2	20.00%	20.00%	100.00%
Total	10	100.00%	100.00%	

BB Like challenges	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	4	40.00%	40.00%	40.00%
Obvious	3	30.00%	30.00%	70.00%
Very obvious	3	30.00%	30.00%	100.00%
Extremely obvious	0	0.00%	0.00%	100.00%
Total	10	100.00%	100.00%	

BB self-reliant	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%

Table continues...

Continued...

BB self-reliant	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	1	10.00%	10.00%	10.00%
Obvious	6	60.00%	60.00%	70.00%
Very obvious	2	20.00%	20.00%	90.00%
Extremely obvious	1	10.00%	10.00%	100.00%
Total	10	100.00%	100.00%	

BB balance of career, life & family	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	2	20.00%	20.00%	20.00%
Obvious	4	40.00%	40.00%	60.00%
Very obvious	2	20.00%	20.00%	80.00%
Extremely obvious	2	20.00%	20.00%	100.00%
Total	10	100.00%	100.00%	

BB Pragmatism	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	9	90.00%	90.00%	90.00%
Very obvious	1	10.00%	10.00%	100.00%
Extremely obvious	0	0.00%	0.00%	100.00%
Total	10	100.00%	100.00%	

BB Workaholics	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	2	20.00%	20.00%	20.00%
Very obvious	5	50.00%	50.00%	70.00%
Extremely obvious	3	30.00%	30.00%	100.00%
Total	10	100.00%	100.00%	

BB Too intense	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%

Table continues...

Continued...

BB Too intense	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	2	20.00%	20.00%	20.00%
Very obvious	2	20.00%	20.00%	40.00%
Extremely obvious	6	60.00%	60.00%	100.00%
Total	10	100.00%	100.00%	

BB Clueless about the future	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	10	100.00%	100.00%	100.00%
Somewhat obvious	0	0.00%	0.00%	100.00%
Obvious	0	0.00%	0.00%	100.00%
Very obvious	0	0.00%	0.00%	100.00%
Extremely obvious	0	0.00%	0.00%	100.00%
Total	10	100.00%	100.00%	

BB Personal growth	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	10.00%	10.00%	10.00%
Somewhat obvious	0	0.00%	0.00%	10.00%
Obvious	3	30.00%	30.00%	40.00%
Very obvious	5	50.00%	50.00%	90.00%
Extremely obvious	1	10.00%	10.00%	100.00%
Total	10	100.00%	100.00%	

BB Commitment	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	1	10.00%	10.00%	10.00%
Obvious	3	30.00%	30.00%	40.00%
Very obvious	0	0.00%	0.00%	40.00%
Extremely obvious	6	60.00%	60.00%	100.00%
Total	10	100.00%	100.00%	

BB Respectful	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%

Table continues...

Continued...

BB Respectful	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	1	10.00%	10.00%	10.00%
Very obvious	4	40.00%	40.00%	50.00%
Extremely obvious	5	50.00%	50.00%	100.00%
Total	10	100.00%	100.00%	

BB Slacker	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	10	100.00%	100.00%	100.00%
Somewhat obvious	0	0.00%	0.00%	100.00%
Obvious	0	0.00%	0.00%	100.00%
Very obvious	0	0.00%	0.00%	100.00%
Extremely obvious	0	0.00%	0.00%	100.00%
Total	10	100.00%	100.00%	

BB Whiner	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	9	90.00%	90.00%	90.00%
Somewhat obvious	0	0.00%	0.00%	90.00%
Obvious	1	10.00%	10.00%	100.00%
Very obvious	0	0.00%	0.00%	100.00%
Extremely obvious	0	0.00%	0.00%	100.00%
Total	10	100.00%	100.00%	

BB Aggressive	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	6	60.00%	60.00%	60.00%
Somewhat obvious	2	20.00%	20.00%	80.00%
Obvious	1	10.00%	10.00%	90.00%
Very obvious	1	10.00%	10.00%	100.00%
Extremely obvious	0	0.00%	0.00%	100.00%
Total	10	100.00%	100.00%	

BB Work ethic	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%

Table continues...

Continued...

BB Work ethic	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	1	10.00%	10.00%	10.00%
Obvious	0	0.00%	0.00%	10.00%
Very obvious	3	30.00%	30.00%	40.00%
Extremely obvious	6	60.00%	60.00%	100.00%
Total	10	100.00%	100.00%	

BB Self-focused	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	1	10.00%	10.00%	10.00%
Obvious	3	30.00%	30.00%	40.00%
Very obvious	2	20.00%	20.00%	60.00%
Extremely obvious	4	40.00%	40.00%	100.00%
Total	10	100.00%	100.00%	

BB Adaptable	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	1	10.00%	10.00%	10.00%
Very obvious	4	40.00%	40.00%	50.00%
Extremely obvious	5	50.00%	50.00%	100.00%
Total	10	100.00%	100.00%	

BB Creative	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	4	40.00%	40.00%	40.00%
Very obvious	2	20.00%	20.00%	60.00%
Extremely obvious	4	40.00%	40.00%	100.00%
Total	10	100.00%	100.00%	

Section III

Work unit meeting	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	1.61%	1.61%	1.61%
Somewhat obvious	1	1.61%	1.61%	3.23%
Obvious	17	27.42%	27.42%	30.65%
Very obvious	30	48.39%	48.39%	79.03%
Extremely obvious	13	20.97%	20.97%	100.00%
Total	62	100.00%	100.00%	

Team building	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	1.61%	1.61%	1.61%
Somewhat obvious	1	1.61%	1.61%	3.23%
Obvious	8	12.90%	12.90%	16.13%
Very obvious	26	41.94%	41.94%	58.06%
Extremely obvious	26	41.94%	41.94%	100.00%
Total	62	100.00%	100.00%	

Create an atmosphere of fellowship	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	2	3.23%	3.23%	3.23%
Very obvious	23	37.10%	37.10%	40.32%
Extremely obvious	37	59.68%	59.68%	100.00%
Total	62	100.00%	100.00%	

Put the right people in the right job	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	1	1.61%	1.61%	1.61%
Obvious	3	4.84%	4.84%	6.45%
Very obvious	12	19.35%	19.35%	25.81%
Extremely obvious	46	74.19%	74.19%	100.00%
Total	62	100.00%	100.00%	

