

Addis Ababa  
University  
(Since 1950)



**ADDIS ABABA UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
SCHOOL OF COMMERCE**

**Managerial Approaches to Age-Related Differences  
In Work Values: The Case of Federal Documents Authentication  
and Registration Office**

**BY:**

**TADESSE HABTAMU**

**A Thesis Submitted to the School of Graduate Studies Addis Ababa  
University School of Commerce in Partial Fulfillment of the  
Requirements for the Degree of Master of Arts in Human Resource  
Management**

**ADVISOR:**

**TARIKU JEBENA (PHD)**

**May, 2015**

**ADDIS ABABA**

**ADDIS ABABA UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
SCHOOL OF COMMERCE**

**Managerial Approaches to Age-Related Differences  
In Work Values: The Case of Federal Documents Authentication  
and Registration Office**

BY:

TADESSE HABTAMU

**Name and Signature of Members of the Examining Board**

<u>Name</u>	<u>Title</u>	<u>Signature</u>	<u>Date</u>
_____	Chairperson,	_____	_____
_____	Advisor,	_____	_____
_____	Examiner,	_____	_____

## **DECLARATION**

I, Tadesse Habtamu, declare that the thesis entitled “Managerial Approaches to Age-related Differences in Work Values: The case of Documents Authentication and Registration Office” is my original work under the guidance and suggestion of the research advisor, Dr.Tariku Jebena. The work has not been presented in Addis Ababa University or in any other University. All sources of material used for the thesis have been duly acknowledged.

---

Tadesse Habtamu

## **CERTIFICATE**

This is to certify that Tadesse Habtamu carried out his thesis entitled “Managerial Approaches to Age-related Differences in Work Values: The case of Documents Authentication and Registration Office” under my supervision. This work is original in nature and is suitable for submission for the award of Masters in Human Resource Management. Thus, this thesis has been submitted for examination with my approval as university advisor.

Tariku Jebena (PHD) \_\_\_\_\_

Date \_\_\_\_\_

## **Dedication**

This work is dedicated to late W/ro Meseret Desalegne, my wife's mother, whose benevolence and affectionate is beyond imagination, but whose unexpected death was incredible. And it is also dedicated to my two children, Edilawit Tadesse and Philimon Tadesse, whose ever-lasting safety is my great concern. God always be with you!!!

## Acknowledgements

The completion of this study endeavor would not have been possible without the assistance of so many. First, my special thank goes to the Almighty God who has availed me everything what I need at any time and place while I have nothing. I am genuinely thankful to my thesis advisor Dr. Tariku Jebena for his support, guidance, encouragement, and enduring patience. My overwhelming thanks is to managers of DARO, especially to Mr. Meressa G/Yohannis, Mr. Estezia Aseresu and Mr. Yirga Tadesse, who really helped me with full understanding in my education from the start to finish. Furthermore, my heartfelt gratitude goes to the respondents of the study who were unreservedly cooperative to the researcher.

A very special thank to my wife, Tsigemariam Assefa, who insistently supported me in my all endeavors with genuinely. How difficult life is without you!! You have really made my life very simple. A very extraordinary thank is also to my mother (Birke Guche) and father (Habtamu Bessuye) whose happiness and pleasure are always dependent on my achievement. It is your pray, love and good exemplary role that have shaped my past, present and future life journey. In addition, big thanks deserve to Ato Desalegne Asefaw (NEGADERAS) whose heart is always ready to help others. Your kindness helped me have what I have right now. Besides, I am tremendously grateful to Mulugeta Assefa, Mulualem Assefa, Hargua Habtamu for the support, advice, and motivation you have really made. Oh! My gratitude also goes to my sisters and brothers as well as DARO's staffs that encouraged me in many ways.

Last, and most importantly, my heartfelt thanks to Haimanot Assefa. I couldn't have gotten through this without your support since the beginning. Did you remember you were the first to make me start this educational journey?

All you guys brightened my day!

Tadesse Habtamu

May, 2015

## Table of contents

	<b>Page</b>
List of Tables _____	<b>vii</b>
List of Figures _____	<b>xi</b>
List of Acronyms _____	<b>xi</b>
Abstract _____	<b>vii</b>
<b>CHAPTER ONE</b> _____	<b>1</b>
INTRODUCTION _____	<b>1</b>
1.1. Background _____	<b>1</b>
1.2. Statement of the Problem _____	<b>2</b>
1.3. Research Questions _____	<b>4</b>
1.4. Objectives of the Study _____	<b>4</b>
1.4.1. General Objective _____	<b>4</b>
1.4.2. Specific Objectives _____	<b>5</b>
1.5. Significance of the study _____	
1.6. Scope of the Study _____	<b>5</b>
1.7. Limitations of the study _____	<b>6</b>
1.8. Definition of terms _____	<b>6</b>
1.9. Organization of the Study _____	<b>6</b>
<b>CHAPTER TWO</b> _____	<b>7</b>
REVIEW OF RELATED LITERATURE _____	<b>7</b>
INTRODUCTION _____	<b>7</b>
2.1. Theoretical foundations of work values _____	<b>7</b>
2.1.1. The Value Theory (VT) _____	<b>7</b>
2.1.2. Self-Determination Theory (SDT) _____	<b>8</b>
2.1.3. The Expectancy-Value Theory (EVT) _____	<b>8</b>
2.2. Age-related categories _____	<b>9</b>
2.3. The conceptual framework of work values _____	<b>10</b>
2.4. Work Values Inventory System _____	<b>10</b>
2.4.1. Instrumental work values _____	<b>11</b>

2.4.2. Terminal work values_____	12
2.5. Related literatures on work values of older and younger employees_____	15
2.5.1. Instrumental and Terminal work values of older employees_____	15
2.5.2. Instrumental and Terminal work values of younger employees_____	16
2.5.3. Differences in work values between older and younger employee_____	19
2.6. Managerial approaches to bridge the gap between older and younger employees_	20
2.7. The ACORN Imperatives _____	20
<b>CHAPTER THREE _____</b>	<b>24</b>
<b>METHODOLOGY OF THE STUDY _____</b>	<b>24</b>
3.1. Research strategy_____	24
3.2. Research Design _____	24
3.3. Variables of the study_____	24
3.4. Sample Size and Sampling Method _____	25
3.4.1. Sample Size _____	25
3.4.2. Sampling Method _____	27
3.5. Source and Instruments of Data Collection _____	28
3.5.1. Sources of Data _____	28
3.5.2. Questionnaire _____	29
3.6. Procedure of Data Collection_____	30
3.7. Methods of Data Analysis _____	30
3.8. Validity_____	31
3.9. Reliability _____	31
<b>CHAPTER FOUR _____</b>	<b>33</b>
<b>ANALYSIS OF RESULTS AND DISCUSSION OF FINDINGS _____</b>	<b>33</b>
4.1. Demographic Analysis_____	33
4.2. Instrumental and Terminal work values of younger and older employees_____	34
4.2.1. Instrumental work values of younger employees_____	34
4.2.2. Terminal work values of younger employees_____	39
4.2.3. Instrumental work values of older employees_____	43
4.2.4. Terminal work values of older employees_____	47

4.3. The differences in work values between younger and older employees	51
4.3.1. The differences in instrumental work values between older and younger employees	51
4.3.2. The differences in terminal work values between older and younger employees	56
4.4. The managerial approaches to bridge the age related differences	60
4.4.1. Accommodate Employee Differences	60
4.4.2. Create workplace choices	61
4.4.3. Operate from sophisticated management style	62
4.4.4. Respect competence and initiative	64
4.4.5. Nourish Retention	66
4.5. Discussion of Findings	68
<i>Objective 1</i>	68
<i>Objective 2</i>	70
<i>Objective 3</i>	72
4.6. Implementation of Terminal Values by Respondents	74
<b>CHAPTER FIVE</b>	76
<b>SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS</b>	
5.1. Summary of Major Findings	76
5.2. Conclusion	78
5.3. Recommendations	79
5.4. Future research area	80
References	81
Appendix A	
Appendix B	
Appendix C	

## List of Tables

	<b>Page</b>
Table 1: Definitions of items of instrumental and terminal work values _____	13
Table 2: Description of samples taken from each stratum by Location _____	25
Table 3: Reliability Statistics of Cronbach's Alph _____	31
Table 4: Demographic information of respondents _____	33
Table 5: Instrumental work values of younger employees _____	34
Table 6: Terminal work values of younger employees _____	39
Table 7: Instrumental work values of older employees _____	43
Table 8: Terminal work values of older employees _____	47
Table 9: The differences in instrumental work values between older and younger employees__	52
Table 10: The differences in terminal work values between older and younger employees__	56
Table 11: Accommodate Employee Differences _____	60
Table 12: Create workplace choices _____	61
Table 13: Operate from sophisticated management style _____	62
Table 14: Respect competence and initiative _____	64
Table 15: Nourish Retention _____	66

## **List of Acronyms**

ACORN – Accommodate differences, Create workplace choices, Operate from sophisticated management, Respect competence, Nourish retention

DARO – Documents Authentication and Registration Office

STD- Self-Determination Theory

SHRM- Society for Human Resource Management

## ***Abstract***

*Age diversity is a central theme in today's complex, evolving workplace, which is explained by the differences of work values orientation in terms of age groups ((Blauth et al., 2011; Kooij et al). The better managers know employees, the more likely they are to have insight into their inter-relational comfort. Otherwise, failure on the part of managers to understand and adjust appropriately to age-related differences can result in misunderstandings, miscommunications, and mixed signal, and can affect employee productivity, innovation, and corporate citizenship thereby resulting in problems with employee retention and turnover. Therefore, the objective of this study is to explore the managerial approaches to age-related differences in terms of work values in the workplace for public organization in Documents Authentication and Registration Office. The study focused on identifying the instrumental and terminal work values of younger and older employees having equal sample size (210) in the age groups 18-29 and 30-60 years old, respectively. And, it also focused on identifying the managerial approaches, the ACORN imperatives, which are appropriate to this kind of issue. The study employed independent samples t-test to examine the variance in mean of the differences in instrumental and terminal work values of younger and older employees by testing their effect size. Regarding this, the result confirms that five instrumental and five terminal work values have been identified as the outstanding values of the younger employees which differ them from the older employees in DARO. In addition, the study further found out that three instrumental and four terminal work values have also been identified as the dominant values of the older employees that differ them from the younger employees in the organization. Besides, from the results of the study, DARO is not in a good position in implementing the ACORN managerial approaches satisfactorily in creating harmonious relations between the younger and older employees across the organization.*

**Key Terms:** *Work values; Instrumental values; Terminal values; Younger employees; older employee; ACORN Imperatives.*

May, 2015

# **CHAPTER ONE**

## **Introduction**

### **1.1. Background**

Diversity has always been part of organization and management calculus. Age-related differences at the work place in work values are nothing new, but they can be difficult to reconcile in the workplace. Govitvatana (2001) states that lack of attention to such differences will make any company less efficient. When it comes to understanding young people today, we are working with a generation that has quite different communication styles and attitudes to work compared to those of older people. In the literature, there are many studies which investigate the differences or similarities between older and younger workers in terms of work values, motivation, and other organizational issues. Some of the studies provide the differences between these workforces while some of them state that there is no significant difference between them by using the cross-sectional studies.

The empirical study conducted by Steyn and Kotze (2004) presented that the South African workforce has indeed been characterized by a number of changes regarding work preferences and goals. The researchers further found out that the increase in the importance of job security and having likeable co-workers and the subsequent decline in the importance of accomplishment values are dominant manifestations in the workplace. For the purpose of managerial approach, these researchers stated that “industrial democracy, leadership and management philosophy, company ownership and control, communication policy, workplace ethics, motivation and incentive schemes are all dependent on the articulation of work values with organizational behavior and practice” (Steyn and Kotze, 2004:24).

One might expect to see differences among different age-groups in terms of attitudes and values at work place due to the differences in life experiences that may have influenced the development of their personality, values, beliefs, and expectations (Macky et al., 2008). Thus differences can exist in values, attitudes, work ethic, expectations, and beliefs which significantly pose a challenge for productive relations if not appropriately managed. Such differences can lead to misunderstandings, frustration and animosity between workers. To be effective with other human beings in the work place, we must know them as individuals – their

unique background, personality, preferences, and style. Realizing this issue and knowing how to deal with the differences will bring employee efficiency to an organization.

To bridge the differences for efficient performance of individuals and the organization, managers in the workplace must understand the age-related differences of employees in their work values orientation and know how to deal with them. The better managers know employees, the more likely they are to have insight into their inter-relational comfort. The purpose of this study is to examine the differences in terms of work values between adult and younger workers in the work place, and identifying effective managerial approaches or practices to overcome such differences in public organization.

Thus, as Heng and Yazdanifard (2013) pointed out in their study that ‘be respected on people of other employee’s personality; keep learning the strength and skill from people of other employees and doing a favor or helping on the thing that older or younger employees weak on it’ are the most effective way to minimize the gaps between older and younger employees. By solving the gaps, it would lead to create a harmony and better workplace to accomplish the organization goals more efficiency. For this to happen, a study done by Gursoy et al (2008) suggested that bridging the gap requires acknowledging that everyone is different. Everyone’s unique experiences, backgrounds, culture, etc. are likely to influence their attitudes toward work.

Failure on the part of managers to understand and adjust appropriately to age-related differences and the demands of new young workers joining the workforce can result in misunderstandings, miscommunications, and mixed signal (Fyock, 1990 as cited in Westerman, 2006), and can affect employee productivity, innovation, and corporate citizenship (Kupperschmidt, 2000 as cited in 2006), ultimately resulting in problems with employee retention and turnover. Hence, Gursoy et al (2008:454) also suggested that “a useful leadership tool capable of stimulating positive dialogue and bridging the groupings might be appreciative inquiry”

## **1.2. Statement of the Problem**

Twenge and Campbell (2008), in their research, state that the demographic profile of the workforce is undergoing quite a change; and the result is that organizations are experiencing a necessity to make changes as well. This greatly affects an organization in its capacity of hiring and retaining employees. Age diversity is a central theme in today’s complex, evolving workplace (Blauth et al., 2011). One of the diversity of workers is explained by the differences of work values orientation in terms of age groups (Kooij et al). The adult and younger

employees are two of these age groups working together. Smedley and Whitten (2006) put that in reality in most organizations there is a mix of older and younger workers within both management and staff roles. There are differences in terms of work values between these two age groups that impact the work environment. If not properly managed, the impact is a negative one, because it decreases the efficiency of the work environment.

Information acquired through the 9<sup>th</sup> month organizational report discussion with all employees, it was observed that there are complains about the presence of misunderstandings and disconformities between the new younger employees joining the organization and the old employees serving for long. Each group presented their own complains on each other especially regarding coaching, sharing of knowledge, skills and information among themselves. Younger employees complain that adult employees are not willing to share their experiences, skills and knowledge as new employees joining the workforces. They also perceive adult employees as to be interested in power and status. By the same token, the adult employees claim that the younger employees do not respect us. They tend to perceive younger employees as infidel to the organization, and rival to their job position. This is due to the fact that every employee has his/her own developed work values orientation which can shape the mode of relations in the work place. As Roe and Ester (1995) stressed that work values are typically considered as salient, basic and influential. People have differences in their basic value system. The Knowledge transfer, coaching, sharing of information about the work being done is highly dependent on the productive and harmonious inter-relations of employees across the organization.

Thus, in the organization, there appears to be misunderstandings in communication, skeptical of one another, frustration, and the challenge of the practice of knowledge management, talent management among these age groups and thereby impeding harmonious and cooperative relations among workers. Moreover, turnover has been a challenging issue to Documents Authentication and Registration Office. No satisfactory and appropriate managerial practices have been taken to alleviate these challenges. In Westerman and Yamamura's (2006) research, it was indicated that the importance of goal orientation and system work environment fit for younger employees on satisfaction and intention to remain; and relationship fit on the satisfaction of older employees. They also claimed that value differences significantly impact employee attitudes and outcomes in the workplace. They also further recommend that "if firms are unable to modify their cultures and work environments to adequately meet the needs of their

younger employees, they will continue to experience high levels of dissatisfaction and turnover” (Westerman & Yamamura 2006:150). Another study by Gursoy et al (2008) confirmed that one of the factors that is likely to significantly influence employee’s job satisfaction and their commitment to work is their work values.

The researcher assumes that the difficulties stemming from this situation are brought about by lack of proper managerial interventions. This is to say that managers in the workplace must understand the differences in work values between the adult and younger employees, and know how to deal with them. Unless managers have a sound knowledge-base of the values, needs and expectations of the organization’s employees, then keeping these employees motivated and productive may prove to be quite difficult. Thus, critical management skills will involve understanding these differences to strengthen productive work relationships between and among employees especially younger and older (Roe & Ester, 1999).

In this regard, to the fact and knowledge of this researcher, there are more overseas researches than in Ethiopia on the raised study issue for public organizations. Hence, examining the managerial approaches to age related differences in work values is very cardinal contribution to public organizations and to similar future researches to be conducted.

### **1.3. Research Questions**

In parallel with the above statement of the problem, this study aims at answering the following questions:

- What are the age-related work values of younger and older employees in the public organization?
- What are the differences in work values between older and younger employees in the public organization?
- What are the managerial approaches or practices to bridge the age-related differences in work values in public organization?

### **1.4. Objectives of the study**

#### **1.4.1. General Objective**

The general purpose of this study is to examine the age related work values orientations of, and differences between older and younger employees in the work place, and identifying effective managerial approaches or practices to overcome such differences in public organization.

### **1.4.2. Specific Objectives**

So as to address the general purpose of this study, the researcher intends to realize the following specific objectives:

- To investigate the age-related work values of younger and older employees in the public organization.
- To examine the differences in work values between older and younger employees in public organization.
- To determine the managerial approaches or practices to bridge the age-related differences in work values.

### **1.5. Significance of the study**

To the researcher's knowledge, there has hardly been a research conducted on age-related differences in terms of work values for public organization in Ethiopia. Hence, since it may be the first of its kind in the country, it can be a valuable reference material for researchers working on similar domain of study; and lays down the foundation for longitudinal research type which makes such kind of study more valid. Moreover, the researcher also thinks that the study can also be a ground work for other researchers to carry out further work in the area.

The DARO management and employees can make use of the output of this study. In this regard, it is used to solve the existing problems of the organization in relation to the challenge of employee retention, retaining and managing knowledge, talent management as well as age based stereotype relations. The researcher also deems that this study contributes to the management of age related work values differences in the public organization at large.

All in all, the study will inform the organization to give due emphasis to employee differences to find a solution related to their workforces. Besides, it will have both theoretical and practical contribution in the area under study, and contributes considerably to the existing body of knowledge in the domain area of the study. Furthermore, the study serves decision makers in the organization to overcome the existing problems since the study is conducted empirically.

### **1.6. Scope of the study**

This study focuses on examining age related employees' differences in terms of their work values orientation in DARO, and identifying the possible managerial interventions which fits public organization, particularly the organization under the study to bridge the gap in order to

create a harmonious and productive inter-relational workforce. Thus, the main intent of this study is to assess the age related work values of employees, and examine the appropriate alternative managerial practices that should be put in place in DARO.

### **1.7. Limitations of the study**

- ✚ There is no available research outputs conducted in the domain of interest under study in Ethiopia for public organization.
- ✚ The study is limited to treat the case on the Federal Documents Authentication and Registration Office of Ethiopia due to time, labor and money constraints. The result of the study would be more successful if it were conducted widely by including several similar public organizations in the country.

### **1.8. Definition of Terms**

**Work values-** are considered as a subsystem of values particularly those associated with judgment and beliefs toward the desirability of work rewards, the work environment and specific outcomes of working (Ueda & Ohzono; Hattrup, Mueller & Jones, 2007)

**Younger employees** - defined in the research as those persons who are aged 18 to 29.

**Older employees** - defined in the research as those persons who are aged 30 to 60.

### **1.9. Organization of the Study**

This study is organized into five chapters. The first chapter includes the background of the study, statement of the problem, objective of the study, significance of the study, Limitations of the study and scope of the study. The second chapter presents review of related literatures in the area of work values and motivations with respect to age related cohort generations of older and younger workers. This chapter also reviews literatures on theoretical foundations and managerial approaches to deal with intergenerational discomfort. The third chapter deals with the methodologies and procedures followed for the research design, sampling size and sampling techniques, data type and data collection methods and method of data analysis and interpretations. The fourth chapter covers the presentation of findings of the study and results (Data analysis) and makes a detailed discussion on the findings. The fifth chapter will be the last part which covers conclusion and recommendations.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **Introduction**

The primary concern of this literature review is to discuss theoretical foundations, and to highlight the key concepts related to work values from previously conducted researches and related publications. Furthermore, in this review the researcher also attempts to review previous works in the area of managerial practices to successfully formulate effective managerial approaches for Documents Authentication and Registration Office (DARO). To realize a study of the age related differences in work values at the workplace between older and younger employees, a literature review covered these following topics.

#### **2.1. Theoretical foundations of work values**

In this theoretical foundation, three theories will be addressed: The value theory, the Expectancy-valence theory and Self-Determination theory. Many researchers have suggested theories for work values. These researchers had looked at various aspects of work values theories within the context of motivations. This is because of the fact that work values are more closely linked to motivation (Fields, 2002 as cited in Ueda & Ohzono). Thus, values are seen as a source of motivation for individual action (Roe&Ester, 1999). In this study the researcher reviewed those theories that were put together by Vansteenkiste, 2007; Stynen, Sels & Forrier; Schwartz, 1999. These theories have been reviewed, critiqued and discussed extensively in various work values and motivation literatures by researchers, academics and by practitioners. Therefore the study sets an excellent theoretical baseline from which to build the present study.

##### **2.1.1. The Value Theory (VT)**

Schwartz (2012) stated that when it is thought of human values, it is thought of what is important to human beings in life. Each of us holds numerous values with varying degrees of importance; and a particular value may be very important to one person but unimportant to another (Ibid). As to Schwartz, the value theory adopts a conception of values that include beliefs, desirable goals, transcending specific actions and situations, serving as standards or criteria, ordered by importance and guiding action via the relative importance of multiple values. Latham and Pinder (2005) also describes values as to be acquired through cognition and

experience, and influence behavior because they are normative standards used to judge and choose among alternative behaviors. The author further stated that individuals and groups differ substantially in the relative importance they attribute to the values despite the universality of values in nature and structure.

Assessing values and their differences according to age group, and examining the links between values and behaviors constitute a basic approach to understanding age-related differences in terms of work values and behaviors at work place (Saba, 2013). Wils et al. (2007) as cited in Saba (2013) suggested that work values are organized around a structure made up of two opposite poles: self-enhancement, the opposite of self-transcendence, and conservation, the opposite of openness to change. Self-enhancement and self-transcendence include values related to power and achievement; and benevolence and universalism, respectively. Conservation and openness encompass conservatism and security; and self-direction, stimulation and hedonism, respectively (Saba, 2013).