Rotate people's positions so they can enrich their experience and understand the needs of other people and departments	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	2	3.23%	3.23%	3.23%
Obvious	7	11.29%	11.29%	14.52%
Very obvious	22	35.48%	35.48%	50.00%
Extremely obvious	31	50.00%	50.00%	100.00%
Total	62	100.00%	100.00%	

Provide training and development opportunities	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	1.61%	1.61%	1.61%
Somewhat obvious	0	0.00%	0.00%	1.61%
Obvious	5	8.06%	8.06%	9.68%
Very obvious	13	20.97%	20.97%	30.65%
Extremely obvious	43	69.35%	69.35%	100.00%
Total	62	100.00%	100.00%	

Keep open communication channels	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	2	3.23%	3.23%	3.23%
Obvious	8	12.90%	12.90%	16.13%
Very obvious	18	29.03%	29.03%	45.16%
Extremely obvious	34	54.84%	54.84%	100.00%
Total	62	100.00%	100.00%	

Respect competence and initiative	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	1.61%	1.61%	1.61%
Somewhat obvious	4	6.45%	6.45%	8.06%
Obvious	6	9.68%	9.68%	17.74%

Table continues...

Continued...

Respect competence and initiative	Frequency	Percent	Valid Percent	Cumulative Percent
Very obvious	16	25.81%	25.81%	43.55%
Extremely obvious	35	56.45%	56.45%	100.00%
Total	62	100.00%	100.00%	

Create an atmosphere of mutual empathy and respect	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	8	12.90%	12.90%	12.90%
Very obvious	15	24.19%	24.19%	37.10%
Extremely obvious	39	62.90%	62.90%	100.00%
Total	62	100.00%	100.00%	

Train in generational preferences	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	1	1.61%	1.61%	1.61%
Somewhat obvious	4	6.45%	6.45%	8.06%
Obvious	10	16.13%	16.13%	24.19%
Very obvious	20	32.26%	32.26%	56.45%
Extremely obvious	27	43.55%	43.55%	100.00%
Total	62	100.00%	100.00%	

Coaching and mentoring	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	6	9.68%	9.68%	9.68%
Obvious	10	16.13%	16.13%	25.81%
Very obvious	19	30.65%	30.65%	56.45%
Extremely obvious	27	43.55%	43.55%	100.00%
Total	62	100.00%	100.00%	

Operate from a sophisticated management style	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	2	3.23%	3.23%	3.23%

Table continues...

Continued...

Operate from a sophisticated management style	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat obvious	0	0.00%	0.00%	3.23%
Obvious	12	19.35%	19.35%	22.58%
Very obvious	23	37.10%	37.10%	59.68%
Extremely obvious	25	40.32%	40.32%	100.00%
Total	62	100.00%	100.00%	

Treat employee like customer	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	7	11.29%	11.29%	11.29%
Somewhat obvious	11	17.74%	17.74%	29.03%
Obvious	17	27.42%	27.42%	56.45%
Very obvious	16	25.81%	25.81%	82.26%
Extremely obvious	11	17.74%	17.74%	100.00%
Total	62	100.00%	100.00%	

Walk the talk	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	2	3.23%	3.23%	3.23%
Obvious	9	14.52%	14.52%	17.74%
Very obvious	12	19.35%	19.35%	37.10%
Extremely obvious	39	62.90%	62.90%	100.00%
Total	62	100.00%	100.00%	

Provide information about each group's trait	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	2	3.23%	3.23%	3.23%
Somewhat obvious	11	17.74%	17.74%	20.97%
Obvious	12	19.35%	19.35%	40.32%
Very obvious	16	25.81%	25.81%	66.13%
Extremely obvious	21	33.87%	33.87%	100.00%
Total	62	100.00%	100.00%	

No longer "one size fits	Frequency	Percent	Valid	Cumulative
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all"			Percent	Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	3	4.84%	4.84%	4.84%
Obvious	14	22.58%	22.58%	27.42%
Very obvious	20	32.26%	32.26%	59.68%
Extremely obvious	25	40.32%	40.32%	100.00%
Total	62	100.00%	100.00%	

Increase open lines of communication in order to voice and articulate differences in work styles and values	Frequency	Percent	Valid Percent	Cumulative Percent
Not obvious	0	0.00%	0.00%	0.00%
Somewhat obvious	0	0.00%	0.00%	0.00%
Obvious	14	22.58%	22.58%	22.58%
Very obvious	19	30.65%	30.65%	53.23%
Extremely obvious	29	46.77%	46.77%	100.00%
Total	62	100.00%	100.00%	

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	Gen Y		Gen Z	Gen Y	Gen Z	Gen Y
Pair A1	Inflexible change to	3.00	2.00	62	-	1.20	-	0.22
Pair A2	Idealistic	4.00	3.79	62	0.82	1.26	0.41	0.23
Pair A3	Competitive	4.75	4.10	62	0.50	0.77	0.25	0.14
Pair A4	Question authority	3.25	2.24	62	1.71	1.35	0.86	0.25
Pair A5	Involvement	4.25	4.10	62	0.96	1.01	0.48	0.19
Pair A6	Loyalty	5.00	4.72	62	-	0.65	-	0.12
Pair A7	Value Individuality	4.75	3.86	62	0.5	1.43	0.25	0.27
Pair A8	Team Orientation	3.75	4.41	62	1.26	0.87	0.63	0.16
Pair A9	Personal gratification	4.00	3.72	62	1.15	1.41	0.58	0.26
Pair A10	Technology skills	3.75	4.14	62	1.26	1.16	0.63	0.22
Pair A11	Values diversity	3.75	4.41	62	0.96	0.78	0.48	0.14
Pair A12	Entrepreneurial	4.00	4.07	62	0.82	1.00	0.41	0.19

Table continues...

Continued...

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	Gen Y		Gen Z	Gen Y	Gen Z	Gen Y
Pair A13	Thinking globally	4.50	4.41	62	0.58	0.87	0.29	0.16
Pair A14	Go Getters	4.50	4.24	62	0.58	0.99	0.29	0.18
Pair A15	Ambitious	4.50	4.59	62	0.58	0.57	0.29	0.11
Pair A16	Team Player	3.75	4.24	62	1.26	0.87	0.63	0.16
Pair A17	Like challenges	4.75	4.41	62	0.50	1.02	0.25	0.19
Pair A18	self-reliant	4.50	4.45	62	0.58	0.83	0.29	0.15
Pair A19	balance of career, life & family	4.75	4.00	62	0.50	1.07	0.25	0.20
Pair A20	Pragmatism	3.75	3.72	62	0.50	1.00	0.25	0.19
Pair A21	Workaholics	4.50	4.34	62	0.58	1.01	0.29	0.19
Pair A22	Too intense	2.25	4.38	62	0.96	0.86	0.48	0.16
Pair A23	Clueless about the future	2.00	1.21	62	2.00	0.82	1.00	0.15
Pair A24	Personal growth	4.25	4.07	62	0.96	1.07	0.48	0.20
Pair A25	Commitment	4.50	4.55	62	0.58	0.78	0.29	0.14
Pair A26	Respectful	4.00	4.45	62	2.00	1.02	1.00	0.19
Pair A27	Slacker	2.50	1.31	62	1.29	0.54	0.65	0.10
Pair A28	Whiner	2.75	1.97	62	0.96	1.21	0.48	0.22
Pair A29	Aggressive	2.25	1.93	62	1.89	1.03	0.95	0.19
Pair A30	Work ethic	5.00	4.45	62	-	0.78	-	0.14
Pair A31	Self-focused	4.00	4.21	62	0.82	0.77	0.41	0.14
Pair A32	Adaptable	4.50	4.10	62	0.58	0.98	0.29	0.18
Pair A33	Creative	4.25	4.21	62	0.50	0.73	0.25	0.14

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	Gen Y		Gen Z	Gen Y	Gen Z	Gen Y
Pair B1	Salary	3.50	4.14	62	0.58	0.74	0.29	0.14
Pair B2	Incentive	2.00	3.86	62	1.41	0.92	0.71	0.17
Pair B3	Reward	4.00	4.41	62	0.82	0.78	0.41	0.14
Pair B4	Personal Recognition	4.25	4.69	62	0.96	0.66	0.48	0.12
Pair B5	Training	4.75	4.41	62	0.50	0.82	0.25	0.15
Pair B6	Challenging work	4.75	4.17	62	0.50	0.54	0.25	0.10

Table continues...

Continued...

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	Gen Y		Gen Z	Gen Y	Gen Z	Gen Y
Pair B7	Team Building	4.00	4.41	62	0.82	0.78	0.41	0.14
Pair B8	Retirement Plan	2.25	2.93	62	1.89	1.69	0.95	0.31
Pair B9	Benefits	3.75	3.97	62	0.50	1.05	0.25	0.19

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	Gen Y		Gen Z	Gen Y	Gen Z	Gen Y
Pair C1	Work unit meeting	3.25	3.69	62	0.50	0.97	0.25	0.18
Pair C2	Team building	4.00	4.14	62	0.82	0.92	0.41	0.17
Pair C3	Create an atmosphere of fellowship	4.25	4.72	62	0.96	0.53	0.48	0.10
Pair C4	Put the right people in the right job	4.75	4.62	62	0.50	0.82	0.25	0.15
Pair C5	Rotate people's positions so they can enrich their experience and understand the needs of other people and departments	4.75	4.24	62	0.50	0.95	0.25	0.18
Pair C6	Provide training and development opportunities	4.75	4.38	62	0.50	1.01	0.25	0.19
Pair C7	Keep open communication channels	4.25	4.48	62	0.96	0.69	0.48	0.13
Pair C8	Respect competence and initiative	4.75	4.38	62	0.50	0.73	0.25	0.14
Pair C9	Create an atmosphere of mutual empathy and respect	4.50	4.31	62	1.00	0.81	0.50	0.15
Pair C10	Train in generational preferences	5.00	4.07	62	-	1.03	-	0.19
Pair C11	Coaching and mentoring	4.50	4.21	62	0.58	0.82	0.29	0.15

Table continues...

Continued...

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	Gen Y		Gen Z	Gen Y	Gen Z	Gen Y
Pair C12	Operate from a sophisticated management style	4.25	4.24	62	0.50	0.95	0.25	0.18
Pair C13	Treat employee like customer	3.50	2.97	62	0.58	1.38	0.29	0.26
Pair C14	Walk the talk	4.50	4.21	62	0.58	0.98	0.29	0.18
Pair C15	Provide information about each group's trait	2.50	3.69	62	1.73	1.11	0.87	0.21
Pair C16	No longer "one size fits all"	4.00	4.17	62	-	0.85	-	0.16
Pair C17	Increase open lines of communication in order to voice and articulate differences in work styles and values	4.25	4.28	62	0.96	0.92	0.48	0.17
Pair C18	Learn to value the difference and to leverage the talents of all members	5.00	4.48	62	-	0.78	-	0.14

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	Gen X		Gen Z	Gen X	Gen Z	Gen X
Pair A1	Inflexible to change	3.00	1.79	62	-	1.08	-	0.25
Pair A2	Idealistic	4.00	3.42	62	0.82	0.90	0.41	0.21
Pair A3	Competitive	4.75	3.89	62	0.50	0.99	0.25	0.23
Pair A4	Question authority	3.25	2.58	62	1.71	1.46	0.86	0.33
Pair A5	Involvement	4.25	4.00	62	0.96	1.00	0.48	0.23
Pair A6	Loyalty	5.00	4.84	62	-	0.37	-	0.08
Pair A7	Value Individuality	4.75	4.26	62	0.50	0.99	0.25	0.23
Pair A8	Team Orientation	3.75	4.53	62	1.26	0.84	0.63	0.19
Pair A9	Personal gratification	4.00	3.53	62	1.15	1.58	0.58	0.36
Pair A10	Technology skills	3.75	4.32	62	1.26	0.95	0.63	0.22
Pair A11	Values diversity	3.75	4.16	62	0.96	0.90	0.48	0.21
Pair A12	Entrepreneurial	4.00	4.16	62	0.82	0.90	0.41	0.21

Table continues...