### **2.1.2. Self-Determination Theory (SDT)**

SDT focuses on the quality of motivation, taking into account the content of the goals that individuals strive for in their work as well as their reasons for engaging (Deci & Ryan, 2000 as cited in Stynen, Sels & Forrier). Intrinsic work value pursuit is said to be associated with higher well-being within SDT, because its pursuit is more fully consistent with one's basic psychological needs for autonomy, relatedness, and competence (Vansteenkiste et al., 2007). From an SDT perspective high levels of motivation are not necessarily more desirable if motivation is of a poor quality (Vansteenkiste et al., 2009 as cited in Stynen, Sels & Forrier).

The use of intrinsic and extrinsic motivation is part of autonomous and controlled motivation respectively, which is central to Self-Determination Theory (Gagne and Deci, 2005). When people engage an activity because they find it interesting, they are doing the activity wholly volitionally. In contrast, being controlled involves acting with a sense of pressure, a sense of having to engage in the actions.

### **2.1.3. The Expectancy-Value Theory (EVT)**

The focus of this theory lies neither on the contents of the goals nor on the forces that initiate an individual's goal pursuits; and its view is content free (Vansteenkiste, Ryan & Deci, 2008). According to an expectancy-value view, what matters is having high expectancies concerning

the feasibility of one's valued goals, regardless of their content. Theorists, in the expectancy-value theory, argue that individuals' choice, persistence, and performance can be explained by their beliefs about how well they will do on the activity and the extent to which they value the activity (Wigfield & Eccles, 2000:68).

## **2.2. Age-related categories**

Researchers have forwarded different categorization of older and younger age-related working groups. For example, the study conducted by John and Hilary (2014) categorized the age in the work place as younger workers from 15 to 29 and older employees from 30 to 60. Another definition of age by Loughlin and Barling (2001) suggests that younger employees are between the ages of 15 and 24, while old in reference to work is usually considered to be the age of 40 to 50 years old and onwards (Kielerstajin, 2008). Some researchers also put the threshold in conceptualizing older workers age as 50 to 55 (Kooij et al: 4). In sub Saharan Africa, the young people are labeled as the age between 15 to 24 years (Guarcello & Rosati, 2007).

For Ethiopia the working-age population is considered as persons aged 15 to 64 (MoLSA, 2013). Still, no single threshold of older and younger workers' categorization in terms of age is provided. For instance, Guarcello and Rosati (2007) said that the Ethiopian population is heavily concentrated in the "young" group aged 15-24 representing 20% of the population. In contrast, Tsegaye (2008) has put the threshold for younger working age from 10 to 29 and older employees from 60 and above.

Genene et al (2007) in their analysis of previous data, they concluded that there is large presence of young people in towns and, especially, in the capital city where the youngest part (aged 15-39 years) of working-age population is related to the oldest part (40-64 years). The national youth policy of Ethiopia (2009) defines the youth as a section of society who are in the age range between 15 years to 29 years. This national definition of younger population supported John and Hilary (2014) categorization of age group between 15-29 and 30 to 60 as young employees and older employees, respectively. Thus, taking in to consideration the objective of the present study, a key theme throughout the analysis is to explore the work values of the working groups aged from 18 to 29 years and from 30 to 60 years as younger and older employees at the work place in Documents Authentication and Registration Office for public organization in Ethiopia, respectively.

### **2.3. The conceptual framework of work values**

The instrument chosen to measure the work values of older and younger employees is the internationally-developed work values system of Super and the Rokeech value system. The work values inventory was used to assess the work values or preferences of young and older employees in the survey conducted by Lawsson (2009). The founder, Donald Super, developed the work value inventory in 1951 as a part of the Career Pattern Study publishing the current in 1970. Although the super's work value inventory was developed in 1970, revision was made in 1982 (Ibid). The 15 sub scales of work value inventories are variety, achievement, advancement, independence, work centrality, prestige, recognition, work-life balance, economic return, security, comfortable working environment, supervisory relations, and intellectual stimulation.

By the same token, the "Rokeech value system" (1973, 1979) covers 16 instrumental and 16 terminal values which are overlapping and mutually supportive of Super's work values inventory as it will be discussed and disclosed in the following discussion of literatures. Therefore, the work values survey in this study is based on a 32 sub-scale work values developed by Rokeech and Super as instrumental and terminal values (1970, 1982).

Hence, the underlining objective of this inventory is to identify the work values of younger and older employees which will be analyzed, and found to be suitable for this research. Therefore, the literature review follows the two categories of work values systems as instrumental and terminal.

### **2.4. Work Values Inventory System**

Roe and Ester (1999:5) explained that "it is important to note that in modern societies; work values are typically considered as salient, basic and influential". Rokeech (1973) also refers value systems as an enduring organization of beliefs concerning preferable modes of conduct or end-states of existence along a continuum of relative importance. Values are regarded as a complicated system that comprises many specific value components, that is, subsystems (Ueda & Ohzono: 4). They also considered work values as one such subsystem, particularly those associated with judgment toward the desirability of work rewards and the work environment. Thus, people's values play an important role in their behavior, attitude, and motivation in their life. Moreover, Work values are defined as "beliefs about the desirability of specific outcomes of working" (Hattrup, Mueller & Jones, 2007), and they "occupy a more central place in a

person's cognitive system and may be more closely linked to motivation" (Fields, 2002 as cited in Ueda & Ohzono).

Roe and Ester (1999) pointed out that theory and research on work values precedes largely from the premise that work values are derived from people's basic value systems that help them navigate through the multiple spheres of their lives. Thus, work values influence the importance of work in the life of the individual (Šverko, 1989). Malka and Chatman, 2003 as cited in Vansteenkiste, et al 2007:252) defined work value orientations as 'work-related reinforcement preferences, or tendencies to value specific types of incentives in the work environment'. George and Jones (1997); James and James (1989) conclude that work values, therefore, function as the evaluative standards people use to interpret their work experiences and determine the meaning that individuals attribute to work, jobs, organizations, and specific events and conditions. Rokeech (1973) categorized value system as terminal and instrumental. Terminal values are "end result" values describing what you want to get out of work. Instrumental values are the ways you seek to accomplish your terminal values.

#### **2.4.1. Instrumental work values**

Rokeech (1973) defined that instrumental values are the ways you seek to accomplish your terminal values. SDT suggests that instrumental values are associated with higher well-being because their pursuit facilitates the satisfaction of the basic psychological needs for autonomy, competence and relatedness (Deci & Ryan, 2000). Ros et al (1999) describes the instrumental elements of values as work values which directly express openness to change values-the pursuit of autonomy, interest, growth, and creativity in work. In addition, Saba (2013) also adds that openness to change includes values related to self-direction, stimulation and hedonism. Many writers distinguish instrumental values as to be useful in obtaining other things of value.

In general, the 16 items of instrumental work values identified by Rokeech (1973) and Super (1982), and modified by the researcher to the suitability of the study without changing the concept are creativity, challenging work, independence, work centrality, capability and expert, variety, honest and truthful, obedient and respectful, aggressive, Surrounding, supervisory relations, altruism, forgiving, loyalty, polite and diversity.

## 2.4.2. Terminal work values

As to Rokeech (1973), Terminal values are “end result” values describing what you want to get out of work. Watts (1992) defined elements of terminal work values as “the traditional pursuit of success by advancing up the organizational hierarchy to achieve prestige, status, and high income”. George and Jones (1997) also conceptualized that this category of work values refer to end states that occur as a consequence of work, regardless or independent of the state of the content of work per se such as family security. According to the Self-Determination Theory (SDT), the pursuits of financial success, power and status reflect terminal value orientation because the importance of these values mostly lies within the anticipated personal admiration and self-worth that can be obtained by realizing them (Kasser & Ryan, 1993; Ryan & Deci, 2000; see Richins & Dawson, 1992 as cited in Vansteenkiste, et al 2007). The words of Ros et al. (1999) suggest that terminal work values also express conservation values; job security and income provide workers with the requirements needed for general security and maintenance of order in their lives. The author has further suggested that social or interpersonal work values such as self-enhancement and self-transcendence should be concerned with prestige or power. Furthermore, Saba (2013) also stated that “self-enhancement includes values related to power and achievement; conservation is made up of values relating to tradition/conservatism and security”.

In general, the 16 items of terminal work values identified by Rokeech (1973). and Super (1982), and modified by the researcher to the suitability of the study without changing the concept are recognition, achievement, happiness, teamwork, flexible environment, stimulating work, enjoyable and leisurely work, wisdom, self-respect, work-life balance, security, work place free from conflict, prestige and status, economic return, associates and equality for all. The summarized definitions of each variable of work values are discussed in the following table.

*Table 1: Definitions of items of instrumental and terminal work values*

<b>R.No</b>	<b>Items of work values inventory</b>	<b>Definition of work value items</b>	<b>Authors</b>
1	Creativity	work that allows the individual to invent, design, create, unrestrictedly and express the ideas	Lawsson (2009) Super (1983)
2	Challenging work	Work that provides the employee with intellectual stimulation for thinking independently and ‘mentally challenging’ work occupations.	Lawsson (2009)
3	Independence	work that permits the individual to work in the individual’s preferred method	Rokeech (1973) Lawsson (2009)
4	Work centrality	The degree of importance of work in life.	Lawsson (2009)
5	Capability and expert	Work that requires competency, skills and effectiveness as well as competing with others.	Rokeech (1973) Super (1982)
6	Variety	Work that provides the individual with the chance to experience different types of work within one position of employment.	Lawsson (2009)
7	Honest	Valuing telling the truth and being sincere.	Super (1982)
8	Obedient	Values to dutiful of work and respectful as well as well-behaved.	Rokeech (1973)
9	Aggressive	Work where you become violent and hardliner	Super (1982)
10	Surrounding	Work that is pleasant physical conditions of the work environment.	Lawsson (2009)
11	Supervisory relations	The importance of having a supervisor or boss who is fair and with whom the employee gets along well with.	Lawsson (2009)
12	Altruism	Associated with work that enables the employee to serve for the welfare of others and helping each other	Rokeech (1973) Lawsson (2009)
13	Forgiving	A value of willing to pardon others	Rokeech (1973)
14	Loyalty	faithful to friends or the group	Rokeech (1973)
15	Polite	A value of courteous and well-mannered	Rokeech (1973)
16	Diversity	Work where there are people with different backgrounds.	Super (1983)

<b>R.No</b>	<b>Items of work values inventory</b>	<b>Definition of work value items</b>	<b>Authors</b>
17	Recognition	work where you are acknowledged for your work and contribution	Lawsson (2009)
18	Achievement	Meeting goals and gaining a feeling of accomplishment	Rokeech (1973)
19	Happiness	Being contentedness with the work engaged in.	Rokeech (1973)
20	Stimulating work	Active work and a stimulating work	Rokeech (1973)
21	Teamwork	Work where working together is important	Super (1983)
22	Flexible environment	Work where a rigid structure is not existence, but flexibility	Super (1983)
23	Enjoyable and leisurely work	Work where there are few pressures to get things done, and source of relaxation	Super (1983)
24	Wisdom	Valuing for matured understanding of work	Rokeech (1973)
25	Self-respect	Care and trust of self and a sense of self-worth	Super(1982) Rokeech (1973)
26	Work-life balance	work where you can balance work and family or personal life	Super (1982)
27	Job Security	Work that provides the individual with the surety of keeping their employment.	Lawsson (2009)
28	Work place free from conflict	Work that avoids conflict and free from such conflicts	Rokeech (1973)
29	Prestige and status	associated with work that provides the employee with a level of 'status' in the eyes of others or that evokes respect from others and control over others	Lawsson (2009)
30	Economic return	Well-paying work that enables the employee to have the material and tangible things in life that they desire.	Super (1983) Lawsson (2009)
31	Associates	Work that brings the individual into contact with other workers, promote friendship and fellowship.	Lawsson (2009)
32	Equality for all	Promoting equal opportunity for all and brotherhood	Rokeech (1973)

## **2.5. Related literatures on work values of older and younger employees**

In this section, the literature review covers empirical articles on the instrumental and terminal work values of older and younger employees. The literatures reviewed are based on the different studies that various researchers have conducted researches on work values orientations of younger and older workers. Most of the literatures reviewed in the study were conducted based on cross-sectional studies. And the age groups to categorize as younger and older employees are close to each other. Most of the related literatures reviewed consider the threshold age of younger employees very differently according to the context of the location of the study, but close to each other. Some consider from 15 to 24; some also were seen to consider them from 15 to 29 or 30; some also define them from 18 to 35; some also defined them from 18-29. Besides, the authors, in their studies, also considered the older employees' age from 35 to 50; from 40 to 60; from 30 to 55. As the Ethiopian context is concerned, the younger groups are defined in terms of age from 15 to 30 and the older employees from 30 and afterward.

### **2.5.1. Instrumental and Terminal work values of older employees**

Some studies have found that older employees are more satisfied in their jobs and presumably are more committed to their work (Wright & Hamilton, 1978). In addition, they also stated that older employees remain confident in their abilities to learn, grow, and contribute and are hopeful and optimistic about their futures in the workplace. They [older workers] value health and wellness as well as personal growth and personal gratification (Zemke et al., 2000).

The older are genuinely passionate and concerned about participation and spirit in the work place (Govitvatana, 2001) as far as motivation is concerned in relation to decision making. The researcher also pointed out that older persons in work place tend to want to be involved, to make decisions, to contribute and be renowned; and have a high social conscience, yet need to pursue personal development and status. Furthermore, another research finding by Smola and Sutton (2002) claimed that older workers tend to perceive work as more central to their lives. The research findings by Cohn, 1979; Dick, 1998 and Hamel, 1995 declared that, with older workers, job satisfaction is more related to intrinsic factors or internal rewards of work compared to younger employees.

The study conducted by Chen and Choi (2008) found that older employees viewed altruism and intellectual stimulation as more important work values and motivations. Their findings further confirmed that older employees rated the work value of personal growth as more highly.

Furthermore, older employees are typically guided and driven by both money and work ethic (PENN Behavioral Health service, 2008). The preferred learning environment of the older workers is interactive and not authoritarian; they often have good people skills and enjoy the freedom to form relationships, and use opportunities for interaction, networking and teamwork. Thus, they prefer a workplace where there is a lot of room for relationships (Govitvatana, 2001). Moreover, they seek job security (Rath, 1999 as cited in Tolbize, 2008).

Raths, 1999 as cited in Govitvatana, 2001 further stated that older people may not be encouraged to take advantage of training opportunities, or they might be passed over for promotions because the perception is they are not going to be around much longer. McCrindle (2003) pointed out that the core values of the older employees included a strong work ethic, respect for authority, loyalty and commitment, financial conservatism, long-term planning, and delayed gratification (as cited in Brown, 2004). Another research conducted on the issue under study by Warr (1997) declared that to older employees, the importance attached to job variety and feedback is likely to decrease, while the importance attached to job security and physical security is likely to increase (as cited in Kooij et al).

### **2.5.2. Instrumental and Terminal work values of younger employees**

An earlier study by Feij and Emmerik (1998) suggests that there is a connection between age and centrality of work. Their research involved studying three age groups of young adults – 18-year-olds, 22-year-olds, and 26-year olds, and they concluded that each group became more work centered over time. In other study by Dwyer et al. (2003) showed that younger employees focus an overwhelming emphasis on achieving balance in life, involving space for the development of personal relationships and a downplaying of the centrality of work as a source of identity. A research conducted by the mentioned authors confirmed that while younger workers are often enthusiastic and idealistic in their early careers, recent research by the Society of Human Resource Management (2011) has reported that many younger workers also possess a great deal of apathy toward the idea of work. The study of Smola and Sutton (2002) found that younger generations were less likely to believe that work should be a central part of their life.

Young employees seek challenges, meaningful rewards and career pathways (Brown, 2004). The study by Giburg (2008) further also confirmed that younger employees in the work place value more intellectual stimulation, potential personal growth, and opportunity than their counter generation. On top of that, younger employees are skeptical and their primary loyalty is to

personal advancement (PENN Behavioral Health Service, 2008). Contrary to this finding, Chen and Choi (2008) claimed that younger generation was less concerned about personal growth such as intellectual stimulation and achievement and more about economic returns.

Lord and Farrington (2006) found that younger employees place greater value in the recognition they receive from their work. Forman & Carlin (2005) stated that younger [workers], overall, is a fiercely independent group. Younger workers do not want to be managed, are not used to being closely supervised, are remarkably good at working on their own and value how the process of decision making takes place; and consistent among many of the younger is the fact that variety in the workplace has become important (Govitvatana, 2001). They like flexibility, a lot of resources, and minimal supervision. Young employees are said to be skeptical, unimpressed by authority, and self-reliant in their orientation towards work (Loughlin & Barling, 2001). Additionally, younger employees' motivation is much relying on good teamwork with their team members (Kian & Yusoff, 2012). In another study, younger employees have a better education; are more technology savvy, and value personal creativity (Josiam, et al, 2009: 6). Armen Karamanian, an employee in IMA Boat Taskforce at the Department of Immigration and Citizenship in Australia, said that "Youth allows the Department to evolve and grow as an organization...it allows new ideas and new concepts to be brought to the organization and bring about understanding of a new generation" (Work place diversity strategy of Australia, 2011-13). Krahn and Galambos (2014) carried out another research whose result states that younger employees in a work setting appear to be primarily intrinsically, not extrinsically motivated.

The SHRM (2011) report suggests that younger employees have a desire to work less for more money, are less loyal to their employers, and are not deriving as much pleasure from work. Moreover, Meeting personal goals is likely to matter to younger employees and making a lot of money tends to be less important to young employees than contributing to society (Eisner, 2005). In contrast, Warr (1997) found that income and promotion opportunities are of greater concern among younger employees whereas, another study found that money, a pragmatic reward system and training are found to be motivators of younger employees (Corbo, 1997). Besides, younger have come to expect huge salaries, and are not interested in retirement plans; need challenge and comfortable with diversity (Govitvatana, 2001). A research paper conducted by Forth and Metcalf (2014) confirmed that job security was the factor most often seen as essential by young people (with 52 per cent rating it 'essential'); closely followed by work they

liked doing (46 per cent). The younger the age group, the more it values the balance between work and personal obligations (Schramm, 2004 as cited in Erbes, 2007).

Different authors confirmed that young workers may be less interested in progressing in to leadership positions and more concerned about achieving a healthy balance between work and non-work (Maccoby, 1995; Zemeke et al, 2000 as cited in Loughlin & Barling, 2001). Today's young people are more concerned about personal development and work-life balance (Smedley & Whitten). Another finding by Gilburg (2008) also claimed that younger employees do not want to be slaves to their jobs and insist on a greater work-life balance. Members of the younger are described as preferring collective action, working in teams and wanting work that really matters to them (Dries et al., 2008; Hewlett et al., 2009; Kowske et al., 2010 as cited in Gentry et al, 2001).

The survey conducted by Brown (2004) on younger employees confirmed that developing good rapport with the supervisor/manager, and those people's skills in explaining things well to the young person, were ranked in the top five out of fifteen workplace features. The study further suggested that both intrinsic and extrinsic work values such as challenges, meaningful rewards and career pathways are sought by young employees. For values of altruism, Deyoe and Fox found out that younger employees tend to possess to helping people and they expect you to help them. It is a transaction. They have an altruistic behavior in that they are ready to help each other.

Erbes's (2007) analysis of The Select Minds survey conducted in 2006 showed that more than three-quarters (77%) of workers age 20 – 29 believe that the social aspects of work are very important to their overall sense of work place satisfaction, compared with 67% of their older colleagues. The survey additionally pointed out that younger employees rank cementing relationships with colleagues and supervisors" (41%) as their number one challenge, ahead of learning the new job responsibilities (27%) and adapting to a new company culture (33%)". The Study concluded that "of all the groups surveyed, young workers are the most likely to see professional networks as beneficial to their career development, with 72% of younger employees citing such networks as very important, compared with 66% of workers age 30-39 and 61% of workers age 40+" (Erbes, 2007).

An empirical research conducted by Acar (2014) concluded that younger employees were found to be motivated for work by both intrinsic and extrinsic motivation factors such as money,

benefits, and rewards; potential for Advancement, challenging work, Participation to the decisions. Besides, in 2008, a study was conducted by a recruiting and job placement firm Robert Half International Inc. and Yahoo on younger workers for recruitment purpose. Based on the findings of this study, the top criteria for accepting jobs were salary, benefits, and potential for advancement (College, 2009).

### **2.5.3. Differences in work values between older and younger employees**

As to Dwyer et al. (2003) Work is less central for younger compared to older employees. Younger employees may want faster promotions than older generations; while older tend to perceive work as more central to their lives than do younger generations (Smola & Sutton, 2002). According to Jenkins (2007) and Karp, et al (2002), younger employees aspire more than their counter older employees to achieve a balance between work and life.

McCrinkle (2006) pointed out that the core values of the older employees included a strong work ethic, respect for authority, loyalty and commitment, financial conservatism, long-term planning, and delayed gratification. And the author describes the values of today younger employees as to be drastically different which includes flexibility, variety, choice, freedom, pragmatism, and personal leadership.

Differences that were statistically significant were mainly confined to extrinsic factors, and tended to indicate factors that were seen as more important by young people than by those counter older workers (Forth & Metcalf, 2014). For example, the research done by these authors found that whilst 52 per cent of young people saw job security as essential; and only 38 percent of older workers saw job security as essential. From the research findings by Cohn, 1979; Dick, 1998 and Hamel, 1995 declared that, with older workers, job satisfaction is more related to intrinsic factors or internal rewards of work compared to younger employees.

(Cherrington, 1977 as cited in Ness et al, 2010), performing a work values study on workforce professionals throughout various industries, found that hard work and pride were not as important to younger workers compared to older workers. A study conducted by Wong et al (2008) compared that younger workers were more motivated by progression than were older, the young was more motivated by a supportive workplace than older workers were, and Young was less motivated by power than older. Chen and Choi (2008) found that older employees viewed altruism and intellectual stimulation more highly than younger did. In another finding, the

younger ranked security and independence more highly than older did, and younger also ranked economic return more highly than older. The researchers further showed that older workers rated personal growth more highly than younger, while younger workers valued work environment more highly than older.

Warr (1997) concluded that to older workers, the importance attached to job variety and feedback is likely to decrease, while the importance attached to job security and physical security is likely to increase. According to other research findings, Hewlett et al. (2009) recently declared that the younger and older employees in the workplace are more similar than different in their workplace preferences.