Continued...

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	Gen X		Gen Z	Gen X	Gen Z	Gen X
Pair A13	Thinking globally	4.50	4.37	62	0.58	1.12	0.29	0.26
Pair A14	Go Getters	4.50	4.32	62	0.58	0.75	0.29	0.17
Pair A15	Ambitious	4.50	4.47	62	0.58	0.70	0.29	0.16
Pair A16	Team Player	3.75	4.32	62	1.26	1.06	0.63	0.24
Pair A17	Like challenges	4.75	4.58	62	0.50	0.61	0.25	0.14
Pair A18	self-reliant	4.50	4.58	62	0.58	0.69	0.29	0.16
Pair A19	balance of career, life & family	4.75	4.11	62	0.50	0.88	0.25	0.20
Pair A20	Pragmatism	3.75	3.47	62	0.50	1.12	0.25	0.26
Pair A21	Workaholics	4.50	4.42	62	0.58	0.61	0.29	0.14
Pair A22	Too intense	2.25	3.63	62	0.96	1.01	0.48	0.23
Pair A23	Clueless about the future	2.00	2.16	62	2.00	1.71	1.00	0.39
Pair A24	Personal growth	4.25	4.26	62	0.96	0.93	0.48	0.21
Pair A25	Commitment	4.50	4.79	62	0.58	0.42	0.29	0.10
Pair A26	Respectful	4.00	4.42	62	2.00	1.02	1.00	0.23
Pair A27	Slacker	2.50	1.11	62	1.29	0.46	0.65	0.11
Pair A28	Whiner	2.75	1.68	62	0.96	1.00	0.48	0.23
Pair A29	Aggressive	2.25	1.58	62	1.89	1.26	0.95	0.29
Pair A30	Work ethic	5.00	4.21	62	-	1.03	-	0.24
Pair A31	Self-focused	4.00	3.95	62	0.82	1.13	0.41	0.26
Pair A32	Adaptable	4.50	4.16	62	0.58	1.01	0.29	0.23
Pair A33	Creative	4.25	4.42	62	0.50	0.61	0.25	0.14

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	Gen X		Gen Z	Gen X	Gen Z	GenX
Pair B1	Salary	3.50	3.74	62	0.58	1.15	0.29	0.26
Pair B2	Incentive	2.00	3.32	62	1.41	1.25	0.71	0.29
Pair B3	Reward	4.00	4.37	62	0.82	0.60	0.41	0.14
Pair B4	Personal Recognition	4.25	4.37	62	0.96	1.07	0.48	0.25
Pair B5	Training	4.75	4.32	62	0.50	0.75	0.25	0.17
Pair B6	Challenging work	4.75	4.53	62	0.50	0.70	0.25	0.16
Pair B7	Team Building	4.00	4.63	62	0.82	0.50	0.41	0.11
Pair B8	Retirement Plan	2.25	3.89	62	1.89	1.24	0.95	0.28
Pair B9	Benefits	3.75	4.05	62	0.50	1.03	0.25	0.24

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	Gen X		Gen Z	Gen X	Gen Z	GenX
Pair C1	Work unit meeting	3.25	4.11	62	0.50	0.46	0.25	0.11
Pair C2	Team building	4.00	4.21	62	0.82	0.92	0.41	0.21
Pair C3	Create an atmosphere of fellowship	4.25	4.58	62	0.96	0.51	0.48	0.12
Pair C4	Put the right people in the right job	4.75	4.53	62	0.50	0.51	0.25	0.12
Pair C5	Rotate people's positions so they can enrich their experience and understand the needs of other people and departments	4.75	4.21	62	0.50	0.71	0.25	0.16
Pair C6	Provide training and development opportunities	4.75	4.74	62	0.50	0.45	0.25	0.10
Pair C7	Keep open communication channels	4.25	4.47	62	0.96	0.84	0.48	0.19
Pair C8	Respect competence and initiative	4.75	4.53	62	0.50	0.84	0.25	0.19
Pair C9	Create an atmosphere of mutual empathy and respect	4.50	4.58	62	1.00	0.61	0.50	0.14
Pair C10	Train in generational preferences	5.00	4.11	62	-	1.15	-	0.26
Pair C11	Coaching and mentoring	4.50	4.32	62	0.58	0.95	0.29	0.22
Pair C12	Operate from a sophisticated management style	4.25	4.26	62	0.50	1.05	0.25	0.24
Pair C13	Treat employee like customer	3.50	3.74	62	0.58	1.24	0.29	0.28
Pair C14	Walk the talk	4.50	4.68	62	0.58	0.75	0.29	0.17
Pair C15	Provide information about each group's trait	2.50	4.37	62	1.73	0.96	0.87	0.22
Pair C16	No longer "one size fits all"	4.00	4.05	62	-	1.13	-	0.26
Pair C17	Increase open lines of communication in order to voice and articulate differences in work styles and values	4.25	4.42	62	0.96	0.61	0.48	0.14
Pair C18	Learn to value the difference and to leverage the talents of all members	5.00	4.42	62	-	0.69	-	0.16

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	BB		Gen Z	BB	Gen Z	BB
Pair A1	Inflexible to change	3.00	2.70	62	-	0.67	-	0.12
Pair A2	Idealistic	4.00	3.80	62	0.82	1.23	0.41	0.23
Pair A3	Competitive	4.75	3.90	62	0.50	1.20	0.25	0.22
Pair A4	Question authority	3.25	2.40	62	1.71	1.58	0.86	0.29

Table continues...

Continued...