## **2.6. Managerial approaches to bridge the gap between older and younger employees**

Conflict among younger and older employees exists in almost three-quarters of organizations according to a survey by the Society for Human Resource Management (2011). This suggests the need to adopt successful managerial practices in dealing with age-related differences in terms of work values, motivations and experiences background at the work place. Platteau and Hondeghem claim that there is growing academic interest in age diversity in organizations. This fits into a more general trend in the field of HRM (both in practice and in research) regarding 'diversity management'. Although the dimension of age has received less attention than other dimensions, such as gender and race, its importance for organizations is increasing (Shore et al: 121 as cited in Platteau & Hondeghem).

In this final part of literature review, the themes related to managerial approaches will be covered in bridging the differences that may lead to the disentanglement of older and younger employees, and causes tensions and conflicts in an organization.

## **2.7. The ACORN Imperatives**

Zemke, Raines, and Filipczak (2000) suggested bridging the gap by practicing these ideas, which are known as ACORN imperatives (Accommodate, Create, Operate, Respect and Nourish). The ACORN imperatives are approaches that contribute to manage age related differences of workforces in the work place.

**Accommodate employee differences-** This means organizations should treat their employees as they do their customers. The companies should learn all they can about the employees, work to

meet their specific needs, and serve them according to their individual preferences (Guthrie, 2009). Difference deployment is an approach to placement of the work forces which is considered to be the key. As to the approach, using employees' differences is to strengthen teams, departments; and each employee should be treated as an individual, not lumped into a category (Zemke, Raines, & Filipczak, 2000 as cited in Guthrie, 2009).

**Create workplace choices-** Organizations should allow the workplace to shape itself around the work being done, the customers being served and the people who work there. The height and width of the chain of command tend to be foreshortened, and decreased bureaucracy is taken on as a clear goal (Tolbiz, 2008). Rotate people's positions so they can enrich their experiences and understand the needs of other people and departments. Also provide training and development opportunities to all categories of employees to help them grow and maintain their loyalty. To bridge the differences, organizations can provide opportunities for workers to share insights and resolve misunderstandings, "clear the air," and remove age-based prejudgments that hinder their working relationship (Guthrie, 2009).

**Operate from a sophisticated management style-** The managers tend to be more direct which would involve adapting leadership style to context or balancing concerns for task and concerns for people (Tolbiz, 2008). The author also conceptualized that they give those who report to them the big picture, specific goals and measures, and then they turn their people loose – giving them feedback, reward and recognition as appropriate. Tolbiz (2008) concluded that age-related conflict appears to stem from errors of attribution and perception, than from valid differences; therefore, effective communication is critical in dealing with age related inter-relational conflict. There is a great need to establishing a collaborative inter-relational workforce through aggressive communication (Govitvatana, 2001).

In aggressive communication, conflicts are most often the result of preconceived expectations and rapid assumptions. Resolution comes when these cobwebs are aired out and addressed. Passive-aggressive behavior is to be avoided like the plague; over-communication is a sign of a healthy company (Zemke, Raines,& Filipczak, 2000 as cited in Govitvatana, 2001). Guthrie (2009) describes that best practices such as good communication will increase the likelihood of successfully managing a productive workforce and meet the expectations and needs of individuals as well as those of the entire organization. In conclusion, Flynn (1996) noted that over communicating rather than under communicating is recommended.

Young employees would have difficulty in accepting rigid structures and inflexible management styles (Govitavatan, 2001). According to PENN (2008), Flexibility is the key. As to the study of Project Management Institute (PMI), acknowledge that younger workers may have different expectations when it comes to work-life balance and allow for flexibility. Guthrie (2009) describes that flexible leadership style increases the successful management of a productive workforce; and meet the expectations and needs of individuals as well as those of the entire organization. Beekman (2011) notes that flexibility is one issue members of all age group agree on which is existent in different forms such as flexible schedules, which help employees to attain work-life balance; enjoy and deserve independence.

**Respect competence and initiative**-Expect the best from your people and you will get the best. When you treat every employee, from the newest recruit to the most seasoned employees, as if they have great things to offer and are motivated to do their best, it becomes a self-fulfilling prophecy (Govitavatan, 2001). Ultimately, most experts agree that an environment that nourishes highly productive relationships between young and old can be established which is mutual empathy and respect. The key to transcending age-related differences is mutual empathy and respect (Govitvatana, 2001). To ease the conflict among age diversity teams, Mr. Granade, as cited in PMI, suggests leading by example in a statement stating that “If you treat people with respect, others will too”.

To encourage them and bridge the gap managers should practice by creating an atmosphere of fellowship where people can learn from and with each other. - Managers should avoid giving the young and talented jobs with little growth potential, which is putting the right people in the right jobs. Also they should train line managers in supporting and facilitating rather than merely exercising oversight and control.

**Nourish retention**- Employee retention is now a critical priority for all businesses. It is also critical to provide employees with the training, tools, and strategies they will need to work together effectively (PENN, 2008). Training targeted to the similarities and differences of work values orientation and preferences mindful of their age may well increase both learning and retention (Govitvatan, 2001). Members of the older workers have their own strengths and weaknesses and so do the younger employees. Being this the fact, the management practices that should be put in to effect is implementing mentoring that would in turn foster knowledge management, talent management and creation of harmonious relations across an organization

The literature review has placed the significance of this study in several contexts, including illustrating the work values and motivations of older and younger employees. Thus, there is a need to bridge the age related differences in work values between older and younger employees in the workplace.

## **CHAPTER THREE**

### **METHODOLOGY OF THE STUDY**

This chapter discusses research design and methods. First, the chapter deals with a brief summary of research design of the study, study area, target population and sample size and sampling techniques. There is description of the data type and data collection methods which will be used in the study. Finally, the methods of analysis that will be used to analyze the data are to be presented.

#### **3.1. Research Strategy**

Research strategy is a tool of answering the research questions of the study which comprises of research design, sampling method and techniques, determination of sample size, data collection instruments, data analysis methods.

#### **3.2. Research Design**

Research design is a comprehensive plan and a blueprint for data collection in an empirical research aimed at answering research questions or testing specific hypotheses which must include at least the data collection process, the instrument development process, and the sampling process (Bhattacharjee, 2012). This study makes use of a survey research design because Bhattacharjee (2012) describes survey research method as involving the use of standardized questionnaires to collect data about employees' preferences, and values. Therefore, the research will use standardized structured questionnaire to collect data of respondents.

The research prefers to use quantitative research approach to the research questions of the study because a quantitative approach, as to Creswell (2009), is one in which the investigatory primarily employs strategies of inquiry such as surveys, and collects data on predetermined instruments that yield statistical data. Thus, quantitative design is found to be appropriate, and answers the research questions in a better way. In addition, this design is selected for the reason that it uses structured questionnaire and defined independent and dependent variables.

#### **3.3. Variables of the study**

Creswell (2009) said that the methodology part of a study must clearly list and identify all the independent and the dependent variables. When discussing variables, perhaps the most important distinction is between independent and dependent variables. The independent variable

is the factor that is manipulated or controlled by the researcher. More specifically, the independent variable is what causes or influences the outcome (Marczyk, Fetinger & DeMatteo, 2005). The independent variable of the study is age of older and younger employees.

The dependent variable is a measure of the effect of the independent variable. The dependent variable is the response or the criterion variable that is presumed to be caused by or influenced by the independent variable (Creswell, 2009). Thus the dependent variables of the study are creativity, challenging work, independence, work centrality, capability and expert, variety, honest and truthful, obedient and respectful, aggressive, Surrounding, supervisory relations, altruism, forgiving, loyalty, polite, diversity, recognition, achievement, happiness, teamwork, flexible environment, stimulating work, enjoyable and leisurely work, wisdom, self-respect, work-life balance, security, work place free from conflict, prestige and status, economic return, associates and equality for all.

### **3.4. Sample Size and Sampling Method**

#### **3.4.1. Sample Size**

Sample size determination is an important element in any survey research although it is a difficult one (Adams et al., 2007). Sample size calculation is concerned about how much data is required to make correct decision on particular research. Documents Authentication and Registration Office (DARO) has about 497 employees in Addis Ababa and Dire Dawa. However, due to geographic remoteness, Dire Dawa branch was excluded. And since the researcher assumed that some of the workers may not be able to understand the study due to their lower educational level, they were not included in the study. Thus, for the sake of this study, a total population of employees which accounted for 406 in the head office and branch offices of Addis Ababa were taken as a target population for the research.

For the sampling size, the researcher makes use of Cochran's sample size formula to determine the needed total sample size. Then, this study again follows the method of proportional allocation under which the sizes of the samples from the different stratum are kept proportional to the sizes of the strata (Kothari, 2004). In this study, the use of a questionnaire requires survey type sample size calculation meaning that a sample error formula is used. Cochran's sample size formula for categorical population is used.

$$n_0 = \frac{z^2 * (p)(1-p)}{e^2} \quad , \quad n_1 = \frac{n_0}{(1+n_0/\text{population})}$$

Where:

- ✚  $n_0$  = Sample error size,
- ✚ Z= standard normal distribution which is 1.96 (a confident interval of 95% sample estimates,
- ✚ P= sample proportion of successes (0.5), thus the variance of P\* (1-P) gives the maximum possible sample size = 0.25,
- ✚ e= Acceptable margin of error for proportion being estimated which is 0.05 % (error the researcher is willing to accept).

$$n_0 = \frac{z^2 * (p)(1-p)}{e^2} = \frac{(1.96)^2 * (0.5)(1-0.5)}{0.05^2} = \underline{\underline{384}}$$

Therefore, for a population of 406, the required sample size is calculated as:

$$n_1 = \frac{n_0}{(1+n_0/\text{population})} = \frac{384}{1+384/406} = \underline{\underline{197}}$$

Hence, the study considers 197 employees of the target population as a sample size (n). Now, it is to determine the sample size of each age group (i= stratum) based on proportional allocation using the formula stated in Kothari (2004). Thus, let us determine a sample size of each stratum using the total sample size ( $n = 197$ ) that was drawn from a total population of size  $N = 406$  which resulted in to two strata of observation sizing  $N_1 = 217$  (older employees) and  $N_2 = 189$  (Younger employees).

$$n_i = n * p_i$$

Where:

- ✚ n=represents the total sample size,
- ✚  $p_i$  =represents the proportion of population resulting in each stratum divided by total population
- ✚ N=observation of the strata representing the two age groups which will be drawn from the total population size

Therefore, the required sample size for each stratum is calculated as:

For stratum with  $N_1 = 217$ , we have  $P_1 = \frac{217}{406}$

$$\text{Hence } n_1 = n * p_1 = 197 * \frac{217}{406} = \underline{105}$$

For stratum with  $N_2 = 189$ , we have  $P_2 = \frac{189}{406}$

$$\text{Hence } n_2 = n * p_2 = 197 * \frac{189}{406} = \underline{92}$$

Thus, 197 is the total sample size of the study which was drawn from the total population of 406 using Cochran's (1977) sample size formula. Out of which, a total sample size of 105 older employees and 92 younger employees were determined by using Kothari's proportional allocation formula (2004). However, to make the two or independent samples *t*-test valid by having equal sample size, 13 sample size of younger population was added in to the total sample size of 197 to make it 210 total sample sizes. This is supported by DePuy and Pappas in their statement that if population sample sizes are unequal, the independent *t*-test will be invalid, whether or not sample variances of treatment groups happen to be equal.

### 3.4.2. Sampling Method

Regarding the sampling method in case of quantitative method, stratified sampling is employed to categorize respondents in to two groups and select samples using simple random sampling because this method reduces the potential for bias in the selection of respondents to be included in the sample. And it is also simple and convenient to adopt. The reason using a combination of stratified together with simple random sampling techniques is well explained by Bhattacharjee (2012) and Kothari (2004). These authors noted that in stratified sampling, the sampling frame is divided by in to homogeneous and non-overlapping sub-groups called strata and a simple random sample is drawn within each group, and stratified sampling results in more reliable and detailed information.

**Table 2: Description of samples taken from each stratum by Location**

No	Location Name	Age category of total employees		Sample size taken from each age groups	
		18-29 years old	30-60 years old	18-29 years old	30-60 years old
1	DARO Branch office one	9	11	5	5
2	DARO Branch office two	13	12	8	6
3	DARO Branch office three	12	13	7	7
4	DARO Branch office four	22	21	11	10
5	DARO Branch office five	10	12	6	6
6	DARO Branch office six	9	12	5	6
7	DARO Branch office seven	11	9	7	4
8	DARO Branch office eight	9	10	5	5
9	DARO Branch office nine	7	9	4	4
10	DARO Branch office ten	18	20	10	10
11	DARO Branch office eleven	6	8	3	4
12	DARO Head office	63	80	34	38
	<b>Total</b>	<b>189</b>	<b>217</b>	<b>105</b>	<b>105</b>
<b>Grand Total</b>		<b>N=406</b>		<b>n=210</b>	

Sample calculation for each branch:

For example, DARO Branch office one       $\text{Sample} = \frac{11}{210} (100) = 5$

### **3.5. Source and Instruments of Data Collection**

#### **3.5.1. Source of data**

For the purpose of this study, primary and secondary data are used. In case of primary data questionnaire is preferable as a data collection method because questionnaire is extremely flexible and can be used to gather information on almost any topic involving large or small numbers of people. And it is also very cost effective, reduce bias and familiar to most people.

### 3.5.2. Questionnaire

The instrument chosen to measure the work values of older and younger employees is the work values inventory (Super, 1970). Questionnaire is to be used as the primary data-gathering instrument for this study. The close-ended questionnaire was adapted from Rokeech's value survey (1973) and Super's work values inventory (1970) as the instrumental and terminal work values. This instrument to measure the work values of older and younger employees is standardized and internationally well known. The standardized questionnaire developed by Rokeech and Super was used in many well known international journals as almost standardized questionnaire for researches related to age-related differences in work values of employees. For example, Lawsson (2009), Govitavatan (2001) used the values in the study. Besides, the questionnaire related to the managerial approaches, the ACORN imperatives, to such differences was also developed and used in many researches Zemke, Raines, and Filipczak (2000).

This study incorporated managerial approaches to age-related work values differences in the work place; and used the standardized work values inventory system. Thus, using the standardized work values inventory in the questionnaire made the present study more valid. In designing the questionnaire, the researcher used extensive review of literature in line with the specific objectives of the study. Based on this, the questionnaire has three sections. Section one contains demographic questions. Section two contains the instrumental and terminal values questions (see Appendix-A) using a 5-point Likert scale which ranges from 5-1 point scale in the following pattern:

5 = Very Important (VI)

4 = Important (I)

3 = Moderately Important (MI)

2 = Less Importance (LI)

1 = Unimportant (U)

Section three also contains the ACORN managerial approaches questions (See Appendix-A) using a five point Likert scale which ranges from 5-1 point scale in the following pattern:

5=Very Agree (VA)

4=Agree (A)

3=Neutral (N)

2=Disagree (N)

1=Very Disagree (VD)

### **3.6. Procedure of Data Collection**

Before a full scale survey, the questionnaire was distributed for 30 target respondents. The objective of this pilot test is to identify possible problems with regard to the content of questions and wording. Based on the pilot testing, some modifications were made. During a full scale survey, the questionnaire was administered by the researcher and collaborators, who helped in data collection. Besides, the organization has made an arrangement through human resource department and 72 questionnaires were distributed to each selected head office respondents in a hard copy. And all of them were properly collected. The other 138 questionnaire were also sent to randomly selected employees at the branch offices in hard a copy. In each branch, there were assigned persons to distribute and collect the questionnaire. All of the distributed 138 questionnaire were also filled and returned. In general, all of the questionnaires 210 (100%) were returned and used for analysis.

### **3.7. Methods of Data Analysis**

The independent *t*-test is an appropriate method of analysis for the purpose of this study. This is because “The independent *t*-test issued in situations in which there are two experimental conditions and different participants have been used in each condition” (Field, 2005). Thus, questionnaire survey from the two different participants of employees was processed, coded and analyzed via the Statistical Program for the Social Science (SPSS 20) using independent sample *t*-test by comparing means. Hole (2009) describes the suitability of two sample *t*-test in such kind of the present study as the independent samples *t*-test enables to assess the reliability (statistical significance) of the mean differences on variable between two independent or categories of people, and therefore, one condition is really different from the mean of another condition. If population sample sizes are unequal, the independent *t*-test will be invalid, whether or not sample variances of treatment groups happen to be equal (DePuy and Pappas). The study also made use of the effect size, the effect of the correlation (*r*), in measuring the magnitude of the differences of the two groups measured whether their significant difference is substantive importance or not.

The study also used descriptive statistics such as frequency counts, percentage distributions, and computes mean value. The frequency distribution of a variable is a summary of the frequency or percentages of individual values or ranges of values for that variable (Bhattacharjee, 2012). The results of these analyses was used to help identify the younger and older employees' instrumental and terminal work values orientations and the extent to which the ACORN approaches are being implemented in the organization under study in public organization; and how these differences are dealt with.

### 3.8. Validity

Bhattacharjee (2012) defines Validity as construct validity and refers to the extent to which a measure adequately represents the underlying construct that it is supposed to measure. The content validity is assured when the questionnaire was prepared based on extensive reading of literature review. So, the validity of each question to collect data that focused on the present research objective was based on the previous similar research which would substantiate validity and clarity. In addition, the researcher conducted a pilot test by distributing the questionnaire for target respondents. Based on the result of the pilot test, it was possible to make some modification with regard to the questions and wording that increased the validity of the questions.

### 3.9. Reliability

Reliability is the degree to which the measure of a construct is consistent or dependable. Cronbach's alpha is used to measure the reliability of the questionnaire. Cronbach's alpha is a model of internal consistency based on the average inter-item correlation. Cronbach's alpha is a reliability measure designed by Lee Cronbach in 1951.

#### Reliability Statistics

*Table 3: Reliability Statistics of Cronbach's Alpha*

	Cronbach's Alpha	No of Items
Items of instrumental values	.721	16
Items of terminal values	.798	16
Items of Managerial Practices	.906	15

The results of Cronbach Alpha coefficient is portrayed in table 3 above. Scales were considered reliable if Cronbach Alpha value reaches at .70 (Najanja etal, 2013). Thus, the table confirmed that the Cronbach's Alpha Coefficient for Items of instrumental values, Items of terminal values and Items of Managerial Practices are **.721**; **.798**; **.906** respectively which can be confidently said acceptable.

## CHAPTER FOUR

### DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

#### 4.1. Demographic Information of Respondents

This study focused on the Managerial Approaches to Age related differences in terms of Work Values in the Workplace for public organization in the case of Documents Authentication and Registration Office (DARO). As mentioned in chapter three on methodology, questionnaires were used as the data collection instrument. In conducting this study, 210 questionnaires were distributed to respondents. And all questionnaires were returned. The following table shows the demographic information of respondents who are currently working in Documents Authentication and Registration Office and participated in this study by filling questionnaires.

*Table 4: Demographic Information of Respondents*

Category	Indicators	Frequency	Percent	Cumulative Percent
	Male	114	54.3	54.3
	Female	96	45.7	100.0
	Total	210	100.0	
AGE	18-29 (Younger employees)	105	50.0	50.0
	30-60 (Older employees)	105	50.0	100.0
	Total	210	100.0	
EDUCATIONAL LEVEL	Masters and above	11	5.2	5.2
	Bachelor Degre	173	82.4	87.6
	Diploma	26	12.4	100.0
	Total	210	100.0	11.4
SERVICE YEARS	Below 1 Year	24	11.4	61.4
	1-10 Years	105	50.0	90.5
	11-20 Years	61	29.0	100.0
	Above 21 Years	20	9.5	11.4
	Total	210	100.0	100.0

As table 4 depicts that the female respondents were 98 (45.7%) and the male respondents were 114 (54.3%). Regarding the sex of the respondents, more than half of them (54.3%) are males while 45.7% are females. As shown in the Table, the percentage of male respondents is higher than females. This indicates that most of the respondents are males. Table 4 also shows equal percent of respondents between 18 and 29 ages and followed by 30 - 60 age groups. Regarding the educational level of the respondents, then Table above indicates that 82.4% of the respondents have Bachelor degree; and about 5.2% and 12.4% of respondents have Masters and Diploma, respectively. This indicates that most of the participants of this study are first degree holders. In addition, about 50.0% of the respondents have served from 1 – 10 years and followed by 11-20 years of service group respondents which accounted for 29.0%. And about 11.4% and 9.5% of the respondents have total service years below 1 year and above 21 years, respectively.

## **4.2. Instrumental and Terminal work values of younger and older employees**

This part of the study looks in to identifying the instrumental and terminal work values of younger employees in relation to the literatures discussed in chapter two. In order to assess this data, a Likert Scale or five-point scale, ranging from unimportant to very important, was used. The respondents were asked to select their level of importance with 32 internationally developed work values inventories organized under Instrumental and Terminal work values (*see chapter 2* for more explanation). The results of the next table came from questions 1 through 32 in section 2 in the questionnaire (see appendix A). The data were ranked by frequency distribution and mean score, and tabulated as shown in the following consecutive tables.

### **4.2.1. Instrumental work values of younger employees**

*Table.5: Younger employees’ instrumental work values*

Items of instrumental work values for younger employees		Very Important (5)	Important (4)	Moderately Important (3)	Less Important (2)	Unimportant (1)	Mean
<b>CREATIVITY</b>	Count	36	51	16	2	0	<b>4.15</b>
	Percent	34.3%	48.6%	15.2%	1.9%	0%	
<b>CHALLENGE</b>	Count	34	60	8	2	1	<b>4.18</b>
	Percent	32.4%	57.1%	7.6%	1.9%	1.0%	
<b>INDEPENDENCE</b>	Count	39	50	11	3	2	

Items of instrumental work values for younger employees		Very Important (5)	Important (4)	Moderately Important (3)	Less Important (2)	Unimportant (1)	Mean
	Percent	37.1%	47.6%	10.5%	2.9%	1.9%	<b>4.15</b>
<b>CAPABILITY</b>	Count	39	51	12	3	0	<b>4.20</b>
	Percent	37.1%	48.6%	11.4%	2.9%	0%	
<b>WORK CENTERALITY</b>	Count	3	8	27	48	19	<b>2.31</b>
	Percent	2.9%	7.6%	25.7%	45.7%	18.1%	
<b>VARIETY</b>	Count	35	49	8	10	3	<b>3.98</b>
	Percent	33.3%	46.7%	7.6%	9.5%	2.9%	
<b>HONEST</b>	Count	57	33	13	2	0	<b>4.38</b>
	Percent	54.3%	31.4%	12.4%	1.9%	0%	
<b>OBEDIENT</b>	Count	38	39	18	7	3	<b>3.97</b>
	Percent	36.2%	37.1%	17.1%	6.7%	2.9%	
<b>AGRESSIVE</b>	Count	5	10	31	36	23	<b>2.41</b>
	Percent	4.8%	9.5%	29.5%	34.3%	21.9%	
<b>SUROUNDING</b>	Count	37	46	13	6	3	<b>4.03</b>
	Percent	35.2%	43.8%	12.4%	5.7%	2.9%	
<b>SUPERVISORY RELATIONS</b>	Count	47	41	13	2	2	<b>4.23</b>
	Percent	44.8%	39.0%	12.4%	1.9%	1.9%	
<b>ALTRUISM</b>	Count	36	33	16	10	10	<b>3.71</b>
	Percent	34.3%	31.4%	15.2%	9.5%	9.5%	
<b>FORGIVING</b>	Count	34	47	16	8	0	<b>4.02</b>
	Percent	32.4%	44.8%	15.2%	7.6%	0%	
<b>LOYAL</b>	Count	47	40	11	7	0	<b>4.21</b>
	Percent	44.8%	38.1%	10.5%	6.7%	0%	
<b>POLITE</b>	Count	48	34	19	4	0	<b>4.20</b>
	Percent	45.7%	32.4%	18.1%	3.8%	0%	
<b>DIVERSITY</b>	Count	7	14	36	34	14	<b>2.68</b>
	Percent	6.7%	13.3%	34.3%	32.4%	13.3%	
<b>AGGREGATE MEAN</b>							<b>3.80</b>

N = 105

Sources: Own Survey May, 2015

As shown in table 5 above, about 48.6% of the younger respondents place creativity as important and about 34.3% respondents also rated it as very important in their daily work. On the other hand, about 15.2% and 1.9% of the younger respondent have a moderately important and a less important level respectively. From this, younger employees prefer creative works. Therefore, having a mean value of 4.15 implies that younger employees are more interested in creativity in the organization. Based on the question raised for respondents of the study, as shown in table 5 above, about 57.1% and 32.4% of the younger respondents rated their preferences for mentally challenging work as important and very important respectively. Therefore, a mean value of 4.18 indicates that the younger employees still value challenging work having. They tend to seek challenging and intellectual stimulation work in the organization.