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	BB		Gen Z	BB	Gen Z	BB
Pair A5	Involvement	4.25	3.30	62	0.96	0.48	0.48	0.09
Pair A6	Loyalty	5.00	4.50	62	-	0.71	-	0.13
Pair A7	Value Individuality	4.75	4.40	62	0.50	0.52	0.25	0.10
Pair A8	Team Orientation	3.75	3.70	62	1.26	0.67	0.63	0.12
Pair A9	Personal gratification	4.00	3.10	62	1.15	1.66	0.58	0.31
Pair A10	Technology skills	3.75	2.60	62	1.26	1.17	0.63	0.22
Pair A11	Values diversity	3.75	4.10	62	0.96	0.88	0.48	0.16
Pair A12	Entrepreneurial	4.00	3.60	62	0.82	0.97	0.41	0.18
Pair A13	Thinking globally	4.50	4.50	62	0.58	1.08	0.29	0.20
Pair A14	Go Getters	4.50	3.20	62	0.58	1.32	0.29	0.25
Pair A15	Ambitious	4.50	4.10	62	0.58	0.88	0.29	0.16
Pair A16	Team Player	3.75	3.70	62	1.26	0.82	0.63	0.15
Pair A17	Like challenges	4.75	2.90	62	0.50	0.88	0.25	0.16
Pair A18	self-reliant	4.50	3.30	62	0.58	0.82	0.29	0.15
Pair A19	balance of career, life & family	4.75	3.40	62	0.50	1.07	0.25	0.20
Pair A20	Pragmatism	3.75	3.10	62	0.50	0.32	0.25	0.06
Pair A21	Workaholics	4.50	4.10	62	0.58	0.74	0.29	0.14
Pair A22	Too intense	2.25	4.40	62	0.96	0.84	0.48	0.16
Pair A23	Clueless about the future	2.00	1.00	62	2.00	-	1.00	-
Pair A24	Personal growth	4.25	3.50	62	0.96	1.08	0.48	0.20
Pair A25	Commitment	4.50	4.10	62	0.58	1.20	0.29	0.22
Pair A26	Respectful	4.00	4.40	62	2.00	0.70	1.00	0.13
Pair A27	Slacker	2.50	1.00	62	1.29	-	0.65	-
Pair A28	Whiner	2.75	1.20	62	0.96	0.63	0.48	0.12
Pair A29	Aggressive	2.25	1.70	62	1.89	1.06	0.95	0.20
Pair A30	Work ethic	5.00	4.40	62	-	0.97	-	0.18
Pair A31	Self-focused	4.00	3.90	62	0.82	1.10	0.41	0.20
Pair A32	Adaptable	4.50	4.40	62	0.58	0.70	0.29	0.13
Pair A33	Creative	4.25	4.00	62	0.50	0.94	0.25	0.17

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	BB		Gen Z	BB	Gen Z	BB
Pair B1	Salary	3.50	3.74	62	0.58	0.67	0.29	0.12
Pair B2	Incentive	2.00	3.32	62	1.41	0.99	0.71	0.18

Table continues...

Continued...

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	BB		Gen Z	BB	Gen Z	BB
Pair B3	Reward	4.00	4.37	62	0.82	0.79	0.41	0.15
Pair B4	Personal Recognition	4.25	4.37	62	0.96	0.71	0.48	0.13
Pair B5	Training	4.75	4.32	62	0.50	0.67	0.25	0.12
Pair B6	Challenging work	4.75	4.53	62	0.50	0.82	0.25	0.15
Pair B7	Team Building	4.00	4.63	62	0.82	0.48	0.41	0.09
Pair B8	Retirement Plan	2.25	3.89	62	1.89	1.25	0.95	0.23
Pair B9	Benefits	3.75	4.05	62	0.50	0.85	0.25	0.16

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Z	BB		Gen Z	BB	Gen Z	BB
Pair C1	Work unit meeting	3.25	4.10	62	0.50	0.88	0.25	0.16
Pair C2	Team building	4.00	4.50	62	0.82	0.53	0.41	0.10
Pair C3	Create an atmosphere of fellowship	4.25	4.20	62	0.96	0.42	0.48	0.08
Pair C4	Put the right people in the right job	4.75	5.00	62	0.50	-	0.25	-
Pair C5	Rotate people's positions so they can enrich their experience and understand the needs of other people and departments	4.75	4.60	62	0.50	0.52	0.25	0.10
Pair C6	Provide training and development opportunities	4.75	4.70	62	0.50	0.48	0.25	0.09
Pair C7	Keep open communication channels	4.25	3.80	62	0.96	1.03	0.48	0.19
Pair C8	Respect competence and initiative	4.75	3.40	62	0.50	1.58	0.25	0.29
Pair C9	Create an atmosphere of mutual empathy and respect	4.50	4.90	62	1.00	0.32	0.50	0.06

Table continues...

Continued...

		Mean		N	Std. Deviation		Std.Error Mean	
		Gen Z	BB		Gen Z	BB	Gen Z	BB
Pair C10	Train in generational preferences	5.00	3.80	62	-	0.63	-	0.12
Pair C11	Coaching and mentoring	4.50	3.10	62	0.58	1.20	0.29	0.22
Pair C12	Operate from a sophisticated management style	4.25	3.40	62	0.50	0.52	0.25	0.10
Pair C13	Treat employee like customer	3.50	2.80	62	0.58	0.79	0.29	0.15
Pair C14	Walk the talk	4.50	4.50	62	0.58	0.71	0.29	0.13
Pair C15	Provide information about each group's trait	2.50	2.90	62	1.73	0.99	0.87	0.18
Pair C16	No longer "one size fits all"	4.00	3.90	62	-	0.88	-	0.16
Pair C17	Increase open lines of communication in order to voice and articulate differences in work styles and values	4.25	3.80	62	0.96	0.63	0.48	0.12
Pair C18	Learn to value the difference and to leverage the talents of all members	5.00	4.70	62	-	0.48	-	0.09

		Mean		N	Std. Deviation		Std.Error Mean	
		Gen Y	Gen X		Gen Y	Gen X	Gen Y	Gen X
Pair A1	Inflexible to change	2.00	1.79	62	1.20	1.08	0.22	0.25
Pair A2	Idealistic	3.79	3.42	62	1.26	0.90	0.23	0.21
Pair A3	Competitive	4.10	3.89	62	0.77	0.99	0.14	0.23
Pair A4	Question authority	2.24	2.58	62	1.35	1.46	0.25	0.33
Pair A5	Involvement	4.10	4.00	62	1.01	1.00	0.19	0.23
Pair A6	Loyalty	4.72	4.84	62	0.65	0.37	0.12	0.08
Pair A7	Value Individuality	3.86	4.26	62	1.43	0.99	0.27	0.23

Table continues...

Continued...

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Y	Gen X		Gen Y	Gen X	Gen Y	Gen X
Pair A8	Team Orientation	4.41	4.53	62	0.87	0.84	0.16	0.19
Pair A9	Personal gratification	3.72	3.53	62	1.41	1.58	0.26	0.36
Pair A10	Technology skills	4.14	4.32	62	1.16	0.95	0.22	0.22
Pair A11	Values diversity	4.41	4.16	62	0.78	0.90	0.14	0.21
Pair A12	Entrepreneurial	4.07	4.16	62	1.00	0.90	0.19	0.21
Pair A13	Thinking globally	4.41	4.37	62	0.87	1.12	0.16	0.26
Pair A14	Go Getters	4.24	4.32	62	0.99	0.75	0.18	0.17
Pair A15	Ambitious	4.59	4.47	62	0.57	0.70	0.11	0.16
Pair A16	Team Player	4.24	4.32	62	0.87	1.06	0.16	0.24
Pair A17	Like challenges	4.41	4.58	62	1.02	0.61	0.19	0.14
Pair A18	self-reliant	4.45	4.58	62	0.83	0.69	0.15	0.16
Pair A19	balance of career, life & family	4.00	4.11	62	1.07	0.88	0.20	0.20
Pair A20	Pragmatism	3.72	3.47	62	1.00	1.12	0.19	0.26
Pair A21	Workaholics	4.34	4.42	62	1.01	0.61	0.19	0.14
Pair A22	Too intense	4.38	3.63	62	0.86	1.01	0.16	0.23
Pair A23	Clueless about the future	1.21	2.16	62	0.82	1.71	0.15	0.39
Pair A24	Personal growth	4.07	4.26	62	1.07	0.93	0.20	0.21
Pair A25	Commitment	4.55	4.79	62	0.78	0.42	0.14	0.10
Pair A26	Respectful	4.45	4.42	62	1.02	1.02	0.19	0.23
Pair A27	Slacker	1.31	1.11	62	0.54	0.46	0.10	0.11
Pair A28	Whiner	1.97	1.68	62	1.21	1.00	0.22	0.23
Pair A29	Aggressive	1.93	1.58	62	1.03	1.26	0.19	0.29
Pair A30	Work ethic	4.45	4.21	62	0.78	1.03	0.14	0.24
Pair A31	Self-focused	4.21	3.95	62	0.77	1.13	0.14	0.26
Pair A32	Adaptable	4.10	4.16	62	0.98	1.01	0.18	0.23
Pair A33	Creative	4.21	4.42	62	0.73	0.61	0.14	0.14

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Y	Gen X		Gen Y	Gen X	Gen Y	Gen X
Pair B1	Salary	4.14	.74	62	0.74	1.15	0.14	0.26
Pair B2	Incentive	3.86	3.32	62	0.92	1.25	0.17	0.29
Pair B3	Reward	4.41	4.37	62	0.78	0.60	0.14	0.14

Table continues...

Continued...

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Y	Gen X		Gen Y	Gen X	Gen Y	Gen X
Pair B4	Personal Recognition	4.69	4.37	62	0.66	1.07	0.12	0.25
Pair B5	Training	4.41	4.32	62	0.82	0.75	0.15	0.17
Pair B6	Challenging work	4.17	4.53	62	0.54	0.70	0.10	0.16
Pair B7	Team Building	4.41	4.63	62	0.78	0.50	0.14	0.11
Pair B8	Retirement Plan	2.93	3.89	62	1.69	1.24	0.31	0.28
Pair B9	Benefits	3.97	4.05	62	1.05	1.03	0.19	0.24

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Y	Gen X		Gen Y	Gen X	Gen Y	GenX
Pair C1	Work unit meeting	3.69	4.11	62	0.97	0.46	0.18	0.11
Pair C2	Team building	4.14	4.21	62	0.92	0.92	0.17	0.21
Pair C3	Create an atmosphere of fellowship	4.72	4.58	62	0.53	0.51	0.10	0.12
Pair C4	Put the right people in the right job	4.62	4.53	62	0.82	0.51	0.15	0.12
Pair C5	Rotate people's positions so they can enrich their experience and understand the needs of other people and departments	4.24	4.21	62	0.95	0.71	0.18	0.16
Pair C6	Provide training and development opportunities	4.38	4.74	62	1.01	0.45	0.19	0.10
Pair C7	Keep open communication channels	4.48	4.47	62	0.69	0.84	0.13	0.19
Pair C8	Respect competence and initiative	4.38	4.53	62	0.73	0.84	0.14	0.19
Pair C9	Create an atmosphere of mutual empathy and respect	4.31	4.58	62	0.81	0.61	0.15	0.14

Table continues...

Continued...

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Y	Gen X		Gen Y	Gen X	Gen Y	GenX
Pair C10	Train in generational preferences	4.07	4.11	62	1.03	1.15	0.19	0.26
Pair C11	Coaching and mentoring	4.21	4.32	62	0.82	0.95	0.15	0.22
Pair C12	Operate from a sophisticated management style	4.24	4.26	62	0.95	1.05	0.18	0.24
Pair C13	Treat employee like customer	2.97	3.74	62	1.38	1.24	0.26	0.28
Pair C14	Walk the talk	4.21	4.68	62	0.98	0.75	0.18	0.17
Pair C15	Provide information about each group's trait	3.69	4.37	62	1.11	0.96	0.21	0.22
Pair C16	No longer "one size fits all"	4.17	4.05	62	0.85	1.13	0.16	0.26
Pair C17	Increase open lines of communication in order to voice and articulate differences in work styles and values	4.28	4.42	62	0.92	0.61	0.17	0.14
Pair C18	Learn to value the difference and to leverage the talents of all members	4.48	4.42	62	0.78	0.69	0.14	0.16

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Y	BB		Gen Y	BB	Gen Y	BB
Pair A1	Inflexible to change	2.00	2.70	62	1.20	0.67	0.22	0.21
Pair A2	Idealistic	3.79	3.80	62	1.26	1.23	0.23	0.39
Pair A3	Competitive	4.10	3.90	62	0.77	1.20	0.14	0.38
Pair A4	Question authority	2.24	2.40	62	1.35	1.58	0.25	0.50
Pair A5	Involvement	4.10	3.30	62	1.01	0.48	0.19	0.15
Pair A6	Loyalty	4.72	4.50	62	0.65	0.71	0.12	0.22
Pair A7	Value Individuality	3.86	4.40	62	1.43	0.52	0.27	0.16
Pair A8	Team Orientation	4.41	3.70	62	0.87	0.67	0.16	0.21
Pair A9	Personal gratification	3.72	3.10	62	1.41	1.66	0.26	0.52
Pair A10	Technology skills	4.14	2.60	62	1.16	1.17	0.22	0.37

Table continues...