With regard to independence, younger workers are interested in doing their work independently. They want to accomplish their work by their own decisions. In line with this, about 47.6% of respondents rated as important and 37.1% of the respondents regard independence as very important. Insignificant number of respondents which is about 2.9% and 1.9% rated the value as less important and unimportant. Besides, with a mean value of 4.15 depicts that younger employees seek independence in the process of accomplishing their work. Similarly, respondents were asked to rate their value to capability and effectiveness in the workplace. Based on this, about 48.6% of the respondents considered it as important. Likewise, about 37.1% of respondents viewed it as very important. In addition, a mean value of 4.20 indicates that younger employees are more concerned about capability and effectiveness in the organization having.

Table 5 further showed that 45.7% of younger respondents evaluated the degree of importance of work as less important and 25.7% of respondents claim this value as moderately important. Thus, younger employees give less importance to the value of work centrality having a mean value of 2.31 which implies that younger employees are not likely to believe that work should be the central part of their life in the organization. The work value in relation to variety of activities in a single position is preferred by the younger respondents. From the table above, about 46.7% and 33.3% of younger respondents labeled as important and very important, respectively. The mean value which is 3.98 indicates that younger employees in the organization place greater value in the variety they work. In addition, the table demonstrates that younger employees' respondents towards the work value with regard to honest comprise 54.3% and 31.4% as very

important and important according to their level of importance which totally accounted for about 85.5% of the total respondents. Besides, a mean value of 4.38 implies that younger employees view honest as their work value orientation in the organization.

As it is depicted in table 5, the work value with regard to obedient to, and respectful of others, about 37.1% of respondents considered important and about 36.2% of respondents favor the value as very important. On the contrary, about 6.7% and 2.9% of the respondents rated the value as less important and unimportant respectively. Therefore, the mean value of 3.97 shows younger employees are more concerned about obedient to and respectful of duty and others in the organization. The other work value that needs to be assessed is aggressive work value of younger employees in the organization. In line with this, as shown in table 9, about 34.3% and 21.9% of the respondents responded to aggressive by rating less important and unimportant, respectively, whereas about 29.5% of the respondents rated it as moderately important. Thus, it can be concluded that younger employees do not value aggressive behavior in the organization. Besides, having a mean value of 2.41 depicts that younger employees are less likely to believe that aggressive value is important.

With regard to the physical working conditions, that is surrounding, about 43.8% and 35.2% of the respondents regarded as important and very important respectively. In line with this, the mean value of 4.03 depicts that those younger employees are more concerned with physical working conditions in the organization. Similarly, the preferences of younger employees to good supervisory relation can be considered as very important and important which accounted for about 44.8% 39.0% of the respondents, respectively having a mean value of 4.23 telling that younger employees value reasonable and fair supervisory relations in the organization. Younger employees in DARO are found to value the altruistic dimension of work values. They are concerned about the well being of others. Regarding this idea, as can be seen in table 5, about 34.3% and 31.4% of the respondents chose the level of importance of the altruistic work value as very important and important, correspondingly. Furthermore, as can be seen from the mean value which is 3.71, it can be concluded that younger employees are concerned about the wellbeing of others in the organization.

In the same way, younger respondents were requested to rate their value of forgiving, willingness to pardon others, in the workplace. About 44.8% of the respondents, as can be seen in the table below, rated as important while about 32.4% of the respondents assured their

preferences to forgiving as very important. Therefore, the mean value of 4.02 depicts that younger employees do place greater value in forgiving in the organization. As indicated in the above table, about 44.8% and 38.1% of the respondents answered very important and important, respectively on the issue of loyalty. But, about 0% of the respondents rated as unimportant and about 6.7% of the respondents also rated as less important, and finally about 10.5% as moderately important. This finding of the analysis suggests that younger employees viewed loyalty, faithful to friends and groups, as important work value in the organization. Having a mean value of 4.21 depicts that younger employees do value loyalty in the organization.

Younger respondents were also asked to rate whether they do value polite as their work value system or not. Based on this, about 45.7% of the respondents rated the level of the issue as very important and similarly about 32.4% of respondents claimed the work value of polite as to be important. Therefore, with a mean value of 4.20 indicating that it is possible to conclude that younger employees do place greater value in polite in the organization. With regard to the work value system of diversity, as it is depicted in table 5, about 34.3% of respondents considered it as moderately important and about 32.4% of respondents favor diversity as less important. Only about 13.3% and 6.7% of the respondents responded as important and very important, respectively. Thus, as can be seen from a mean value of 2.68, it is possible to conclude that younger employees are less likely to believe in workplace diversity in the organization.

To conclude, the data analysis indicates that the dominant manifestations of instrumental work values of younger employees confirmed by the study are creativity (Mean score =4.15), mentally challenging work i.e. Intellectual stimulation (Mean score =4.18), independence (Mean score=4.15); capability (Mean score=4.20); variety (Mean score =3.98); honest (Mean score = 4.38); obedient (Mean score =3.97); surrounding (Mean score = 4.03); value supervisory relations (Mean score =4.23); value altruism (Mean score = 3.71); value forgiving (Mean score =4.02); value loyalty (Mean score =4.21); and value polite (Mean score =4.20).

## 4.2.2. Terminal work values of younger employees

*Table 6: Younger employees' terminal work values*

Items of terminal work values for younger employees		Very Important (5)	Important (4)	Moderately Important (3)	Less Important (2)	Unimportant (1)	Mean
<b>RECOGNITION</b>	Count	27	60	9	6	3	<b>3.97</b>
	Percent	25.7%	57.1%	8.6%	5.7%	2.9%	
<b>ACHIEVEMENT</b>	Count	51	38	14	2	0	<b>4.31</b>
	Percent	48.6%	36.2%	13.3%	1.9%	0%	
<b>HAPPINESS</b>	Count	5	13	30	40	17	<b>2.51</b>
	Percent	4.8%	12.4%	28.6%	38.1%	16.2%	
<b>STIMULATING WORK</b>	Count	30	43	21	8	3	<b>3.85</b>
	Percent	28.6%	41.0%	20.0%	7.6%	2.9%	
<b>TEAM WORK</b>	Count	6	7	20	45	27	<b>2.24</b>
	Percent	5.7%	6.7%	19.0%	42.9%	25.7%	
<b>FLEXIBLE ENVIRONMENT</b>	Count	27	50	14	9	5	<b>3.81</b>
	Percent	25.7%	47.6%	13.3%	8.6%	4.8%	
<b>ENJOYABLE WORK</b>	Count	39	33	16	10	7	<b>3.83</b>
	Percent	37.1%	31.4%	15.2%	9.5%	6.7%	
<b>WISDOM</b>	Count	39	54	10	2	0	<b>4.24</b>
	Percent	37.1%	51.4%	9.5%	1.9%	19.0%	
<b>SELF-RESPECT</b>	Count	33	27	22	2	1	<b>4.04</b>
	Percent	31.4%	44.8%	21.0%	1.9%	1.0%	
<b>WORK-LIFE BALANCE</b>	Count	30	43	21	8	3	<b>3.85</b>
	Percent	28.6%	41.0%	20.0%	7.6%	2.9%	
<b>SECURITY</b>	Count	5	13	30	40	17	<b>2.51</b>
	Percent	4.8%	12.4%	28.6%	38.1%	16.2%	
<b>FREE FROM CONFLICT</b>	Count	45	40	11	7	2	<b>4.13</b>
	Percent	42.9%	38.1%	10.5%	6.7%	1.9%	
<b>PRESTIGE and STATUS</b>	Count	9	8	26	43	19	<b>2.48</b>
	Percent	8.6%	7.6%	24.8%	41.0%	18.1%	
<b>ECONOMIC RETURN</b>	Count	22	45	32	4	2	<b>3.77</b>
	Percent	21.0%	42.9%	30.5%	3.8%	1.9%	
<b>ASSOCIATES</b>	Count	30	39	26	9	1	<b>3.84</b>
	Percent	28.6%	37.1%	24.8%	8.6%	1.0%	

Items of terminal work values for younger employees		Very Important (5)	Important (4)	Moderately Important (3)	Less Important (2)	Unimportant (1)	Mean
EQUALITY	Count	43	42	15	3	2	4.15
	Percent	41.0%	40.0%	14.3%	2.9%	1.9%	

N = 105

Sources: *Own Survey May, 2015*

About more than half of the respondents supported that they prefer to work in a place where there promotes recognition of employees. In this regard, table 6 depicts that about 57.1% of the respondents showed their preferences to recognition as important and about 25.7% of the respondents also rated it as very important. Thus, having a mean value of 3.97 proves that younger employees do place greater value in the recognition they receive from their work in the organization. Similarly, about 48.6% and 36.2% of the respondents, as it is indicated in table 6, responded to the issue of seeking achievement as very important and important, respectively. Thus with a mean value of 4.31 indicates that younger employees are more concerned about personal advancement and achievement.

Knowing happiness of employees in the work they are engaged in is critical. In this respect, about 38.1% and 16.2 % of the respondents declared their value to happiness in their work as less important and unimportant, respectively. About 13.4% and 4.8% of the respondents claimed the values as important and very important, respectively. Having a mean value of 2.51 implies that younger employees did not tend to show their happiness as a value to the work they are engaged in the organization. Regarding the issue of valuing stimulating work, table 6 depicts that about 41.0% and 28.5% of the respondents regarded it as important and very important, respectively. A small number of employees which is about 7.6% and 2.9% of the respondents rated it as less important and unimportant, respectively. In addition, having a mean value of 3.85 indicates that younger employees are interested in stimulating work.

As also shown in the above table, about 42.9% of the total younger respondents do not prefer to work in team with others by showing their preferences as less important and unimportant, respectively. On the other hand, about 5.7% and 6.7% of the respondents considered the given value as very important and important respectively. It is only 19. 0% of respondents that rated the issue as moderately important which is insignificant. Hence, the mean value of 2.24 indicates that it is possible to consider that younger employees are less concerned about team work in the

organization. Younger respondents were also asked to rate their level of preferences to flexible environment in the workplace. In line with this, about 47.6% of the respondents rated the issue as important and about 25.7% of respondents claimed flexible environment as to be very important. A small number of employees which is about 13.3%, 8.6% and 4.8% of the respondents rated it as moderately important, less important and unimportant, respectively. Therefore, having a mean value of 3.81 it can be concluded that younger employees value flexible environment workplace in the organization.

Valuing enjoyable and leisurely work is another aspect of work value. Regarding this, about 37.1% and 31.4% of the respondents claimed it as very important and important, respectively. The mean value for this work value inventory is to be 3.83 indicating that younger employees do seek enjoyable and leisurely work in the organization. By the same token, younger respondents were requested to evaluate their own work value to matured understanding of work .i.e. wisdom, concerning this, about more than half of the respondents, which is about 51.4%, responded as important and about 37.1% of the respondents tended to put their response as very important which is still significant compared to 19.0% of unimportant responses, whereas about 1.9% of the total respondents regarded the value as less important. Hence, from this analysis, having a mean value of 4.24, it can be concluded that younger employees place greater value in matured understanding of the work they are engaged in the organization.

Respondents were asked to appraise their value to self-respect. As shown in table 6 above, about 44.8% and 31.4% of the respondents rated as important and very important, respectively. On the contrary, about 1.0% and 1.9% of the total respondents said unimportant and less important, respectively. In addition, having a mean value of 4.04 demonstrates that younger employees place greater value in self-respect. The work value with regard to work-life balance, as it is depicted in table 6 above, about 41.0% of the respondents viewed the value as important and about 28.6% of respondents value it as very important. But, about 20.0% of the respondents claimed it as moderately important. In addition, the mean value of 3.85 indicates that younger employees seek work-life balance in their work in the organization. With job security, respondents were asked to rate their level of importance as their work value orientation. Regarding this, about 38.1% of the respondents rated it as less important; about 28.6% of the respondents also rated moderately important. Moreover, about 16.2% and 12.4% of the respondents evaluated it as unimportant and important, respectively. Therefore, it is possible to

conclude that, with a mean value of 2.51, younger employees are less interested in job security they hold in the organization.

Based on the question on whether the respondents value a workplace free from conflict or not, about 42.9% and about 38.1% of the respondents stated it as very important and important, respectively. Hence, as can be seen from a mean value of 4.13, it is possible to conclude that younger employees are more interested in a work place free from conflict in the organization. Additionally, the table below depicts that about 41.0% of the respondents rated the desire for prestige and status as less important. In addition, about 24.8% and 18.1% of the respondents maintained prestige and status in the workplace as moderately important and unimportant, respectively. And, the mean value is 2.48. From this, it can be stated that younger employees are not more concerned about power, prestige and status in the organization.

Regarding the respondents' level of importance to economic return such as salary, about 42.9% of the respondents placed the value as important and 21.0% of the respondents labeled it as very important. This means, about 63.9% of the respondents reported that they are more interested in seeking economic returns in the organization, whereas about 30.5% of the respondents were placed the value as moderately important and only about 1.9% and 3.8% of the respondents, respectively, rated the value as unimportant and less important. Therefore, having a mean values which is 3.77, it appears to infer that younger employees are more concerned about and interested in economic returns in the organization.

About 24.8% of the respondents reported that they place moderately importance to associates, whereas about 8.6% and 1.0% of the respondents labeled it as less important and unimportant, respectively. Similarly about 37.1% of the respondents stated that they rated the issue associates; forming friendship, as important and about 28.6% of younger respondents claimed the value as very important. This means that about 65.7% of the respondents are more interested in associates and forming friendship with others in the workplace. Hence, with a mean value of 3.84, younger employees tend to be more concerned about associates in the organization. Ultimately, as can be seen in table 6, respondents were asked to appraise their value to brotherhood and equal opportunity for all. About 41.0% and 40.0% of the respondents rated as very important and important, respectively. Having a mean value of 4.15 indicates that younger employees are more likely to believe that brotherhood and equal opportunity for all are central part of their life in the organization.

To sum up, the researcher is able to infer that younger employees value recognition (Mean score =3.97); concerned about achievement (Mean score =4.31); interested in stimulating work (Mean score=3.85); concerned with flexible environment (Mean score=3.81); value enjoyable work (Mean score =3.83); value wisdom (Mean score =4.24); value self-respect (Mean score =4.04); value work-life balance (Mean score =3.85); value a workplace free from conflict (Mean score =4.13); concerned in economic returns (Mean score =3.77); are interested in associates (Mean score =4.15); value equality (Mean score =3.84).These are terminal work values of younger employees in the organization confirmed by the study.

### 4.2.3. Instrumental work values of older employees

**Table 7: Older employees' instrumental work values**

Items of instrumental work values for older employees		Very Important (5)	Important (4)	Moderately Important (3)	Less Important (2)	Unimportant (1)	Mean
<b>CREATIVITY</b>	Count	4	14	33	35	19	<b>2.51</b>
	Percent	3.8%	13.3%	31.4%	33.3%	18.1%	
<b>CHALLENGE</b>	Count	3	19	28	36	19	<b>2.53</b>
	Percent	2.9%	18.1%	26.7%	34.3%	18.1%	
<b>INDEPENDENCE</b>	Count	6	20	24	38	17	<b>2.62</b>
	Percent	5.7%	19.0%	22.9%	36.2%	16.2%	
<b>CAPABILITY</b>	Count	24	58	19	3	1	<b>3.96</b>
	Percent	22.9%	55.2%	18.1%	2.9%	1.0%	
<b>WORK CENTRALITY</b>	Count	36	50	15	4	0	<b>4.12</b>
	Percent	34.3%	47.6%	14.3%	3.8%	0%	
<b>VARIETY</b>	Count	4	17	31	40	13	<b>2.61</b>
	Percent	3.8%	16.2%	29.5%	38.1%	12.4%	
<b>HONEST</b>	Count	43	36	21	5	0	<b>4.11</b>
	Percent	41.0%	34.3%	20.0%	4.8%	0%	
<b>OBEDIENT</b>	Count	6	17	22	38	22	<b>2.50</b>
	Percent	5.7%	16.2%	21.0%	36.2%	21.0%	
<b>AGGRESSIVE</b>	Count	28	48	14	5	10	<b>3.75</b>
	Percent	26.7%	45.7%	13.3%	4.8%	9.8%	
<b>SUROUNDIRG</b>	Count	25	45	26	7	2	<b>3.80</b>
	Percent	23.8%	42.9%	24.8%	6.7%	1.9%	

<b>SUPERVISOR Y RELATIONS</b>	Count	39	45	17	3	3	<b>4.07</b>
	Percent	37.1%	41.0%	16.2%	2.9%	2.9%	
<b>ALTRUISM</b>	Count	43	42	13	6	1	<b>4.14</b>
	Percent	41.0%	40.0%	12.4%	5.7%	1.0%	
<b>FORGIVING</b>	Count	17	30	51	7	0	<b>3.37</b>
	Percent	16.2%	28.6%	48.6%	6.7%	0%	
<b>LOYAL</b>	Count	40	42	18	5	0	<b>4.11</b>
	Percent	38.1%	40.0%	17.1%	4.8%	0%	
<b>POLITE</b>	Count	17	28	34	17	9	<b>3.26</b>
	Percent	16.2%	26.7%	32.4%	16.2%	8.6%	
<b>DIVERSITY</b>	Count	32	45	24	3	1	<b>3.99</b>
	Percent	30.5%	42.9%	22.9%	2.9%	1.0%	

**N = 105**

**Sources: Own Survey May, 2015**

As shown in table 7 above, about 33.3% of the respondents place creativity as less important and about 18.1% of the respondents also labeled as unimportant which means, about 51.4% of the respondents regarded creativity as less interested having a mean value of 2.51, whereas about 31.4% of the respondents also rated it as moderately important in their daily work. Thus, from this, older employees are less concerned about personal creativity in the organization. Based on the question raised for respondents of the study, as shown in table 7, about 34.3% and 18.1% of the respondents rated their preferences for mentally challenging work as less important and unimportant, respectively. Therefore, having a mean value of 2.53 implies that the older workers do not like to value challenging work. They are unlikely to seek challenging and intellectually stimulating work in the organization.

With regard to independence, older employees are less interested in doing their work independently. They do hardly seem to accomplish their work by their own decisions. In line with this, about 36.2% of the respondents rated it as less important and 16.2% of the respondents regarded independence as unimportant. This comprises about 52.4% of the respondents, which is more than half of the total older respondents. About 22.9% and 19.0% valued independence as moderately important and important, respectively. In addition, the mean value which is 2.62 indicates that older employees are unlikely to seek independence in the process of accomplishing their work in the organization. Respondents were asked to rate their value to capability and effectiveness in the workplace. Based on this, about more than half of the

respondents, which is 55.2% considered it as important. Likewise, about 22.9% of the respondents viewed it as very important which is significant number compared to moderately important which accounted for about 18.1%. Moreover, having a mean value of 3.96, it can be concluded that older employees are more interested in capability and effectiveness in the organization.

Table 7 further showed that 47.6% of the respondents evaluated the degree of importance of work as important and about 34.3% of respondents claimed the centrality of work as very important. Thus, having a mean value of 4.12 implies that older employees are likely to believe that work should be the central part of their life in the organization. The work value in relation to variety of activities in a single position is viewed by the respondents as less important. From the table below, about 38.1% of the older respondents viewed the value as less important and about 29.5 % of the respondents regarded it as moderately important. In addition, the mean value which is 2.61 indicates that older employees do not place greater value in the variety they work in the organization. From the table above, about 41.0% and 34.3% of the respondents, towards the value with respect to honest, reported it as very important and important according to their level of importance. Thus, older employees view honest as very important in the organization having a mean value of 4.38, which implies older employees are more interested in having honest value in the organization.

The work value with regard to of obedient and respectful to others, as it is depicted in table 7, about 36.2% of the older respondents considered it as less important and 21.0% of the older respondents favor the value as unimportant. On the contrary, about 16.2% and 5.7% of the respondents rated the work value as very important and important, respectively. Therefore, the mean value of 2.50 shows older employees are less concerned about obedient and respectful to others in the organization.

The other work value that needs to be assessed is aggressive work value of older employees in the organization. In line with this, as shown in table 7 above, about 45.7%% and 26.7% of the respondents responded to aggressive by rating important and very important, respectively. Hence, it can be concluded that older employees value aggressive behavior in the organization having a mean value of 3.75 indicating that older workers are likely to believe that aggressive value is important.

With regard to the physical working conditions, that is surrounding, about 42.9% and 23.8% of the respondents regarded as important and very important, respectively. Similarly, this means 66.7% of the respondents supported that conducive working surrounding should be part of their work. In line with this, the mean value of 3.80 depicts those older employees are concerned with good physical working conditions in the organization. The preferences of older employee to good supervisory relation can be considered as very important and important which accounted for about 37.1% and 41.0% of the respondents, respectively having a mean value of 4.23 indicating that older employees value reasonable and fair supervisory relations in the organization.