Continued...

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Y	BB		Gen Y		Gen Y	BB
Pair A11	Values diversity	4.41	4.10	62	0.78	0.88	0.14	0.28
Pair A12	Entrepreneurial	4.07	3.60	62	1.00	0.97	0.19	0.31
Pair A13	Thinking globally	4.41	4.50	62	0.87	1.08	0.16	0.34
Pair A14	Go Getters	4.24	3.20	62	0.99	1.32	0.18	0.42
Pair A15	Ambitious	4.59	4.10	62	0.57	0.88	0.11	0.28
Pair A16	Team Player	4.24	3.70	62	0.87	0.82	0.16	0.26
Pair A17	Like challenges	4.41	2.90	62	1.02	0.88	0.19	0.28
Pair A18	self-reliant	4.45	3.30	62	0.83	0.82	0.15	0.26
Pair A19	balance of career, life & family	4.00	3.40	62	1.07	1.07	0.20	0.34
Pair A20	Pragmatism	3.72	3.10	62	1.00	0.32	0.19	0.10
Pair A21	Workaholics	4.34	4.10	62	1.01	0.74	0.19	0.23
Pair A22	Too intense	4.38	4.40	62	0.86	0.84	0.16	0.27
Pair A23	Clueless about the future	1.21	1.00	62	0.82	-	0.15	-
Pair A24	Personal growth	4.07	3.50	62	1.07	1.08	0.20	0.34
Pair A25	Commitment	4.55	4.10	62	0.78	1.20	0.14	0.38
Pair A26	Respectful	4.45	4.40	62	1.02	0.70	0.19	0.22
Pair A27	Slacker	1.31	1.00	62	0.54	-	0.10	-
Pair A28	Whiner	1.97	1.20	62	1.21	0.63	0.22	0.20
Pair A29	Aggressive	1.93	1.70	62	1.03	1.06	0.19	0.34
Pair A30	Work ethic	4.45	4.40	62	0.78	0.97	0.14	0.31
Pair A31	Self-focused	4.21	3.90	62	0.77	1.10	0.14	0.35
Pair A32	Adaptable	4.10	4.40	62	0.98	0.70	0.18	0.22
Pair A33	Creative	4.21	4.00	62	0.73	0.94	0.14	0.30

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Y	BB		Gen Y	BB	Gen Y	BB
Pair B1	Salary	4.14	4.00	62	0.74	0.67	0.14	.21
Pair B2	Incentive	3.86	3.90	62	0.92	0.99	0.17	0.31
Pair B3	Reward	4.41	4.20	62	0.78	0.79	0.14	.25
Pair B4	Personal Recognition	4.69	4.50	62	0.66	0.71	0.12	0.22
Pair B5	Training	4.41	4.00	62	0.82	0.67	0.15	0.21
Pair B6	Challenging work	4.17	3.30	62	0.54	0.82	0.10	.26
Pair B7	Team Building	4.41	4.70	62	0.78	0.48	0.14	.15
Pair B8	Retirement Plan	2.93	4.00	62	1.69	1.25	0.31	.40
Pair B9	Benefits	3.97	3.50	62	1.05	0.85	0.19	0.27

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Y	BB		Gen Y	BB	Gen Y	BB
Pair C1	Work unit meeting	3.69	4.10	62	0.97	0.88	0.18	0.28
Pair C2	Team building	4.14	4.50	62	0.92	0.53	0.17	0.17
Pair C3	Create an atmosphere of fellowship	4.72	4.20	62	0.53	0.42	0.10	0.13
Pair C4	Put the right people in the right job	4.62	5.00	62	0.82	-	0.15	-
Pair C5	Rotate people's positions so they can enrich their experience and understand the needs of other people and departments	4.24	4.60	62	0.95	0.52	0.18	0.16
Pair C6	Provide training and development opportunities	4.38	4.70	62	1.01	0.48	0.19	0.15
Pair C7	Keep open communication channels	4.48	3.80	62	0.69	1.03	0.13	0.33
Pair C8	Respect competence and initiative	4.38	3.40	62	0.73	1.58	0.14	0.50
Pair C9	Create an atmosphere of mutual empathy and respect	4.31	4.90	62	0.81	0.32	0.15	0.10
Pair C10	Train in generational preferences	4.07	3.80	62	1.03	0.63	0.19	0.20
Pair C11	Coaching and mentoring	4.21	3.10	62	0.82	1.20	0.15	0.38
Pair C12	Operate from a sophisticated management style	4.24	3.40	62	0.95	0.52	0.18	0.16
Pair C13	Treat employee like customer	2.97	2.80	62	1.38	0.79	0.26	0.25
Pair C14	Walk the talk	4.21	4.50	62	0.98	0.71	0.18	0.22
Pair C15	Provide information about each group's trait	3.69	2.90	62	1.11	0.99	0.21	0.31
Pair C16	No longer "one size fits all"	4.17	3.90	62	0.85	0.88	0.16	0.28

Table continues...

Continued...

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen Y	BB		Gen Y		Gen Y	BB
Pair C17	Increase open lines of communication in order to voice and articulate differences in work styles and values	4.28	3.80	62	0.92	0.63	0.17	0.20
Pair C18	Learn to value the difference and to leverage the talents of all members	4.48	4.70	62	0.78	0.48	0.14	0.15

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen X	BB		Gen X	BB	Gen X	BB
Pair A1	Inflexible to change	1.79	2.7	62	1.08	0.67	0.25	0.21
Pair A2	Idealistic	3.42	3.8	62	0.9	1.23	0.21	0.39
Pair A3	Competitive	3.89	3.9	62	0.99	1.2	0.23	0.38
Pair A4	Question authority	2.58	2.4	62	1.46	1.58	0.33	0.5
Pair A5	Involvement	4	3.3	62	1	0.48	0.23	0.15
Pair A6	Loyalty	4.84	4.5	62	0.37	0.71	0.08	0.22
Pair A7	Value Individuality	4.26	4.4	62	0.99	0.52	0.23	0.16
Pair A8	Team Orientation	4.53	3.7	62	0.84	0.67	0.19	0.21
Pair A9	Personal gratification	3.53	3.1	62	1.58	1.66	0.36	0.52
Pair A10	Technology skills	4.32	2.6	62	0.95	1.17	0.22	0.37
Pair A11	Values diversity	4.16	4.1	62	0.9	0.88	0.21	0.28
Pair A12	Entrepreneurial	4.16	3.6	62	0.9	0.97	0.21	0.31
Pair A13	Thinking globally	4.37	4.5	62	1.12	1.08	0.26	0.34
Pair A14	Go Getters	4.32	3.2	62	0.75	1.32	0.17	0.42
Pair A15	Ambitious	4.47	4.1	62	0.7	0.88	0.16	0.28
Pair A16	Team Player	4.32	3.7	62	1.06	0.82	0.24	0.26
Pair A17	Like challenges	4.58	2.9	62	0.61	0.88	0.14	0.28
Pair A18	self-reliant	4.58	3.3	62	0.69	0.82	0.16	0.26
Pair A19	balance of career, life & family	4.11	3.4	62	0.88	1.07	0.2	0.34
Pair A20	Pragmatism	3.47	3.1	62	1.12	0.32	0.26	0.1
Pair A21	Workaholics	4.42	4.1	62	0.61	0.74	0.14	0.23
Pair A22	Too intense	3.63	4.4	62	1.01	0.84	0.23	0.27
Pair A23	Clueless about the future	2.16	1	62	1.71	-	0.39	-
Pair A24	Personal growth	4.26	3.5	62	0.93	1.08	0.21	0.34
Pair A25	Commitment	4.79	4.1	62	0.42	1.2	0.1	0.38

Table continues...

Continued...

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen X	BB		Gen X	BB	Gen X	BB
Pair A26	Respectful	4.42	4.4	62	1.02	0.7	0.23	0.22
Pair A27	Slacker	1.11	1	62	0.46	-	0.11	-
Pair A28	Whiner	1.68	1.2	62	1	0.63	0.23	0.2
Pair A29	Aggressive	1.58	1.7	62	1.26	1.06	0.29	0.34
Pair A30	Work ethic	4.21	4.4	62	1.03	0.97	0.24	0.31
Pair A31	Self-focused	3.95	3.9	62	1.13	1.1	0.26	0.35
Pair A32	Adaptable	4.16	4.4	62	1.01	0.7	0.23	0.22
Pair A33	Creative	4.42	4	62	0.61	0.94	0.14	0.3

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen X	BB		Gen X	BB	Gen X	BB
Pair B1	Salary	3.74	4.00	62	1.15	0.67	0.26	0.21
Pair B2	Incentive	3.32	3.90	62	1.25	0.99	0.29	0.31
Pair B3	Reward	4.37	4.20	62	0.60	0.79	0.14	0.25
Pair B4	Personal Recognition	4.37	4.50	62	1.07	0.71	0.25	0.22
Pair B5	Training	4.32	4.00	62	0.75	0.67	0.17	0.21
Pair B6	Challenging work	4.53	3.30	62	0.70	0.82	0.16	0.26
Pair B7	Team Building	4.63	4.70	62	0.50	0.48	0.11	0.15
Pair B8	Retirement Plan	3.89	4.00	62	1.24	1.25	0.28	0.40
Pair B9	Benefits	4.05	3.50	62	1.03	0.85	0.24	0.27

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen X	BB		Gen X	BB	Gen X	BB
Pair C1	Work unit meeting	4.11	4.10	62	0.46	0.88	0.11	0.28
Pair C2	Team building	4.21	4.50	62	0.92	0.53	0.21	0.17
Pair C3	Create an atmosphere of fellowship	4.58	4.20	62	0.51	0.42	0.12	0.13
Pair C4	Put the right people in the right job	4.53	5.00	62	0.51	-	0.12	-
Pair C5	Rotate people's positions so they can enrich their experience and understand the needs of other people and departments	4.21	4.60	62	0.71	0.52	0.16	0.16

Table continues...

Continued...

		Mean		N	Std. Deviation		Std. Error Mean	
		Gen X	BB		Gen X		Gen X	BB
Pair C6	Provide training and development opportunities	4.74	4.70	62	0.45	0.48	0.10	0.15
Pair C7	Keep open communication channels	4.47	3.80	62	0.84	1.03	0.19	0.33
Pair C8	Respect competence and initiative	4.53	3.40	62	0.84	1.58	0.19	0.50
Pair C9	Create an atmosphere of mutual empathy and respect	4.58	4.90	62	0.61	0.32	0.14	0.10
Pair C10	Train in generational preferences	4.11	3.80	62	1.15	0.63	0.26	0.20
Pair C11	Coaching and mentoring	4.32	3.10	62	0.95	1.20	0.22	0.38
Pair C12	Operate from a sophisticated management style	4.26	3.40	62	1.05	0.52	0.24	0.16
Pair C13	Treat employee like customer	3.74	2.80	62	1.24	0.79	0.28	0.25
Pair C14	Walk the talk	4.68	4.50	62	0.75	0.71	0.17	0.22
Pair C15	Provide information about each group's trait	4.37	2.90	62	0.96	0.99	0.22	0.31
Pair C16	No longer "one size fits all"	4.05	3.90	62	1.13	0.88	0.26	0.28
Pair C17	Increase open lines of communication in order to voice and articulate differences in work styles and values	4.42	3.80	62	0.61	0.63	0.14	0.20
Pair C18	Learn to value the difference and to leverage the talents of all members	4.42	4.70	62	0.69	0.48	0.16	0.15