Older employees in DARO are found to value the altruistic dimension of work values. They are concerned about the well being of others. Regarding this idea, as can be seen in table 7, 41.0% and 40.0% of the respondents chose the level of importance of altruism as very important and important, correspondingly. Thus, as can be seen from the mean value which is 4.14, it can be concluded that older workers tend to be concerned about the wellbeing of others in the organization. In the same way, older respondents were requested to rate their value to forgiving, willingness to pardon others, in the workplace. About 48.6% of the respondents, as can be seen in the table below, rated as moderately important while about 28.6% of the respondents assured their preferences to forgiving as important. Therefore, the mean value of 3.37 indicates that older employees are moderately concerned about forgiving in the organization.

As indicated in table 7, about 40.0% and 38.1% of the respondents answered important and very important, respectively on the issue of loyalty. But, about 0% of the respondents rated as unimportant and about 4.8% of the respondents also rated as less important, and finally about 17.1% as moderately important. This finding of the analysis suggests that older employees viewed loyalty, faithful to friends and groups, as important and valued by them in the organization, having a mean value of 4.11. Therefore, it is more likely that older employees do value loyalty in the organization. Besides, older respondents were also asked to rate whether they do value polite as their work value system or not. Based on this, about 32.4% of the respondents rated the level of the issue as moderately important. However, a significant number of respondents which is about 26.7% of the respondents claimed the work value in relation to polite as to be important. Besides, equal respondents which are about 16.2% and 16.2 % of the respondents stated as less important and very important, respectively. Hence, having a mean

value of 3.26 indicates that it is possible to conclude that older employees do moderately place value in polite in the organization.

With regard to diversity as the work value system to older employees, as it is depicted in the table above, about 42.9% of respondents considered it as important and 30.5% of respondents favor diversity as very important. Only about 22.9% and 2.9% of the respondents responded as less important and unimportant, respectively. Thus, as can be seen from a mean value of 3.99, it is possible to conclude that older employees are more interested in workplace diversity in the organization.

Therefore, the data analysis supports the researcher to conclude that older employees are valuing capability (mean score=3.96); concerned about work centrality (Mean score =4.12); value honest (Mean score =4.11); valuing aggressive (Mean score =3.75); interested in surrounding (Mean score = 3.80); supervisory relations (Mean score =4.07); altruism (Mean score = 4.14); value loyalty (Mean score =4.11); and value diversity (Mean score =3.99) in the organization.

#### 4.2.4. Terminal work values of older employees

**Table 8: Older employees' terminal work values**

Items of terminal work values for older employees		Very Important (5)	Important (4)	Moderately Important (3)	Less Important (2)	Unimportant (1)	Mean
<b>RECOGNITION</b>	Count	16	15	34	36	14	<b>2.65</b>
	Percent	5.7%	14.3%	32.4%	34.3%	13.3%	
<b>ACHIEVEMENT</b>	Count	44	40	18	3	0	<b>4.19</b>
	Percent	41.9%	38.1%	17.1%	2.9%	0%	
<b>HAPPINESS</b>	Count	38	48	12	4	3	<b>4.09</b>
	Percent	36.2%	45.7%	11.4%	3.8%	2.9%	
<b>STIMULATING WORK</b>	Count	16	31	17	29	12	<b>3.10</b>
	Percent	15.2%	29.5%	16.2%	27.6%	11.4%	
<b>TEAM WORK</b>	Count	36	48	17	2	2	<b>4.09</b>
	Percent	34.3%	45.7%	16.2%	1.9%	1.9%	
<b>FLEXIBLE ENVIRONEMENT</b>	Count	9	8	22	40	26	<b>2.37</b>
	Percent	8.6%	7.6%	21.0%	38.1%	24.8%	
<b>ENJOYABLE WORK</b>	Count	4	13	33	41	14	<b>2.54</b>
	Percent	3.8%	12.4%	31.4%	39.0%	13.3%	

<b>WISDOM</b>	Count	23	58	20	4	0	<b>3.95</b>
	Percent	21.9%	55.2%	19.0%	3.8%	0%	
<b>SELF-RESPECT</b>	Count	27	43	32	2	1	<b>3.89</b>
	Percent	25.7%	41.0%	30.5%	1.9%	1.0%	
<b>WORK-LIFE BALANCE</b>	Count	7	13	31	38	16	<b>2.59</b>
	Percent	6.7%	12.4%	29.5%	36.2%	15.2%	
<b>SECURITY</b>	Count	29	58	9	3	6	<b>3.96</b>
	Percent	27.6%	55.2%	8.6%	2.9%	5.7%	
<b>FREE FROM CONFLICT</b>	Count	6	17	29	35	18	<b>2.60</b>
	Percent	5.7%	16.2%	27.6%	33.3%	17.1%	
<b>PRESTIGE and STATUS</b>	Count	24	54	23	2	2	<b>3.91</b>
	Percent	22.9%	51.4%	21.9%	1.9%	1.9%	
<b>ECONOMIC RETURN</b>	Count	11	17	17	42	18	<b>2.65</b>
	Percent	10.5%	16.2%	16.2%	40.0%	17.1%	
<b>ASSOCIATES</b>	Count	11	12	30	34	18	<b>2.66</b>
	Percent	10.5%	11.4%	28.6%	32.4%	17.1%	
<b>EQUALITY</b>	Count	28	56	16	4	1	<b>4.01</b>
	Percent	26.7%	53.3%	15.2%	3.8%	1.0%	

**N = 105**

**Sources: Own Survey May, 2015**

About 34.3% of the respondents showed their preferences to recognition as less important. The table above also depicts that about 32.4% of the respondents responded their preferences to the value as moderately important and about 14.3% of the respondents also rated it as important. Having a mean value of 2.65 proves that older workers do not place greater value in the recognition they receive from their work in the organization. Similarly, about 41.9% and 38.1% of the older respondents, as it is indicated in table 8, responded to the issue of seeking achievement as very important and important, respectively. A small number of employees which is about 0% and 2.9% of the older rated the values as unimportant and less important respectively. Moreover, with a mean value of 4.19 indicates that older employees are also more concerned about personal advancement and achievement.

Knowing happiness of employees in the work they are engaged in is critical. In this respect, about 36.2% and 45.7 % of the respondents declared their value to happiness in their work as very important and important, respectively. About 3.8% and 2.9% of the respondents claimed the value as less important and unimportant, respectively. Besides, having a mean value of 4.09

implies that older employees did tend to show their happiness as a value to the work they are engaged in the organization. Regarding the issue of valuing stimulating work, table 8 depicts that about 29.5% and 15.2% of the respondents regarded it as important and very important, respectively. Similarly, about 27.6% and 16.2% of the respondents considered the values as less important and moderately important. About 11.4 of the respondents value it as unimportant. In addition, having a mean value of 3.10 indicates that older employees are moderately interested in stimulating work in the organization.

As shown in the above table, about 45.7% and 34.3% of the total older respondents prefer to work in team with others by showing their preferences as important and very importantly, respectively. On the other hand, 1.9% and 1.9% of the respondents considered the given value as less important and unimportant, respectively. It is only about 16.2% of respondents that rated the issue as moderately important. Hence, the mean value of 4.09 indicates that it is possible to consider that older employees are more concerned about team work in the organization.

Older respondents were also asked to rate their level of preferences to flexible environment in the workplace. Based on this, 38.1% of the respondents rated the level of the issue as less important and similarly about 24.8% of the respondents claimed flexible environment as to be unimportant. Similarly, about 8.6% and 7.6% of the total respondents rated as very important and important, respectively. And only 21.0% of the respondents showed moderately important. Therefore, it is possible to conclude that older employees are less interested in flexible environment, with a mean value of 3.86 showing that older employees are not concerned with flexible environment in the organization. Valuing enjoyable and leisurely work is another aspect of work value. Regarding this, about 39.0% of the respondents claimed it as less important. And about 31.4% of the respondents rated it as moderately important. A small number employee which is about 12.4% and 3.8% of the older respondents viewed enjoyable and leisurely work as important and very important, respectively. In addition, the mean value which is 2.54 indicates that older employees are less interested in enjoyable and leisurely work in the organization.

By the same token, older respondents were requested to evaluate their own work value to matured understanding of work .i.e. wisdom, concerning this, about more than half of the respondents, which is 55.2%, responded as important and 21.9% of the respondents tended to put their response as very important which is still significant compared to 19.0% of moderately important responses. Hence, from this analysis, having a mean value of 3.95, it can be concluded

that older employees place greater value in matured understanding of the work they are engaged in the organization. Respondents were also asked to appraise their value to self-respect and a sense of self worth. In line with this, about 41.0% and 30.5% of the respondents rated the value as important and moderately important, respectively. However, a significant number of employees, which is 25.7%, claimed it as very important, whereas about 1.9% and 1.0% of the respondents valued as less important and unimportant, respectively. Thus, having a mean value of 3.89 demonstrates that older workers place greater value in self-respect and sense of self worth.

The work value with regard to work-life balance, as it is depicted in table 8, about 36.2% of the respondents viewed the value as less important and 29.5% of respondents value it as moderately important. Besides, about 15.2% of the respondents claimed it as unimportant. But, about 12.4% and 6.7% of respondents showed their level of importance to the value as important and very important, respectively. Hence, from this, the mean value of 2.59 indicates that older employees are less interested in seeking work-life balance in their work in the organization. With job security, respondents were asked to rate their level of importance as their work value orientation. Regarding this, about 55.2% of the respondents rated it as important and about 27.6% of the respondents also rated it very important. Moreover, 5.7% and 2.9% of the respondents evaluated it as unimportant and less important, respectively. Therefore, it is possible to conclude that, with a mean value of 3.96, older employees are more concerned about and interested in job security they hold in the organization.

Based on the question on whether older respondents value a workplace free from conflict or not, about 33.3% of the respondents stated it as less important whereas about 17.1% and 27.6% of the respondents also stated it as unimportant and moderately important, respectively. And, about 16.2% and 5.7% of the respondents regarded the value as important and very important, respectively. In addition, as can be seen from a mean value of 2.60, it is possible to conclude that older employees are less likely to value a work place free from conflict in the organization. About 51.4% of the respondents rated the desire for prestige and status as important. In addition, about 22.9% and 21.9% of the respondents maintained prestige and status in the workplace as very important and moderately important, respectively. From this, the mean value of 3.91 indicates that older employees are more interested in power, prestige and status in the organization. Regarding the respondents' level of importance to economic return, about 40.0% of the respondents placed the value as less important and 16.2% of the respondents labeled it as

moderately important. In addition, about 16.2% and 17.1% of the respondents assessed it as important and unimportant, respectively. Thus, with a mean value of 2.63, it appears to infer that older employees are not concerned about and interested in economic returns in the organization.

The above table also depicted that table about 32.4% of the respondents reported that they value associates as moderately important, whereas about 28.6% and 17.1% of the respondents labeled it as moderately important and unimportant, respectively. Similarly about 11.4% and 10.5% of the respondents stated associates value, forming friendship, connections with others, as important and very important, respectively. Hence, with a mean value of 2.66, older employees tend to be less interested in associates in the organization. Ultimately, older respondents were asked to appraise their value to brotherhood and equal opportunity for all. About 53.3% and 26.7% of the respondents rated it as important and very important, respectively. It is only about 15.2% of the respondents who responded their level of importance to the value as moderately important. Therefore, it can be concluded that, having a mean value of 4.01, older workers are more likely to believe that brotherhood and equal opportunity for all are central part of their life in the organization.

From the analysis, valuing achievement (Mean score =4.19); concerned about happiness (Mean score=4.09); interested in teamwork (mean score=4.09); value wisdom (Mean score =3.95); and value self-respect (Mean score =3.89); concerned about job security (Mean score=3.96); interested in power and status (Mean score 3.91); and value equality (Mean score =4.01) are outstanding terminal work values of older employees in the organization confirmed by the study.

### **4.3. The differences in work values between younger and older employees**

In this part of the data analysis, the two means were compared and calculated using the independent means sample *t*-test. The significance level for the differences of the groups was also calculated. The difference is significant at .05 levels (2-tailed). Moreover, the effect size was computed to discover whether the effect is substantive or not. As Field (2005) stated that “effect size is an objective and standardized measure of the magnitude of the observed effect” (p32). The author further remarked that “a test statistics is significant does not mean that the effect it measures is meaningful and important” (p32). From this, it is important to calculate the magnitude of the effect size. Cohen (1988, 1992) as cited by Field (2005) has suggested what constitutes small, medium and large size effect with the following translation:

- $r=.10$  (Small effect).
- $r=.30$  (medium effect).
- $r=.50$  (large effect).

The effect size is calculated using the following equation as suggested by Field (2005):

$$r = \frac{t}{\sqrt{t^2 + df}}$$

Where,

- $t$  -represents t-statistics
- $df$ - denotes degree of freedom

As it is indicated, the analysis for the effect size of the difference of the groups to each work values was made accordingly. The following subsequent tables show the independent samples  $t$ -test of the two groups; younger and older employees surveyed. It generally reveals the  $t$ -statistics and degree of freedom up on which the effect size was made and the 2-tailed sig. on which a significant difference was noted.

### 4.3.1. The differences in instrumental work values between older and younger employees

#### Independent Samples $t$ -Test

**Table 9: The differences in instrumental work values between older and younger employees**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
CREATIVITY	Equal variances assumed	19.044	.000	12.985	208	.000	1.638	.126	1.389	1.887
	Equal variances not assumed			12.985	186.722	.000	1.638	.126	1.389	1.887
CHALLENGE	Equal variances assumed	29.089	.000	12.989	208	.000	1.648	.127	1.398	1.898
	Equal variances not assumed			12.989	183.249	.000	1.648	.127	1.397	1.898
INDEPENDENCE	Equal variances assumed	17.953	.000	10.996	208	.000	1.533	.139	1.258	1.808
	Equal variances not assumed			10.996	193.926	.000	1.533	.139	1.258	1.808
CAPABILITY	Equal variances assumed	1.144	.286	2.247	208	.026	.238	.106	.029	.447
	Equal variances not assumed			2.247	207.648	.026	.238	.106	.029	.447

WORK CENTERALITY	Equal variances assumed	4.709	.031	-14.948	208	.000	-1.810	.121	-2.048	-1.571
	Equal variances not assumed			-14.948	201.280	.000	-1.810	.121	-2.048	-1.571
VARIETY	Equal variances assumed	3.346	.069	9.685	208	.000	1.371	.142	1.092	1.651
	Equal variances not assumed			9.685	207.996	.000	1.371	.142	1.092	1.651
HONEST	Equal variances assumed	.727	.395	2.311	208	.022	.267	.115	.039	.494
	Equal variances not assumed			2.311	204.188	.022	.267	.115	.039	.494
OBEDIENT	Equal variances assumed	5.988	.015	9.734	208	.000	1.476	.152	1.177	1.775
	Equal variances not assumed			9.734	205.201	.000	1.476	.152	1.177	1.775
AGRESSIVE	Equal variances assumed	.005	.945	-8.589	208	.000	-1.343	.156	-1.651	-1.035
	Equal variances not assumed			-8.589	206.309	.000	-1.343	.156	-1.651	-1.035
SURROUNDING	Equal variances assumed	.428	.514	1.716	208	.088	.229	.133	-.034	.491
	Equal variances not assumed			1.716	207.636	.088	.229	.133	-.034	.491
SUPERVISORY RELATION	Equal variances assumed	.001	.974	1.279	208	.202	.162	.127	-.088	.412
	Equal variances not assumed			1.279	206.674	.202	.162	.127	-.088	.412
ALTRUISM	Equal variances assumed	15.604	.000	-2.776	208	.006	-.429	.154	-.733	-.124
	Equal variances not assumed			-2.776	187.282	.006	-.429	.154	-.733	-.124
FORGIVING	Equal variances assumed	12.542	.000	4.687	208	.000	.648	.138	.375	.920
	Equal variances not assumed			4.687	198.916	.000	.648	.138	.375	.920
LOYAL	Equal variances assumed	.204	.652	.792	208	.429	.095	.120	-.142	.332
	Equal variances not assumed			.792	207.811	.429	.095	.120	-.142	.332
POLITE	Equal variances assumed	8.454	.004	6.630	208	.000	.943	.142	.662	1.223
	Equal variances not assumed			6.630	192.230	.000	.943	.142	.662	1.223
DIVERSITY	Equal variances assumed	9.957	.002	-9.761	208	.000	-1.314	.135	-1.580	-1.049
	Equal variances not assumed			-9.761	198.210	.000	-1.314	.135	-1.580	-1.049

**N=210**  
tailed)

*Note: The difference was significant at .05 (2-*

**Sources: Own Survey May, 2015**

Table 9 revealed the following results on the raised issue:

At large, younger employees are more concerned about creativity (M=4.15, SE=.073), than older employees are (M=2.51, SE=.103) in DARO. A significant difference was noted  $t(208) = 12.98$ , significant =  $p < .05$ . In addition, the result represented a large size effects  $r = .67$ , showing the magnitude of the effect is substantively important. Hence, younger employees are more interested in personal creativity than the older employees are. Similarly, at large, younger workers seek mentally challenging and intellectually stimulating work (M=4.18, SE=.071), than older employees do (M=2.53, SE=.105) in the organization. A significant difference was noted  $t(208) = 12.98$ , significant =  $p < .05$ . In addition, the result represented a large size effects  $r = .67$ ,

showing the magnitude of the effect is substantive. Hence, younger employees are more interested in challenging work than the older employees are in the organization.

At large, younger workers seek independence in accomplishing their work ( $M=4.15$ ,  $SE=.084$ ), more than older workers do ( $M=2.62$ ,  $SE=.111$ ) in the organization. A significant difference was noted  $t(208) = 10.996$ , significant =  $p < .05$ . In addition, the result represented a large size effects  $r=.61$ , showing the magnitude of the effect is substantive. On average, younger employees do value capability and expert ( $M=4.20$ ,  $SE=.073$ ), more than the older employees do ( $M=3.96$ ,  $SE=.076$ ) in the organization. The difference was significant  $t(208) = 2.247$ , significant =  $p < .05$ ; However, it represented a small size effect  $r=.15$ . Older employees place greater value in work centrality ( $M=4.12$ ,  $SE=.077$ ), than younger workers ( $M=2.31$ ,  $SE=.093$ ) in the organization. A statistically meaningful difference was noted  $t(208) = -14.95$ , significant =  $p < .05$ . It did also represent a large size effect  $r=.72$ .

Younger workers are more interested in variety of works ( $M=3.98$ ,  $SE=.100$ ), than their counter groups are ( $M=2.61$ ,  $SE=.100$ ) in the organization. A statistically meaningful difference was also observed  $t(208) = 9.68$ , significant =  $p < .05$ ; it represented a large size effect  $r=.56$ . On average, younger employees value honest ( $M=4.38$ ,  $SE=.076$ ), than the older employees do ( $M=4.11$ ,  $SE=.087$ ) in the organization. This difference was significant  $t(208) = 2.311$ , significant =  $p < .05$ ; However, it represented a small size effect  $r=.16$ . Thus, despite their significant difference at .05 level, their differences is not substantive important. Younger employees were found to value obedient to, and respectful of others ( $M=3.97$ ,  $SE=.101$ ), more than the older employees did ( $M=2.50$ ,  $SE=.113$ ) in the organization. The difference was significant  $t(208) = 9.734$ , significant =  $p < .05$ ; it signified a large size effect  $r=.56$ .

Older employees value aggressive as important more than younger employees do in the organization ( $M=3.75$ ,  $SE=.115$ ) and ( $M=2.41$ ,  $SE=.105$ ), respectively. And the difference was significant  $t(208) = -8.589$ , significant =  $p < .05$ ; in addition, it represented a large size effect  $r=.51$ . On average, older employees are less interested in their preferences to work surrounding, physical working conditions ( $M=3.80$ ,  $SE=.092$ ), than younger employees ( $M=4.03$ ,  $SE=.096$ ) are in the organization. The difference was not significant  $t(208) = 1.716$ , non-significant =  $p > .05$ ; In addition, it represented a small size effect  $r=.12$ . Similarly, on average, younger employees are found to value good and reasonable supervisory relations ( $M=4.23$ ,  $SE=.086$ ), than older employees ( $M=4.07$ ,  $SE=.093$ ) are in their work value orientation towards in the

organization. The difference was not significant  $t(208) = 1.279$ , non-significant =  $p > .05$ ; In addition, it represented a small size effect  $r=.09$ . On average, older employees are more concerned about altruism ( $M=4.14$ ,  $SE=.089$ ), than the younger employees are ( $M=3.71$ ,  $SE=.126$ ) in the organization. The difference was significant  $t(208) = -2.776$ , significant =  $p < .05$ ; however, it represented a small size effect  $r=.19$ .

A significant difference was noted between younger and older employees  $t(208) = 6.687$ , significant =  $p < .05$ . Younger employees are relatively interested in forgiving, willing to pardon others ( $M=4.02$ ,  $SE=.087$ ), than older employees are ( $M=3.37$ ,  $SE=.108$ ) in the organization. However, it signified a medium size effect  $r=.42$ . Younger employees do relatively place value to loyalty ( $M=4.21$ ,  $SE=.086$ ), more than older employees do ( $M=4.11$ ,  $SE=.084$ ). This difference was not significant  $t(208) = .792$ , non-significant =  $p > .05$ ; Moreover, it represented a small size effect  $r=.05$ . Younger employees are observed to place value in polite ( $M=4.20$ ,  $SE=.085$ ), more than older employees do ( $M=3.26$ ,  $SE=.114$ ). This difference was not significant  $t(208) = 6.630$ , non-significant =  $p > .05$ ; however, it represented a medium size effect  $r=.42$ . Older employees are more interested in diversity ( $M=3.99$ ,  $SE=.084$ ), than younger employees are ( $M=2.68$ ,  $SE=.105$ ) in the organization. A statistically meaningful difference was observed  $t(208) = -9.761$ , significant= $p < .05$ ; besides, it did represent a large size effect  $r=.56$ .

To conclude, concerning instrumental work values, younger employees are significantly different from older employees in the organization with a large size effect. Based on this, younger employees are concerned about instrumental work values such as creativity; seek mentally challenging work and independence; interested in variety and value obedient more than the older employees in DARO. Similarly, older employees are significantly different from younger employees in instrumental work values with a large size effect. Regarding this, older employees are interested in work centrality; diversity; and value aggressive more than the younger employees do in DARO.

### 4.3.2. The differences in terminal work values between older and younger employees

#### Independent Samples t-Test

Table 10: The differences in terminal work values between older and younger employees

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									lower	upper
RECOGNITION	Equal variances assumed	12.593	.000	9.665	208	.000	1.324	.137	1.054	1.594
	Equal variances not assumed			9.665	203.330	.000	1.324	.137	1.054	1.594
ACHIEVEMENT	Equal variances assumed	.044	.834	1.123	208	.263	.124	.110	-.094	.341
	Equal variances not assumed			1.123	207.328	.263	.124	.110	-.094	.341
HAPPINES	Equal variances assumed	6.569	.011	-11.374	208	.000	-1.571	.138	1.844	-1.299
	Equal variances not assumed			-11.374	205.279	.000	-1.571	.138	1.844	-1.299
STIMULATING WORK	Equal variances assumed	14.330	.000	4.710	208	.000	.752	.160	.437	1.067
	Equal variances not assumed			4.710	197.733	.000	.752	.160	.437	1.067
TEAM WORK	Equal variances assumed	5.824	.017	-13.609	208	.000	-1.848	.136	-2.115	-1.580
	Equal variances not assumed			-13.609	198.174	.000	-1.848	.136	-2.115	-1.580
FLEXIBLE ENVIRONMENT	Equal variances assumed	3.060	.082	9.237	208	.000	1.438	.156	1.131	1.745
	Equal variances not assumed			9.237	205.645	.000	1.438	.156	1.131	1.745
ENJOYABLE WORK	Equal variances assumed	2.603	.108	8.349	208	.000	1.286	.154	.982	1.589
	Equal variances not assumed			8.349	200.276	.000	1.286	.154	.982	1.589
WISDOM	Equal variances assumed	.664	.416	2.849	208	.005	.286	.100	.088	.483

	Equal variances not assumed			2.849	206.979	.005	.286	.100	.088	.483
SELF-RESPECT	Equal variances assumed	.684	.409	1.316	208	.190	.152	.116	-.076	.381
	Equal variances not assumed			1.316	207.925	.190	.152	.116	-.076	.381
WORK-LIFE BALANCE	Equal variances assumed	2.232	.137	8.607	208	.000	1.257	.146	.969	1.545
	Equal variances not assumed			8.607	206.789	.000	1.257	.146	.969	1.545
SECURITY	Equal variances assumed	7.877	.005	-10.197	208	.000	-1.448	.142	-1.727	-1.168
	Equal variances not assumed			-10.197	207.344	.000	-1.448	.142	-1.727	-1.168
FREE FROM CONFLICT	Equal variances assumed	5.856	.016	10.535	208	.000	1.533	.146	1.246	1.820
	Equal variances not assumed			10.535	204.315	.000	1.533	.146	1.246	1.820
PRESTIGE and STATUS	Equal variances assumed	15.593	.000	-10.460	208	.000	-1.438	.137	-1.709	-1.167
	Equal variances not assumed			-10.460	190.807	.000	-1.438	.137	-1.709	-1.167
ECONOMIC RETURN	Equal variances assumed	18.698	.000	7.661	208	.000	1.143	.149	.849	1.437
	Equal variances not assumed			7.661	188.575	.000	1.143	.149	.849	1.437
ASSOCIATES	Equal variances assumed	6.019	.015	7.838	208	.000	1.181	.151	.884	1.478
	Equal variances not assumed			7.838	199.424	.000	1.181	.151	.884	1.478
EQUALITY	Equal variances assumed	4.031	.046	1.201	208	.231	.143	.119	-.092	.377
	Equal variances not assumed			1.201	205.636	.231	.143	.119	-.092	.377

**N=210**

*Note: The difference was significant at .05*

*(2.tailed)*

**Sources: Own Survey May, 2015**

Table 10 showed the following results on the raised issue:

Younger employees are more interested in the recognition they receive from their work (M=3.97, SE=.089), than older employees are (M=2.65, SE=.104) in the organization. This was

significant difference  $t(208) = 9.661$ , significant =  $p < .05$ ; besides, it represented a large size effect  $r = .56$ .

On average, younger employees are interested in achievement ( $M = 4.31$ ,  $SE = .076$ ), more than older employees are ( $M = 4.19$ ,  $SE = .080$ ) in the organization. This was not significant difference  $t(208) = 1.123$ , non-significant =  $p > .05$ ; in addition, it represented a small size effect  $r = .08$ . Older employees tend to value happiness ( $M = 4.09$ ,  $SE = .092$ ), more than the younger employees do ( $M = 2.51$ ,  $SE = .103$ ). A significant difference was noted  $t(208) = -11.374$ , significant =  $p < .05$ . In addition, the result represented a large size effects  $r = .62$ . On average, younger employees do value stimulating work ( $M = 3.85$ ,  $SE = .099$ ), more than the older employees do ( $M = 3.10$ ,  $SE = .125$ ) in the organization. The difference was significant  $t(208) = 4.710$ , significant =  $p < .05$ ; However, it represented a medium size effect  $r = .31$ .

A significant difference was observed between younger and older employees  $t(208) = -13.61$ , significant =  $p < .05$ . Older employees are more interested in teamwork ( $M = 4.09$ ,  $SE = .085$ ), than younger employees ( $M = 2.24$ ,  $SE = .106$ ) in the organization. It signified a large size effect  $r = .69$ . Younger employees place value to flexible environment ( $M = 3.81$ ,  $SE = .104$ ), more than the older employees do ( $M = 2.37$ ,  $SE = .116$ ) in the organization. The difference was significant  $t(208) = 9.237$ , significant =  $p < .05$ ; besides, it represented a large size effect  $r = .54$ .

Younger employees seek enjoyable and leisurely work ( $M = 3.83$ ,  $SE = .119$ ), more than older employees do ( $M = 2.54$ ,  $SE = .089$ ) in the organization. This was significant difference  $t(208) = 8.349$ , significant =  $p < .05$ ; moreover, it represented a large size effect  $r = .50$ . On average, younger employees want to have a matured understanding of work, wisdom, ( $M = 4.24$ ,  $SE = .068$ ), more than older employees do ( $M = 3.95$ ,  $SE = .073$ ) in the organization. The difference was significant  $t(208) = 2.849$ , significant =  $p < .05$ ; however, it represented a small size effect  $r = .19$ .

Relatively, younger employees place greater value in self-respect ( $M = 4.04$ ,  $SE = .081$ ), more than older employees do ( $M = 3.89$ ,  $SE = .083$ ) in the organization. This difference was not significant  $t(208) = 1.316$ , non significant =  $p > .05$ ; besides, it represented a small size effect  $r = .10$ . Younger employees view work-life balance as important value orientation ( $M = 3.85$ ,  $SE = .099$ ), more than older employees do ( $M = 2.59$ ,  $SE = .107$ ) in the organization. This was significant difference  $t(208) = 8.607$ , significant =  $p < .05$ ; Further, it represented a large size effect  $r = .51$ . Older employees are found to be more concerned about job security ( $M = 3.96$ ,

SE=.089), more than younger employees are (M=2.51, SE=.103) in the organization. This was significant difference  $t(208) = -10.197$ , significant=  $p < .05$ ; in addition, it represented a large size effect  $r=.58$ .

Younger employees are found to prefer to have a work place free from conflict (M=4.13, SE=.096), more than older employees do (M=2.60, SE=.110) in the organization. This was significant difference  $t(208) = 10.535$ , significant=  $p < .05$ ; in addition, it represented a large size effect  $r=.59$ . Older employees are more interested in prestige and status (M=3.91, SE=.081), more than younger employees are (M=2.48, SE=.111) in the organization. This was significant difference  $t(208) = -10.460$ , significant=  $p < .05$ ; moreover, it represented a large size effect  $r=.59$ .

Younger employees are concerned about economic return in the job they work (M=3.77, SE=.087), more than older employees are (M=2.63, SE=.121) in the organization. This was significant difference  $t(208) = 7.661$ , significant=  $p < .05$ ; but, it represented a medium size effect  $r=.47$ . Still, Younger employees are interested in associates, forming friendship and connections with others (M=3.84, SE=.095), more than older employees are (M=2.66, SE=.117) in the organization. This was significant difference  $t(208) = 7.838$ , significant=  $p < .05$ ; however, it represented a medium size effect  $r=.48$ .

Relatively, younger employees value equality, equal opportunity for all (M=4.15, SE=.089), more than older employees do (M=4.01, SE=.083) in the organization. This difference was not significant  $t(208) = 1.201$ , non significant =  $p > .05$ ; besides, it represented a small size effect  $r=.08$ . To conclude, concerning the terminal work values, younger employees are significantly different from older employees in the organization with a large size effect. Based on this, younger employees are concerned about terminal work values such as recognition; achievement; seek enjoyable and leisurely work; work-life balance; interested in a workplace free from conflict, and prefer flexible environment more than the older employees are in DARO.

Similarly, older employees are significantly different from younger employees in terminal work values with a large size effect. In line with this, older employees are interested in team work; diversity; value happiness; concerned about job security; and interested in prestige and power more than the younger employees do in DARO.

#### 4.4. The managerial approaches to bridge the age related differences

This part of the analysis is concerned about identifying the managerial approaches/practices in DARO with regard to the ACORN approaches, which was previously discussed in chapter two, were analyzed. The approaches are known in bridging the differences of employees for the sake of harmonious and productive work place relations. Govitvatana (2001) described that good management practices are always the most important thing in producing good results, with old or young workers.

In order to assess this data, a Likert Scale or five-point scale, ranging from very disagree to very agree, was used. The respondents were asked to select their agreement with 15 items of approach. The results of the next subsequent tables were tabulated from questions 1 through 15 in section 3 of the questionnaire (see appendix A).

The data were ranked by frequency distribution, percentage and mean score and tabulated as shown in the subsequent tables.

##### 4.4.1. Accommodate Employee Differences

*Table 11: Accommodate Employee Differences*

Items of managerial approaches		Very Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Very Agree (5)	Mean
Treat employees like customers	Count	22	73	46	34	35	2.94
	Percent	10.5%	34.8%	21.9%	16.2%	16.7%	
Treat employees as an individual than a group of category	Count	12	34	29	77	58	3.64
	Percent	5.7%	16.2%	13.8%	36.7%	27.6%	
<b>Aggregate Mean</b>							<b>3.29</b>

N=210

Sources: *Own Survey May, 2015*

The managerial practice of DARO with respect to accommodation of employee differences was assessed by focusing on the data gathered in relation to treating employees like customers and treating employees as an individual than a group of category.

Treating of employees like customers is one of the managerial approaches in the ACORN principles that contribute to bridge the age related differences of employees in terms of work values in the workplace. In this regard, as shown in Table 11, about 34.8% of the total

respondents disagreed on the practice of treating employees like customers. However, 16.2% and 16.7% of the respondents agreed and very agreed on the raised issue, respectively, which accounted for 32.9% of the total respondents. This shows a significant number of employees perceived that there exists the practice of the approach. About 21.9% of the total respondents rated the issue as neutral indicating that they are in different on the issue. In addition, the managerial approach to treating employees like customers is not in a good position which is below average having a mean value of 2.98. This shows, there is a gap in treating employees like customers in the organization.

Concerning treating employees as an individual than a group of category is also taken as an indication of bridging employee differences. Regarding this, as it is shown in table 9, about 36.7% and 27.6% of the total respondents agreed and very agreed, respectively. About 16.2% and 5.7% of the respondents disagreed and very disagreed, respectively. Similarly, the mean value which is 3.64 indicates that DARO practice managerial approach which treats employees as an individual than a group of category.

Ultimately, DARO’s managerial approach to accommodate employee differences has an aggregate mean value of 3.29, which is above average, indicates that the organization relatively developed a managerial practice of accommodating employee differences, but needs improvements.

#### 4.4.2. Create workplace choices

*Table 12: Create workplace choices*

Items of managerial approaches		Very Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Very Agree (5)	Mean
Create an atmosphere of fellowship	Count	6	20	34	96	54	3.81
	Percent	2.9%	9.5%	16.2%	45.7%	25.7%	
Rotate employee’s positions and understand the needs of other employees and departments	Count	21	42	48	67	32	3.22
	Percent	10.0%	20.0%	22.9%	31.9%	15.2%	
<b>Aggregate Mean</b>							<b>3.52</b>

N=210

Sources: Own Survey May, 2015

The other approach that needs to be assessed is the existence of the practice of creating workplace choices. In line with this, There are two indicators comprising creating an atmosphere of friendship and rotating employees' position and understanding the needs of employees and departments.

As can be seen from table 12, about 45.7% of the total respondents agreed and 25.7% of the respondents also very agreed with regard to managerial approach in creating an atmosphere of friendship and fellowship. On the other hand, a small number of employees that accounted for about 9.5% and 2.9% of the total respondents disagreed and very disagreed on the raised issue, respectively. Moreover, about 16.2% of the total respondents are neutral in the issue. In addition, from the mean value which is 3.81 it can be concluded that most of the respondents assured that the organization practices to create an atmosphere of friendship and fellowship effective.

Regarding the organization's practice of rotating employees' position and understanding the needs of employees and departments, about 31.9% and 15.2% of the total respondents agreed and disagreed, respectively. And about 20.0% and 10.0% of the total respondents disagreed and very disagreed, respectively on the issue that managers rotate employee's positions and understand the needs of other employees and departments. Similarly, according to the overall mean value which is 3.22, it is possible to conclude that managers developed a practice of rotating employee's positions and understand the needs of other employees and departments in the organization. The aggregate mean value (3.52) shows that DARO is in a good position implying that the organization has implemented a managerial approach that creates work place choices.

#### 4.4.3. Operate from sophisticated management style

*Table 13: Operate from a sophisticated management style*

Items of managerial approaches		Very Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Very Agree (5)	Mean
Practice direct management which operates from a sophisticated management style i.e balancing of task and people, giving feedback, reward and recognition	Count	51	89	33	18	19	<b>2.36</b>
	Percent	24.3%	42.4%	15.7%	8.6%	9.0%	

Implementing flexible management approach	Count	21	78	44	49	18	<b>2.83</b>
	Percent	10.0%	37.1%	21.0%	23.3%	8.6%	
Keep on communication	Count	22	54	56	57	21	<b>3.00</b>
	Percent	10.5%	25.7%	26.7%	27.1%	10.0%	
<b>Aggregate Mean</b>							<b>2.73</b>

**N=210**

**Sources: *Own Survey May, 2015***

There are three aspects of sophistication of management style to be considered in this study such as direct management including balancing of task and people, giving feedback, reward and recognition. The other two are implementing flexible management and keeping on communication.

The practice of giving feedback, balancing employees and task, reward and recognition is critical to bridge the differences of employees. Regarding this, as it is shown in table 13, about 42.4% and 24.3% of the total respondents disagreed and very disagreed, and respectively which totally accounted for 66.7% of the respondents. On the contrary insignificant number of employees who accounted for about 8.6% and 9.0% of the total respondents agreed and very agreed, respectively. Besides, the mean value of 2.36, below average, indicates that DARO is not in a good position in relation to reward, recognition, balancing of people and task. Thus, most of the respondents assured that there is hardly the practice of this kind of managerial approach in the organization. Furthermore, employees were asked to assure the existence of the practice of flexible management. Based on this, as depicted in table 13, about 37.1% and 10.0% of the total respondents disagreed and very disagreed, respectively. Similarly, about 23.3% and 21.0% of the respondents agreed and neutral on the raised issue. However, a mean value of 2.89 shows that DARO did not implement flexible management approach.

Communication within the organization was also the critical aspect for the enhancement of mutual understanding, knowledge sharing and management as well as promoting harmonious and productive work relation among employees. In this aspect, keeping on communication in the organization is at the medium level because as shown in the table below, about 26.7% of the total respondents are indifferent on this issue. On the other hand, about 25.7% and 27.1% of the total respondents disagreed and agreed on the issue respectively. Similarly, the mean value which is 3.00 indicates that the managerial approach towards keeping on communication within the organization is at the medium level which means it is not in a good or bad position. From the

aggregate mean value of 2.73, it can be inferred that DARO has not unsatisfactorily operated a sophisticated management style which incorporates reward, recognition, balancing of employees and task and giving feedback.

#### 4.4.4. Respect competence and initiative

*Table 14: Respect competence and initiative*

Items of managerial approaches		Very Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Very Agree (5)	Mean
Developing a culture of valuing the difference and the talents of all members of the organization	Count	39	99	34	22	16	<b>2.41</b>
	Percent	18.6%	47.1%	16.2%	10.5%	1.6%	
Create an atmosphere of mutual understanding and respect	Count	15	56	45	73	21	<b>3.14</b>
	Percent	7.1%	26.7%	21.4%	34.8%	10.0%	
Develop the culture of respecting employees' competence and initiative	Count	29	71	50	39	21	<b>2.77</b>
	Percent	13.8%	33.8%	23.8%	18.6%	10.0%	
Put the right employee in the right job	Count	23	73	43	52	19	<b>2.86</b>
	Percent	11.0%	34.8%	20.5%	24.8%	9.0%	
<b>Aggregate Mean</b>							<b>2.80</b>

**N=210**

**Sources: Own Survey May, 2015**

Managers should develop a culture of valuing the differences and the talents of all members of the organization among themselves so that employees would get motivated, and promotes good relations. In his respect, the table as shown above, about more than half of the total respondents which accounted for about 47.1% and 18.6% disagreed and very disagreed, respectively. On the other hand, a small number of employees that accounted for 10.5% and 1.6% agreed and very agreed, respectively on the issue that managers develop a culture of valuing differences and talents of employees in the organization. And about 16.2% of the total respondents are indifferent on the raised issue. In addition, having a mean value which is 2.41 indicates that

managers did not develop the culture of valuing differences and talents of employees in the organization.

Based on the question raised on the issue that the organization creates an atmosphere of mutual understanding and respect among employees, about 34.8% of the total respondents agreed and 26.7% of the total respondents disagreed. In addition the above table 14 reveals that about 10.0% and 7.1% of the total respondents very agreed and very disagreed, respectively. And about 21.4% of the total respondents are indifferent. This means about 44.8% of the total respondents assured that there is the practice of creating an atmosphere of mutual understanding and respect among employees, whereas a significant number of employees which is about 33.8% of the total respondents did not assure the existence of the practice. Hence, it can be concluded that, having a mean value of 3.14, the organization towards creating an atmosphere of mutual understanding and respect among employees is at the medium level which means it is not in a good or bad position. Concerning the managerial approach in developing the culture of respecting employees' competence and initiative in DARO, as can be seen in table 23 above, about 33.8% of the total respondents disagreed and 13.8% of the total respondents very disagreed. In addition, about 18.6% and 10.0% of the total respondents agreed and very agreed, respectively. And about 23.8% of the total respondents are indifferent. This implies that the managerial approach in developing the culture of respecting employees' competence and initiative is not in a good position with a mean value of 2.77. This shows that there is a gap in effectively practicing this managerial approach across the organization.

The respondents were also asked to assure whether the management puts the right employees at the right position. As it is depicted in the above table regarding this, about 34.8% and 24.8% of the total respondents disagreed and agreed, respectively. Besides, about 11.0% and 9.0% of the total respondents very disagreed and very agreed. This means, about 45.8% of the total respondents assured that DARO did not put the right employees at the right position whereas, 33.8% of the total respondents could assure that the organization developed the managerial approach on the raised issue. Moreover, about 20.5% of the total respondents are found to be indifferent. Therefore, having a mean value which is 2.86 indicates that DARO's practice in relation to the issue is unsatisfactory. Thus, it can be concluded that the managerial approach to putting the right employees in the right job in the organization showed a gap. In general, the

aggregate mean (2.80) indicates that DARO is not relatively in a good position in developing the culture of respecting employees' competence and initiative.

#### 4.4.5. Nourish Retention

*Table 15: Nourish Retention*

Items of managerial approaches		Very Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Very Agree (5)	Mean
Provide training and development opportunities	Count	11	16	14	103	66	<b>3.94</b>
	Percent	5.2%	7.6%	6.7%	49.0%	31.4%	
Practice coaching and mentoring	Count	41	90	46	28	5	<b>2.36</b>
	Percent	19.5%	42.9%	21.9%	13.3%	2.4%	
Encourages team building	Count	17	41	42	80	69	<b>3.57</b>
	Percent	6.8%	16.5%	16.9%	32.1%	27.7%	
Give training on the similarities and differences of age-related preferences at the work place	Count	74	102	19	9	6	<b>1.91</b>
	Percent	35.2%	48.6%	9.0%	4.3%	2.9%	
<b>Aggregate Mean</b>							<b>2.94</b>

**N=210**

**Sources: Own Survey May, 2015**

The organizations should provide training and development opportunities for employees so that employees would empower themselves and this avoids skill gaps among members of the organization. Regarding this, table 15 as shown above, about 49.0% and 31.4% of the total respondents agreed and very agreed, respectively which accounted for about 80.4% of the total respondents. Insignificant number of employees which is about 7.6% and 5.2% of the total respondents disagreed and very disagreed, respectively on the issue that DARO provides training and development opportunities. And only about 6.7% of the total respondents are indifferent. In addition, according to a mean value of 3.94, it is possible to conclude that DARO is in a good position in providing training and development opportunities to its employees.

Based on the question raised on the issue that managers practice coaching and mentoring in the organization, about 42.9% and 19.5% of the total respondents disagreed and very disagreed, respectively. 13.3% of the total respondents agreed and only 2.4% of the total respondents very agreed. In addition about 21.9% of the total respondents are indifferent. This means, about 62.4% of the total respondents did not assure the existence of the practice of coaching and mentoring,

whereas about 15.7% of the total respondents, relatively insignificant number assured the existence of the practice. Hence, it can be concluded that, having a mean value of 2.36, the organization towards coaching and mentoring is not good. This implies that DARO has not developed the practice of coaching and mentoring; thus, the organization is expected to do much in this respect.

Concerning the managerial approach in encouraging team building in DARO, as can be seen in the above table, about 32.1% and 27.7% of the total respondents agreed and very agreed, respectively. In addition, about 16.5% of the total respondents disagreed and 6.8% of the total respondents very disagreed on the question that DARO encourages team building. And about 16.9% of the total respondents are indifferent on the raised issue. This implies that the managerial approach in encouraging team building is good with a mean value of 3.57. Thus, it is possible to conclude that DARO has developed a culture of encouraging team building in the organization.

The respondents were also asked to assure whether the organization gives training on the similarities and differences of age-related preferences in the workplace. Regarding this, as it is shown in the above table 15; about 48.6% and 35.2% of the total respondents disagreed and very disagreed, respectively. Besides, about 4.3% and 2.9% of the total respondents agreed and very agreed, respectively whereas 9.0% of the total respondents are found to be indifferent. This means, about 83.8% of the total respondents reported that DARO is not good at providing training on the similarities and differences of age related preferences in the work place. Besides, having a mean value which is 1.91 indicates that there is no any training related to the similarities and differences of age related choices in the organization. The aggregate mean (2.94) indicates that DARO has not satisfactorily adopted managerial approaches in nourishing employee retention.

## 4.5. Discussion of Findings

This part includes the discussion of the major findings of the study. The findings were discussed based on the objectives of the study.

***Objective 1: To investigate the age related work values of younger and older employees in public organization.***

The younger employees were asked to choose their work value orientations according to the level of importance by organizing under instrumental work values as well as terminal work values as shown in the questionnaire (Appendix A).

Regarding the instrumental work values, younger employees have been found to place value in creativity and mentally challenging work i.e. intellectual stimulation. These findings supported the work values orientation of younger employees identified in chapter two. The study conducted by Giburg (2008) and Brown (2004) confirmed that younger employees in the work place value more intellectual stimulation and seek challenges than their counter group. And, the study Josiam, et al, (2009) claimed that younger employees value in personal creativity. Besides, the study reveals that younger employees need independence in their work engagement. younger employees were observed to value capability and expert.

Moreover, the present study proved that younger employees value in honest, obedient to and respectful of others. The finding that variety in the work place has been important to younger employees was supported in the study conducted by Govitvatana (2001). In addition, the study showed that younger employees are interested in good physical working conditions. The survey conducted by Brown (2004) on younger workers confirmed that developing good rapport with the supervisor/manager is a priority to younger employees that supported the present finding that younger employees value supervisory relations. For values of altruism, Deyoe and Fox found out that younger employees tend to possess altruistic behavior to helping people and they expect you to help them. Thus, the present finding that younger employees value altruism was supported. Younger employees additionally value forgiving, loyalty and polite.

The findings, in relation to terminal work values, revealed that younger employees place greater value in recognition and achievement are supported by the previous studies conducted by Forman and Carlin (2005) and Lord and Farrington (2006). Contrary to this finding, Chen and Choi (2008) claimed that younger was less concerned about personal growth such as intellectual

stimulation and achievement and more about economic returns. In addition, The Select Minds Study concluded that “of all the groups surveyed, young employees are the most likely to see professional networks as beneficial to their career development, with 72% of younger employees citing such networks as very important, compared with 66% of workers age 30-39 and 61% of workers age 40+” (Erbes, 2007). Valuing stimulating work, flexible environment, enjoyable and leisurely work, wisdom, and self-respect were examined to be valued by younger employees.

With regard to terminal work values, younger employees value in work-life balance. This finding is supported in the studies conducted by Dwyer et al (2003); Smedley and Whitten; Gillburg, (2008). These authors found that younger employees are more concerned about achieving a balance between work and personal life. Younger employees were also found to value a workplace free from conflict. Furthermore, the finding showed that younger employees are more concerned with economic returns. However, the previous studies implied quite a different result. For instance, a study conducted by Eisner (2005) confirmed that making a lot of money tends to be less important to young employees. In contrast, Warr (1992) found that income and promotion opportunities are of greater concern among younger people.

The finding that younger employees are interested in associates is confirmed by Erbes’s (2007) analysis of the Select Minds survey conducted in 2006. As to the finding more than three-quarters (77%) of workers age 20 – 29 believe that the social aspects of work are very important to their overall sense of work place satisfaction, compared with 67% of their older colleagues. Besides, younger employees value equality.

To sum up, younger employees are relatively interested in placing more values in instrumental work values (Aggregate mean=3.80), than terminal work values (Aggregate mean=3.59) in the organization. Thus, the result indicated that younger employees appear to be relatively instrumental work values oriented than to terminal work values. It appears that younger employees are driven by the principle of “the means justifies the end”.

The older employees were asked to choose their work value orientations according to the level of importance by organizing under instrumental work values as well as terminal work values as shown in the questionnaire (Appendix A).

The study depicted that older employees do place greater value in capability. In addition, the study found out that older employees are concerned about work centrality. This finding supports the previous studies (chapter 2). Wright & Hamilton (1978); Smola and Sutton (2002) claimed

that older workers tend to perceive work as more central to their lives. As to the findings of the study, older employees tend to show value to honest in the organization. From the survey, the study also found that the dominant instrumental work values of older employees were found to be aggressive; are interested in good physical working conditions; value supervisory relations and value altruism. Similarly, the finding that older employees value loyalty is confirmed by the study of Crindle (2003) in that older employees place value in loyalty, respect for authority. In addition, the study found out that older employees value diversity in the organization.

From this study, one work value of older employees is valuing achievement. According to Chen and Choi (2008), older employees rated the work value of personal growth as more highly. The study further identified that older employees showed value to happiness; to matured understanding of work i.e. wisdom; and value self-respect as the outstanding terminal work values in the organization. They are also interested in teamwork. The previous study by Govitvatana (2001) supported the finding of the study in that older employees are found to show interactive learning environment and want to have good people, skills and enjoy the freedom to form relationships, and use opportunities for interaction, networking and teamwork. Thus, they prefer a workplace where there is a lot of room for relationships. The result of the study further indicated that older employees value in wisdom and self-respect in the organization. The study also showed that older employees are concerned about job security. This result is supported by the finding of Rath (1999) as cited in Tolbize (2008). The study further discovered that older employees are interested in power and status, and are concerned with equality in DARO with regard to terminal work values.

To sum up, although instrumental work values aggregate mean (Aggregate mean=3.42) is greater than aggregate mean of terminal work values (Aggregate mean=3.27), there is no as such a big difference. Both fall in the same mean range. Thus, it can be inferred that older employees are similar in being interested in instrumental work values and terminal work values in the organization.

***Objective 2: To examine the differences in terms of work values between older and younger employees in public organization.***

The following are discussions on the differences of younger and older employees in terms of work values in the public organization based on a significant difference with large size effect from which the study identified. This is because of the fact that as Field (2005) confirmed that a

“test statistics is significant does not mean that the effect it measures is meaningful and important” (p32). From this, it is important to calculate the magnitude of the effect size.

Based on this fact, with regard to instrumental work values, the study found out that younger employees are concerned about personal creativity, and seek mentally challenging and intellectually stimulating work more than older employees are in DARO having a large size effect  $r=.67$  and  $r=.67$ , respectively. This shows that the magnitude of the effect is substantively important. In addition, regarding independence, at large, younger workers seek independence in accomplishing their work more than older workers do in the organization. And significant= $p < .05$ ;  $r=.61$ . Concerning work centrality, older workers place greater value in work centrality; considering work as central to life; than younger workers do in the organization. Significant at  $p<.05$ ;  $r=.72$ . The study further revealed that younger workers are more interested in variety of works than their counter groups are in the organization. Significant at  $p<.05$ ;  $r=.56$ . Younger employees were found to value in obedient to, and respectful of others more than the older employees did in the organization. And Significant at  $p<.05$ ;  $r=.56$ . Older employees tend to value aggressive as important more than younger employees do in the organization. And significant at  $p<.05$ ;  $r=.51$ . Besides, older employees are more interested in diversity than younger employees are in the organization. And significant at  $p<.05$ ;  $r=.56$ .

Furthermore, the study, in line with the terminal work values, confirms that younger employees are interested in the recognition they receive from their work more than older employees are in the organization. And Significant at  $p < .05$ ;  $r=.56$ . Besides, older employees are concerned with valuing happiness than younger employees in the organization. And Significant= $p<.05$ ;  $r=.62$ . older employees tend to be interested in teamwork more than younger employees showing a significant difference with a large size effect  $r=.69$ . Moreover, Younger employees place value in flexible environment more than the older employees do in the organization with a large size effect  $r=.54$ . Younger employees seek enjoyable and leisurely work more than older employees do in the organization. And significant= $p < .05$ ;  $r=.50$ .

Besides, younger employees view work-life balance as important value orientation more than older employees do. And significant =  $p < .05$ ;  $r=.51$ . The finding also showed that older employees are found to be more concerned about job security more than younger employees are in the organization. And significant =  $p < .05$ ;  $r=.58$ . The study also found that younger employees are found to prefer to have a work place free from conflict more than older

employees do in the organization. And significant=  $p < .05$ ;  $r=.59$ . The final finding of the study with a significant level having a large size effect is that older employees are more interested in prestige and status more than younger employees are in the organization. And significant=  $p < .05$ ;  $r=.59$ .

***Objective 3: To determine the managerial approaches or practices to bridge the age related differences in work values in public organization.***

The study found out that the managerial approach to treating employees like customers is not in a good position in DARO having a mean value of 2.98. This shows there is a gap in this respect in the organization. On the contrary, the study confirms that the organization seemed to relatively develop a practice of managerial approach which treats employees as an individual than a group of category. This has a mean value of 3.64. To sum up, the first component of the ACORN imperatives, accommodate employee differences, has an aggregate mean value of 3.29 indicates that the organization did not develop a managerial practice of accommodating employee differences. This did not fully support the study by Guthrie (2009) in that organizations should learn all they can about the employees, work to meet their specific needs, and serve them according to their individual preferences. A lot of effort is required to practice the approach satisfactorily.

The result of the study, having a mean value of 3.81, also revealed that DARO has developed a practice of creating an atmosphere of friendship and fellowship among employees. In addition, Managers did not satisfactorily develop a practice of rotating employee's positions and understand the needs of other employees and departments in the organization having a mean value of 3.22; it implies that DARO should make an effort to satisfactorily practice the approach. In general, the second component of the ACORN imperatives, Create work place choices, has an aggregate mean value of 3.52 indicates that DARO is in a good position which supports Tolbiz (2008) in that organizations should allow the workplace to shape itself around the work being done, the customers being served and the people who work there.

Operate from a sophisticated management style is the third component of the ACORN imperatives. Regarding this, the study found that DARO is not in a good position in relation to reward, recognition, balancing of people and task and giving feedback having a mean value of 2.36. Similarly, in relation to flexible management approach, the study showed that the organization still failed to develop this managerial approach to the extent it is required having a

mean value of 2.89. In addition, the finding also showed that, having mean value of 3.00, the managerial approach towards keeping on communication within the organization is at the medium level which means it is not in a good or bad position. But, Flynn (1996) noted that over communicating rather than under communicating is recommended. From the aggregate mean value of 2.73, the study inferred that DARO has not unsatisfactorily operated a sophisticated management style which incorporates reward, recognition, balancing of employees and task and giving feedback, flexible management and communication, which did not support the study of Tolbiz (2008).

Developing a culture of Respect and competence of employees is important to the organization. This is the third ACORN imperatives element. In line with this, the study, having a mean value of 2.41, found out that DARO did not develop a culture of valuing the differences and talents of all employees in the organization. In addition, having a mean value of 3.14, the study demonstrated that the organization towards creating an atmosphere of mutual understanding and respect among employees is at the medium level which means it is not in a good or bad position. Besides, as to the findings of the study, the issue that the managerial approach in developing the culture of respecting employees' competence and initiative is not in a good position having a mean value of 2.77. This shows that there is a gap in effectively practicing this managerial approach across the organization. Furthermore, having a mean value of 2.86, the study depicted that the managerial approach to putting the right employees in the right job in the organization showed a gap. Therefore, the finding of the study concluded with the aggregate mean value of 2.80 that DARO is not in a good position in developing the culture of respecting employees' competence and initiative.

The last element of ACORN imperatives is Nourishing retention. It comprises providing training and development opportunities to employees. Based on this, the study confirmed that DARO is in a good position in this respect according to a mean value of 3.94. However, the organization towards coaching and mentoring is not good having a mean value of 2.36. This implies that DARO has not developed the practice of coaching and mentoring; thus, the organization is expected to do much in this respect.

The study further pointed out that the managerial approach in encouraging team building is good with a mean value of 3.57. Thus, it is possible to conclude that DARO has developed a culture of encouraging team building in the organization. On the contrary, the finding of the study from

the survey revealed that about 83.8% (table) of the total respondents reported that DARO is not good at providing training on the similarities and differences of age related preferences in the work place. Besides, having a mean value of 1.91 indicates that there is no any training related to this in the organization. However, Govitvatan (2001) suggested that training targeted to the similarities and differences of work values orientation and preferences mindful of their age may well increase both learning and retention. The study concluded that, having an aggregate mean value of 2.94, DARO has not satisfactorily adopted managerial approaches in nourishing employee retention within the organization.

Generally, the study showed that there are no satisfactory managerial approaches designed to bridge the work values differences of employees across the organization in relation to younger and older employees. In addition, the study found out that most elements of the ACORN imperatives are not properly implemented and managed within the organization in a way to bridge the gap that exists between younger and older employees.

#### **4.6. Implementation of terminal values by respondents**

Ideally, instrumental values help employees achieve their terminal values (Lunenburg, 2011). To mention some, for example, an employee, whose preferences are to the terminal value of high achievement, economic return and recognition, might attain these outcomes by encouraging instrumental values like working hard that is, being oriented to work centrality and creativity. Moreover, to implement work-life balance of terminal value, employees need to be independent. And for employees to maximize their happiness in the work place, they should have good and harmonious supervisory relations and associates. The more employees become obedient and honest, the more they would become loyal to friends and groups as well as organizations. The work values in the two categories are more of integrated than they are separated apart. They imply that if employees tend to have their instrumental values, they would tend to implement their terminal values. For the purpose of this analysis, it is possible to generate the corresponding instrumental work values through which employees in the two groups would implement their terminal work values.

This part presents general guidelines on how respondents of the study may implement their terminal work values preferences in the organization. The managers' role in communicating organizational values to employees is crucial because managers can help increase the person-organization fit as the measure that indicates the extent to which personal values are compatible with organizational values (Lunenburg, 2011). Some authors suggest that effective

communication between managers and subordinates can satisfy the basic human needs like recognition, sense of belonging and safety (Certo and Certo, 2008; 390).

Employees are required to have a widely understanding of what the organization they work stands for which is often embodied in its slogans. In addition, they need to have also a well-understood sense of the informal rules and expectations so that group members understand what is expected of them (Schermerhorn, Hunt, & Osborn, 2008 as cited in Lunenburg 2011).

## CHAPTER FIVE

### SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1. Summary of the major findings

The descriptive statistics result shows that the dominant manifestations of instrumental work values of younger employees in DARO are creativity, mentally challenging work i.e. intellectual stimulation, independence; capability; variety; honest; obedient; surrounding; value supervisory relations; value altruism; value forgiving; value loyalty; and value polite. Moreover, the result also depicted that younger employees value recognition; concerned about achievement; interested in stimulating work; concerned with flexible environment; value enjoyable and leisurely work; value wisdom; value self-respect; value work-life balance; value a workplace free from conflict; concerned in economic returns; are interested in associates; value equality as the terminal work values.

The descriptive statistics result further pointed out that older employees are valuing capability; concerned about work centrality; value honest; valuing aggressive; interested in surrounding; supervisory relations; altruism; value loyalty; and value diversity in the organization. Besides, the result claims that the terminal work values of older employees are valuing achievement; concerned about happiness; interested in teamwork; value wisdom; and value self-respect; concerned about job security; interested in power and status; and value equality are outstanding terminal work values of older employees in the organization.

The Independent samples *t*-test statistics indicated that work values such as creativity; challenging work; independence; variety; obedient to and respectful of others; recognition; flexible environment; enjoyable and leisurely work; work-life balance and a workplace free from conflict are the outstanding values of the younger employees which differ them from the older employees in DARO. In addition, the study further identified that work centrality, aggressive, diversity, team work, happiness, job security, and prestige and status are found to be the dominant values of the older employees that differ them from the younger employees in the organization.

The descriptive statistics result, with regard to the managerial approaches designed in DARO to bridge the differences, showed that the managerial approach to treating employees like

customers is not in a good position in DARO. The study also confirms that the organization seemed to relatively develop a practice of managerial approach which treats employees as an individual than a group of category. Similarly, in relation to flexible management approach, the study showed that the organization still failed to develop this managerial approach to the extent it is required. In addition, the finding also showed that the managerial approach towards keeping on communication within the organization is at the medium level which means it is not in a good or bad position. Besides, DARO is not in a good position in relation to reward, recognition, balancing of people and task and giving feedback practice of management.

The result of the study also revealed that DARO has developed a practice of creating an atmosphere of friendship and fellowship among employees. In addition, managers did not satisfactorily develop a practice of rotating employee's positions and understand the needs of other employees and departments in the organization; it implies that DARO should make an effort to satisfactorily practice the approach. Furthermore, the study found out that DARO did not develop a culture of valuing the differences and talents of all employees in the organization. In addition, the study demonstrated that the organization towards creating an atmosphere of mutual understanding and respect among employees is at the medium level which means it is not in a good or bad position. Besides, the study revealed that the managerial approach in developing the culture of respecting employees' competence and initiative is not in a good position. Furthermore, the study depicted that the managerial approach to putting the right employees in the right job in the organization showed a gap.

The study confirmed that DARO is in a good position in providing training and development opportunities to employees. However, this implies that DARO has not developed the practice of coaching and mentoring; thus, the organization is expected to exert much effort in this respect. The study further pointed out that the managerial approach in encouraging team building is in a good position. On the contrary, the study from the survey showed that about 83.8% of the total respondents reported that DARO is not good at providing training on the similarities and differences of age related preferences in the work place. Besides, there is no any training related to this in the organization.

## 5.2. CONCLUSION

Among the 32 work values being surveyed, the result shows that the younger employees placed greater value in 13 of the instrumental and 12 of the terminal work value, whereas the older employees also tended to place greater value in 9 of the instrumental and 8 of the terminal work values. In line with this, the study identified the outstanding work values of the younger employees that differs them from the older employees in DARO. In addition, the study further identified the dominant work values of the older employees that differs them from the younger employees in the organization. These findings provide a direction for policy making and effective utilization of human resources in the organization.

DARO did not develop a managerial approach to accommodating employee differences. However, the organization is in a good position with regard to the ACORN imperative of creating work place choices. But, DARO has not satisfactorily operated a sophisticated management style which incorporates reward, recognition, balancing of employees and task and giving feedback, flexible management and communication. In addition, DARO is not in a good position in developing the culture of respecting employees' competence and initiative. The study concluded that DARO has not satisfactorily adopted managerial approaches to nourishing employee retention within the organization. In general, the organization is not in a good position in implementing the ACORN managerial approaches satisfactorily. Hence, the organization has a lot of assignments to adequately accomplish the imperatives within its organizational context to bridge the differences of employees in their work place preferences, and create harmonious relations.

Clearly, the current study is just one step towards a thorough understanding of employees' differences and similarities in work values between younger and older employees. Identification of work values between younger and older employees is likely to result in development of leadership strategies that increase employee morale and productivity by lowering workplace tensions and conflicts in the workplace. Therefore, this study holds the potential for helping companies and managers to better understand employees' differences and similarities in work values at the workplace. In addition, the results of the study will, hopefully, serve as a base for more comprehensive research.

### 5.3. RECOMMENDATIONS

The managerial approaches to bridge diversities of employees such as the one this study has focused on in creating a harmonious and productive workplace relation among diverse workforces, thereby achieving organizational vision and strategy. Thus, the findings of this study resulted in recommendations which can be appropriate for DARO. Moreover, future research areas were also recommended.

- Managers should know that employees are different in their orientation to their preferences and values so that they can adopt suitable managerial approaches to get the point of creating effective inter-relation of workforces.
- The organization should design a system of nourishing employee retention by creating more supportive and friendly work environment among employees through annual employees' festivity; and providing training and development opportunity.
- Managers should realize that communication is the key to decrease the gap. Communicating employees as managerial practice should be taken as the primary principle as far as differences of employees are concerned. As Flynn (1996) noted that over communication rather than under communication is recommended.
- DARO should give due emphasis on providing trainings on the similarities and differences of employees in relation to their own respective work values orientations.
- The organization should design a system of management with regard to reward, recognition, balancing of people and task and giving feedback.
- Line managers at all levels should encourage team spirit between and among employees by considering them as an individual member than a group of category of the organization.
- DARO needs to properly and continuously supervise the proper implementation of the principle of the ACORN imperatives across the organization.
- The organization should develop the culture of respecting employees' competence and initiative through recognition of any kinds such as promotion, salary increment and etc
- All in all, the organization should encourage further research on similar area of study in order to properly and realistically manage age-related differences in any respect.

#### **5.4. Future research area**

Due to the limited area of this study in the Ethiopian context, the researcher strongly recommends future more extensive research. The recommendations for future study are as follows:

- Future research, the same as this study, is recommended.
- The area of the survey should be expanded. This might help to get a larger sample size and support findings that can be adapted to the rest of population.
- Future research might study further gender based and educational based work values differences of employees in a work place setting in line with age based.

## References

- Acar, A. B. 2014. 'Do Intrinsic and Extrinsic Motivation Factors Differ for Generation X and Generation Y?', *International Journal of Business and Social Science Institute of Business Administration*, Istanbul University, Vol. 5, No. 5.
- Adams, J., et al. 2007. *Research Methods for Graduate Business and Social Science students*.
- Australian Government Department of Immigration and Citizenship. 2013. *Work place diversity Strategy 2011-13*. PP 1-16.
- Bhattacharjee, A. 2012. *Social Science Research: Principles, Methods, and Practices*. 2<sup>nd</sup> edition. USA: Open Access Textbooks Collection.
- Beekman, T. 2011. 'Fill in the Generation Gap', *STRATEGIC FINANCE*. September 2011.
- Blauth, C., et al. 2011. 'Age-Based Stereotypes: Silent Killer of Collaboration and Productivity. Developing the 21<sup>st</sup> century workforce', *Achieve Global*, No. M01360 v. 1.0.
- Black Enterprise. 2001. *Managing a multicultural workforce*. Black Enterprise Magazine.
- Brown, T. M. 2004. *Employing young workers: How well are we managing them?* Brotherhood of St. Laurence, Working for an Australia free from poverty.
- Certo, S. C. and Certo, S. T. 2008. *Moderni menadžment*, 10th ed. Zagreb: MATE Deyoe, R. H. and Fox, T. L. no date. 'Identifying strategies to minimize workplace conflict due to generational differences', *Journal of Behavioral Studies in Business*, PP 1-17.
- College, S. 2009. *The impact of intrinsic and extrinsic motivation on job choice in Generation Y*. London. 4th Annual Siena College Student Conference in Business.
- Corbo, S. A. 1997. *The X-er Files*. H & HN: Hospitals & Health Networks, 71(7), 58-60.
- Chen, P. and Choi, Y. 2008. 'Generational differences in work values: a study of hospital management', *International Journal of Contemporary Hospitality Management*, 20:595-615.
- Creswell, J. W. no date. *RESEARCH DESIGN: Qualitative, Quantitative, and mixed methods approaches*. SECOND EDITION
- Deci, E. L. and Ryan, R. M. (2000). *The 'what' and 'why' of goal pursuits: Human needs and the self-determination of behavior*. *Psychological Inquiry*, 11: 227-268.

- DePuy, V. and Pappas, P. A. *Perusing, Choosing, and Not Misusing: Non-parametric vs. Parametric Tests in SAS*. Duke Clinical Research Institute: Durham, NC.
- Deyoe R. H. and Fox T. L. (no date). Identifying strategies to minimize workplace conflict due to generational differences. *Journal of Behavioral Studies in Business*, PP 1-17.
- Erbes, K. 2007. *Managing Multiple Generations in the Workplace*. Academy for Professional Excellence at San Diego State University School of Social Work. SOUTHERN AREA CONSORTIUM OF HUMAN SERVICES, 1-10.
- Field, A. 2005. *Discovering Statistics Using SPSS (2<sup>nd</sup> edition)*. London: SAGE Publication.
- Flynn, G. 1996. 'Xers VS Boomers: teamwork or trouble?' *Personnel Journal*, 75(11):86-89.
- Forman, P.J and Carlin, L. 2005. *The Age of Change: Multiple Generations in the Workforce*. *WeConnect*, 2(1). Available from: <<http://globallead.com/We Connect/Oct05/index.html>> [Retrieved March 19, 2007].
- Forth, J. and Metcalf, H. 2014. 'Research Paper: Young people's experiences in the workplace'. Report to Acas. *The National Institute of Economic and Social Research*, Ref: 12/14 November 2014, ISBN 978-1-908370-54 9
- Gahan, P. and Abeysekera, L. 2009. 'What shapes an individual's work values? An integrated model of the relationship between work values, national culture and self-construal', *International Journal of Human Resource Management*, 20(1): 126–147.
- Gagne,M. and Deci, E. L. 2005. 'Self-determination theory and work Motivation', *Journal of Organizational Behavior*, John Wiley & Sons, Ltd: J. Organiz. Behav, 26: 331–362.
- Genene B., et al. 2001. WORK STATUS AND UNEMPLOYMENT IN URBAN ETHIOPIA. *IRP-CNR - Institute for Population Research*, Addis Ababa: Central Statistical Authority.
- Gentry, W. A., et al. 2011. 'A Comparison of Generational Differences in Endorsement of Leadership Practices With Actual Leadership Skill Level', *Consulting Psychology Journal: Practice and Research*. Vol.63, No.1:39–49.
- George, J. M. and Jones, G. R. 1997. *Experiencing Work: Values, attitudes, and moods: Human Relations*, 50 (4): 393-416.

- Ginzberg, E. et al. 1951. *Occupational Choice: an approach to a general theory*. New York: Columbia University Press.
- Govitvatana, W. V. 2001. Generation gap in the workplace between baby boomers and generation X. Master Thesis. University of Wisconsin-Stout.
- Guha, A. B. 2010. 'Motivators and hygiene factors of Generation X and Generation Y- The test of two-factor theory', *XIMB Journal of Management*. 121-133.
- Guarcello, L. and Rosati, F. 2007. *Child Labor and Youth Employment: Ethiopia Country Study, Social Protection*, the World Bank. Discussion Paper, NO. 0704.
- Gursoy D., Maier A. T. and Chi G.C. 2008. 'Generational differences: An examination of work values and generational gaps in the hospitality workforce' *International Journal of Hospitality Management*, 27 (2008) 448–458
- Guthrie, L. 2009. *The Next Generation of Workers*. The Ken Blanchard Companies.
- Hattrup, K., Mueller, K. & Jones, I. 2007. 'The effects of nations and organizations on work value importance: A cross-cultural investigation', *Applied Psychology: an International Review*, 56(3): 479–499.
- Hegney, D., Plank, A. & Parker, V. 2006. 'Extrinsic and intrinsic work values: Their impact on job satisfaction in nursing', *Journal of Nursing Management*, 14(4): 271–281.
- Heng, C. Y. and Yazdanifard R. 2013. 'Generation Gap; Is There any Solid Solution? From Human Relation Point of View', *International Journal of Economy, Management and Social Science*, 2(10): 837-840.
- Hewlett, S. A., Sherbin, L., & Sumberg, K. 2009. 'How Gen Y & Boomers will reshape your agenda', *Harvard Business Review*, 87: 71–76.
- Hirschi, A. 2010. 'Positive adolescent career development: The role of intrinsic and extrinsic work values', *Career Development Quarterly*, 58: 276–287.
- Hole, G. 2009. *Research Skill*. P1-18.
- Jenkins, J. 2007. *Leading the four generations at work*. Available from:  
< <http://www.amanet.org/movingahead/editorial.cfm> > [Retrieved December 12, 2014]

- John F. and Hilary M. (2014) Research Paper: Young people's experiences in the workplace. Report to Acas. Ref: 12/14 November 2014. The National Institute of Economic and Social Research, ISBN 978-1-908370-549
- Josiam, B., Crutsinger, C., Reynolds, J., Dotter, T., Thorzhur, S., Baum, T., et al. 2009. 'A Empirical study of the work attitudes of generation Y college students in the USA: The case of hospitality and merchandising undergraduate majors'. *Journal of Services Research*, 9(1), 5-30.
- Karp, H. 2002. *Bridging the boomer - Xer gap: Creating authentic teams for high performance at work*. Davies-Black Publishing.
- Kelli, A. G., et al. No date. *Diversity in the Workplace: Benefits, Challenges, and the Required Managerial Tools*. University of Florida: IFAS Extension, HR022.
- Kian, T.S. and Yusoff, W.F. 2012. *Generation X and Y and their work motivation: Proceedings International Conference of Technology Management, Business and Entrepreneurship in Malaysia*, 396-408.
- Kielerstajn, R. 2008. 'Age and work motivation: The view of older employees', *Institutionen för Pedagogik, Didaktik och Psykologi, 19 Maj 2008 Uppsats 20hp, C-nivå Psykologi Psykologi C*. pp 1-47.
- Kooij, D., et al. No date. Older Workers' motivation to continue to work: Five meanings of Age. A Conceptual paper, Pp 1-45.
- Kothari C.R. 2004. *Research Methodology: Methods and Techniques*. 2<sup>nd</sup> edition. India: New Age International Publishers
- Krahn, J.H. and Galambos, N.L. 2014. 'Work values and beliefs of Generation X and Generation Y', *Journal of Youth Studies*, 17: 92-112.
- Latham, G. P., & Pinder, C. C. (2005). Work motivation theory and 224 TREMBLAY ET AL. research at the dawn of the twenty-first century. *Annual Review of Psychology*, 56, 485–516.
- Lawsson, R. D. 2009. 'IDENTIFYING AND MANAGING DIVERSITY OF WORKFORCE', *Business Intelligence Journal*, pp 215-253.

- Loughlin, C. and Barling, J. 2001. 'Young workers' work Values, attitudes and behaviours', *Journal of Occupational Psychology*, Vol.74: 543-558.
- Marczyk, G., Fetinger, D., & DeMatteo, D. 2005. *Essentials of Research Design and Methodology*. New Jersey: John Wiley & Sons.Inc.
- McCrinkle M. 2006. Defining generation. New generation at work
- Mason, W.H. and Wolfinger, N.H. 2001. 'Cohort Analysis', *California Centre for Population Research*, Los Angeles: University of California, CCPR-005-01.
- MoLSA. 2013. *LABOUR MARKET DYNAMICS IN ETHIOPIA: Analysis of Seven Key Indicators of the Labour Market*. Addis Ababa: FDRE Ministry of Labour and Social Affairs.
- Murphy, S. A. and Raines C. 2007. *Leading a Multigenerational Workforce*. AARP, PP 1-33.
- National Youth Policy of Ethiopia 2009
- Nord, et al. 1990. 'Studying meanings of work: The case of work values'. In: Brief, A. and Nord, W. Eds. *Meanings of occupational work: A collection of essays*. Lexington: Lexington Books.
- Ness, R. K. V., et al. 2010. 'Work Ethic: Do New Employees Mean New Work Values?', *Journal of Managerial Issues*, 22 (1): 10-34.
- PENN Behavioral Health (2008). 'BRIDGING THE GENERATION GAP AT WORK', *Management Assistance Program*, pp 1-9.
- Parry E. and Urwin, P. 2011. 'Generational Differences in Work Values: A Review of Theory and Evidence', *International Journal of Management Reviews*, Vol.13:79-96.
- Ropes, D. and Ypsilanti, A. No date. *Factors influencing intergenerational learning: towards a framework for organizations to ensure successful learning in older employees*. P280-307.
- Roe et al. 1999. 'Values and work: Empirical Findings and Theoretical Perspective', *Applied Psychology: an International Review*. 48 (1):1-21.
- Roe, R. A., & Ester, P. 1999. 'Values and work: Empirical findings and theoretical perspective ', *Applied Psychology: An International Review*, 48, 1-21.

- Rokeach, M. 1973. *The nature of human values*. New York: Free Press.
- Ros, M. et al. 1999. Basic individual values, work values, and the meaning of work. *Applied Psychology: An international review*, 48 (1): 49-71.
- Rhodes, S. 1983. 'Age-related differences in work-attitudes and behavior: a review and conceptual analysis', *Psychological Bulletin*, 93:328–367.
- Saba, T. 2013. *Understanding Generational Differences in the Workplace: Findings and Conclusions*. Queen's University: School of Policy Studies, IRC, and PP 1-11.
- Schwartz, S. H. 1999. 'A theory of cultural values and some implications for work'. *Applied Psychology: An International Review*, 48, 23–47.
- Smedley, K. and Whitten, H. 2006. *Age Matters: Employing, Motivating and Managing Older Employees*. Gower Publishing: 243-262.
- Smola, K. W. and Sutton, C. D. 2002. 'Generational differences: Revisiting generational work values for the new millennium', *Journal of Organizational Behavior*, 23: 363–382.
- SHRM.2011. *Intergenerational Conflict in the Workplace: Results based on survey of 400 human resources professionals*. Society for Human Resource Management (SHRM).
- Steyn C. & Kotze H. 2004. 'WORK VALUE CHANGE IN SOUTH AFRICA BETWEEN 1995 AND 2001: RACE, GENDER AND OCCUPATIONS COMPARED', *South African Journal of Labour Relations*, 4-33
- Šverko, B. 1989. 'Origin of individual differences in importance attached to work: A model and a contribution to its evaluation', *Journal of Vocational Behavior*, 34:28–39.
- Tolbize, A. 2008. *Generational differences in the workplace: Research and Training Center on Community Living*. University of Minnesota, pp1-20.
- Tsegaye, T. 2008, *Labour Force Growth and its Effects on Ethiopian Rural Economy: A Study of Growth Policy Options*
- Twenge, J. M. and Campbell S. M. 2008. 'Generational differences in psychological traits and their impact on the workplace', *Journal of Managerial Psychology*, Emerald Group Publishing Limited, Vol. 23 No. 8:862-877.

- Ueda Y. and Ohzono Y. No date. 'Effect of seniors' work values on their self-skill evaluations: focusing on Japanese seniors', *Journal of International Business and Cultural Studies*, 1-12
- Vansteenkiste, M., et al. 2007. 'On the relations among work value orientations, psychological need satisfaction and job outcomes: A self-determination theory approach', *Journal of Occupational and Organizational Psychology*, The British Psychological Society, 80:251-277.
- Vansteenkiste M. and DeWitte H. 2002. 'Examining the Relation between Work Values, Basic Need Satisfaction, Job Satisfaction and Well-Being: A Self-Determination Approach', Research Paper, *Faculty of Psychological and Pedagogic Sciences Centre for Motivation Psychology*, University of Leuven Tiensestraat 102.
- Warr, P. 1997. "Age, work, and mental health". In K. W. Schaie & C. Schooler (Eds.), *The impact of work on older adults*: New York: Springer, 252–296
- Watts, G.A. 1992. 'Work values, attitudes, and motivations of women employed in administrative support occupations', *Journal of Career Development*, 19:49–63.
- Westerman, J. W. and Yamamura, J. H. 2006. 'RESEARCH NOTE: Generational preferences for work environment fit: effects on employee outcomes', *Career Development International*, Emerald Group Publishing Limited Vol. 12 No. 2, 2007: 150-161.
- WHITE PAPER. No date. *Minding the Gap: Closing the Generation Divide in Project Management*. Project Management Institute.
- Wigfield, A. and Eccles, J. S. 2000. 'Expectancy–Value Theory of Achievement Motivation', *Contemporary Educational Psychology*, 25: 68–81.
- Wong, et al. 2008. 'Generational differences in personality and motivation: do they exist and what are the implications for the workplace?' *Journal of Managerial Psychology*, 23:878–890.
- Yusoff, W.F. and Kian, T.S. 2013. 'Generation Differences in Work Motivation: From Developing Country Perspective', *International Journal of Economy, Management and Social Sciences*, 2(4): 97-103.
- Zemke, R., Raines, C., and Filipczak, B. 2000. *Generations at Work: Managing the Class of Veterans, Boomers, X-ers, and Nexters in Your Workplace*. New York: Amacon.\*

## APPENDIX B

### Group Statistics

	<b>Y EMPLOYEES and O EMPLOYEES</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Std. Error Mean</b>
CREATIVITY	Younger employees	105	4.15	.744	.073
	Older employees	105	2.51	1.057	.103
CHALLENGE	Younger employees	105	4.18	.731	.071
	Older employees	105	2.53	1.075	.105
INDEPENDENCE	Younger employees	105	4.15	.864	.084
	Older employees	105	2.62	1.138	.111
WORK CENTERALITY	Younger employees	105	2.31	.954	.093
	Older employees	105	4.12	.793	.077
VARIETY	Younger employees	105	3.98	1.028	.100
	Older employees	105	2.61	1.024	.100
HONEST	Younger employees	105	4.38	.777	.076
	Older employees	105	4.11	.891	.087
OBEDIENT	Younger employees	105	3.97	1.033	.101
	Older employees	105	2.50	1.161	.113
FLEXIBLE ENVIRONEMENT	Younger employees	105	3.81	1.066	.104
	Older employees	105	2.37	1.187	.116
AGRESSIVE	Younger employees	105	2.41	1.080	.105
	Older employees	105	3.75	1.183	.115
SURROUNDING	Younger employees	105	4.03	.985	.096
	Older employees	105	3.80	.945	.092
SUPERVISORY RELATION	Younger employees	105	4.23	.880	.086
	Older employees	105	4.07	.953	.093
ALTRUISM	Younger employees	105	3.71	1.291	.126
	Older employees	105	4.14	.914	.089
FORGIVING	Younger employees	105	4.02	.888	.087
	Older employees	105	3.37	1.103	.108
LOYAL	Younger employees	105	4.21	.885	.086
	Older employees	105	4.11	.858	.084
POLITE	Younger employees	105	4.20	.870	.085
	Older employees	105	3.26	1.169	.114
DIVERSITY	Younger employees	105	2.68	1.079	.105
	Older employees	105	3.99	.860	.084
RECOGNITION	Younger employees	105	3.97	.914	.089
	Older employees	105	2.65	1.065	.104

	<b>Y EMPLOYEES and O EMPLOYEES</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Std. Error Mean</b>
ACHIEVEMENT	Younger employees	105	4.31	.776	.076
	Older employees	105	4.19	.822	.080
HAPPINESS	Younger employees	105	2.51	1.057	.103
	Older employees	105	4.09	.942	.092
STIMULATING WORK	Younger employees	105	3.85	1.017	.099
	Older employees	105	3.10	1.282	.125
TEAM WORK	Younger employees	105	2.24	1.088	.106
	Older employees	105	4.09	.867	.085
CAPABILITY/EXPERT	Younger employees	105	4.20	.752	.073
	Older employees	105	3.96	.784	.076
ENJOYABLE WORK	Younger employees	105	3.83	1.220	.119
	Older employees	105	2.54	1.000	.098
WISDOM	Younger employees	105	4.24	.701	.068
	Older employees	105	3.95	.752	.073
SELF-RESPECT	Younger employees	105	4.04	.831	.081
	Older employees	105	3.89	.847	.083
WORK-LIFE BALANCE	Younger employees	105	3.85	1.017	.099
	Older employees	105	2.59	1.098	.107
SECURITY	Younger employees	105	2.51	1.057	.103
	Older employees	105	3.96	.999	.098
FREE FROM CONFLICT	Younger employees	105	4.13	.981	.096
	Older employees	105	2.60	1.123	.110
PRESTIGE and STATUS	Younger employees	105	2.48	1.136	.111
	Older employees	105	3.91	.833	.081
ECONOMIC RETURN	Younger employees	105	3.77	.891	.087
	Older employees	105	2.63	1.242	.121
ASSOCIATES	Younger employees	105	3.84	.972	.095
	Older employees	105	2.66	1.200	.117
EQUALITY	Younger employees	105	4.15	.907	.089
	Older employees	105	4.01	.814	.079

## APPENDIX C

### Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
CREATIVITY	Equal variances assumed	19.044	.000	12.985	208	.000	1.638	.126	1.389	1.887
	Equal variances not assumed			12.985	186.722	.000	1.638	.126	1.389	1.887
CHALLENGE	Equal variances assumed	29.089	.000	12.989	208	.000	1.648	.127	1.398	1.898
	Equal variances not assumed			12.989	183.249	.000	1.648	.127	1.397	1.898
INDEPENDENCE	Equal variances assumed	17.953	.000	10.996	208	.000	1.533	.139	1.258	1.808
	Equal variances not assumed			10.996	193.926	.000	1.533	.139	1.258	1.808
CAPABILITY/EXPERT	Equal variances assumed	1.144	.286	2.247	208	.026	.238	.106	.029	.447
	Equal variances not assumed			2.247	207.648	.026	.238	.106	.029	.447
WORK CENTRALITY	Equal variances assumed	4.709	.031	-14.948	208	.000	-1.810	.121	-2.048	-1.571
	Equal variances not assumed			-14.948	201.280	.000	-1.810	.121	-2.048	-1.571
VARIETY	Equal variances assumed	3.346	.069	9.685	208	.000	1.371	.142	1.092	1.651
	Equal variances not assumed			9.685	207.996	.000	1.371	.142	1.092	1.651
HONEST	Equal variances assumed	.727	.395	2.311	208	.022	.267	.115	.039	.494
	Equal variances not assumed			2.311	204.188	.022	.267	.115	.039	.494
OBEDIENT	Equal variances assumed	5.988	.015	9.734	208	.000	1.476	.152	1.177	1.775
	Equal variances not assumed			9.734	205.201	.000	1.476	.152	1.177	1.775
FLEXIBLE ENVIRONEMENT	Equal variances assumed	3.060	.082	9.237	208	.000	1.438	.156	1.131	1.745
	Equal variances not assumed			9.237	205.645	.000	1.438	.156	1.131	1.745

AGRESSIVE	Equal variances assumed	.005	.945	-8.589	208	.000	-1.343	.156	-1.651	-1.035
	Equal variances not assumed			-8.589	206.309	.000	-1.343	.156	-1.651	-1.035
SURROUNDING	Equal variances assumed	.428	.514	1.716	208	.088	.229	.133	-.034	.491
	Equal variances not assumed			1.716	207.636	.088	.229	.133	-.034	.491
SUPERVISORY RELATION	Equal variances assumed	.001	.974	1.279	208	.202	.162	.127	-.088	.412
	Equal variances not assumed			1.279	206.674	.202	.162	.127	-.088	.412
ALTRUISM	Equal variances assumed	15.604	.000	-2.776	208	.006	-.429	.154	-.733	-.124
	Equal variances not assumed			-2.776	187.282	.006	-.429	.154	-.733	-.124
FORGIVING	Equal variances assumed	12.542	.000	4.687	208	.000	.648	.138	.375	.920
	Equal variances not assumed			4.687	198.916	.000	.648	.138	.375	.920
LOYAL	Equal variances assumed	.204	.652	.792	208	.429	.095	.120	-.142	.332
	Equal variances not assumed			.792	207.811	.429	.095	.120	-.142	.332
POLITE	Equal variances assumed	8.454	.004	6.630	208	.000	.943	.142	.662	1.223
	Equal variances not assumed			6.630	192.230	.000	.943	.142	.662	1.223
DIVERSITY	Equal variances assumed	9.957	.002	-9.761	208	.000	-1.314	.135	-1.580	-1.049
	Equal variances not assumed			-9.761	198.210	.000	-1.314	.135	-1.580	-1.049
RECOGNITION	Equal variances assumed	12.593	.000	9.665	208	.000	1.324	.137	1.054	1.594
	Equal variances not assumed			9.665	203.330	.000	1.324	.137	1.054	1.594
ACHIEVEMENT	Equal variances assumed	.044	.834	1.123	208	.263	.124	.110	-.094	.341
	Equal variances not assumed			1.123	207.328	.263	.124	.110	-.094	.341
HAPPINESS	Equal variances assumed	6.569	.011	-11.374	208	.000	-1.571	.138	-1.844	-1.299
	Equal variances not assumed			-11.374	205.279	.000	-1.571	.138	-1.844	-1.299
STIMULATING WORK	Equal variances assumed	14.330	.000	4.710	208	.000	.752	.160	.437	1.067
	Equal variances not assumed			4.710	197.733	.000	.752	.160	.437	1.067
TEAM WORK	Equal variances assumed	5.824	.017	-13.609	208	.000	-1.848	.136	-2.115	-1.580
	Equal variances not assumed			-13.609	198.174	.000	-1.848	.136	-2.115	-1.580

ENJOYABLE WORK	Equal variances assumed	2.603	.108	8.349	208	.000	1.286	.154	.982	1.589
	Equal variances not assumed			8.349	200.276	.000	1.286	.154	.982	1.589
WISDOM	Equal variances assumed	.664	.416	2.849	208	.005	.286	.100	.088	.483
	Equal variances not assumed			2.849	206.979	.005	.286	.100	.088	.483
SELF-RESPECT	Equal variances assumed	.684	.409	1.316	208	.190	.152	.116	-.076	.381
	Equal variances not assumed			1.316	207.925	.190	.152	.116	-.076	.381
WORK-LIFE BALANCE	Equal variances assumed	2.232	.137	8.607	208	.000	1.257	.146	.969	1.545
	Equal variances not assumed			8.607	206.789	.000	1.257	.146	.969	1.545
SECURITY	Equal variances assumed	7.877	.005	-10.197	208	.000	-1.448	.142	-1.727	-1.168
	Equal variances not assumed			-10.197	207.344	.000	-1.448	.142	-1.727	-1.168
FREE FROM CONFLICT	Equal variances assumed	5.856	.016	10.535	208	.000	1.533	.146	1.246	1.820
	Equal variances not assumed			10.535	204.315	.000	1.533	.146	1.246	1.820
PRESTIGE and STATUS	Equal variances assumed	15.593	.000	-10.460	208	.000	-1.438	.137	-1.709	-1.167
	Equal variances not assumed			-10.460	190.807	.000	-1.438	.137	-1.709	-1.167
ECONOMIC RETURN	Equal variances assumed	18.698	.000	7.661	208	.000	1.143	.149	.849	1.437
	Equal variances not assumed			7.661	188.575	.000	1.143	.149	.849	1.437
ASSOCIATES	Equal variances assumed	6.019	.015	7.838	208	.000	1.181	.151	.884	1.478
	Equal variances not assumed			7.838	199.424	.000	1.181	.151	.884	1.478
EQUALITY	Equal variances assumed	4.031	.046	1.201	208	.231	.143	.119	-.092	.377
	Equal variances not assumed			1.201	205.636	.231	.143	.119	-.092	.377