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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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**A COMPARATIVE ANALYSIS OF EMPLOYEES WORK VALUES OF GEN X AND GEN Y IN COMPANIES**

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**ABSTRACT**

*In recent years generational composition is changing rapidly. There has been discussion in the management literature on generational differences and how the generational differences may impact on the design of workforce in relation to business strategy. Research has been conducted in order to analysis work approach of Gen X and Y in different companies. The purpose of this research study was to investigate the work value of Gen X and Y in different company's workplace environment in Odisha, to define whether differences existed in their work values? The study is conducted through questionnaire survey with a set of 20 questions with major four parameters, which are stability of work place, innovative projects, challenging work and job security. The information will give additional consideration for work values of Gen X and Y to make further decision for organizational culture and strategy. After the questionnaire survey collection phase, the data was entered and analyzed. The worksheet survey was used to gather data about their feelings concerning the factors of Gen X and Y that influenced their work values at workplace, their positive and negative relationships, and styles of management in the workplace.*

**KEYWORDS**

organizational strategy, environment, Gen X and Y, work values.

**INTRODUCTION**

According to Peter Ducker, "Culture eats strategy for breakfast" Organizational culture is relevant for achieving organizational success. Culture develops with the work value of employees in an organization, which is necessary to know the work values of employees with generational differences. Work value, the researchers have assumed, it is a broad orientations towards work inspire people's ideas of what is important to them. Researchers have therefore sought to identify a set of general types of work values. The recent trend in different industry is to understand the differences in the work place values and work style to take decisions towards the organizational success. It is important to know the different generations and their work approach in the organizational environment. Work values inspire the employees to work and their satisfaction.

**NEED OF THE STUDY**

The work value is based on feeling and belief of an employee. It is difficult to measure the work values of an employee focusing on the generational differences. From the available tools, an attempt made to analyze the work values of Gen X and Y in different companies with special reference to Odisha.

**OBJECTIVES**

- 1- To know the employees work values of Gen X and Y.
- 2- To compare the work values of Generation X and Y.

**DATA COLLECTION**

Secondary data was used the content. Primary data was collected through the questionnaire survey from different companies of Odisha. The study was conducted with sample size of more than 200 from each company. The questionnaire is designed with five major parameters and each parameter has five questions to collect information from the respondents.

**REVIEW OF LITERATURE**

Review of literature suggests that there is a difference and similarities between Generation X and Y in regards to work values, working environment. In this paper we build on the present literature on both Generation X and Y with a survey sample to document their career expectations. This research will be comparing the priorities and expectation Generation X has against Generation Y. The objective of this research is to contribute and add valuable insight to past research on expectations towards work values between the two generations to get some perspective of what these changes in headcount actually represent. This study defines Gen X as those who were born between 1965 and 1977. As for Gen Y, considering they follow Gen X, their generation beginning year also tends to vary ranging from 1978 to 2000 (Greene, 2003; Howe, 2004; Leo, 2003; Patterson, 2007; Smola & Sutton, 2002; Sujansky, 2004; Vejar, 2008). Since this study is about the experience of real-world working Gen Y-ers, the year range that will define Gen Y will be that of 1978 to 1990. With the retirement of some of the earlier generations, Gen X-ers are and will be the experienced employees and managers as Gen Y continues to enter the workforce (Smola & Sutton, 2002). These two generations are the ones I choose to focus on due to the fact that these two generations will be working closely together for at least the next 20 years. It is approximated that while there 44 million Gen X members, Gen Y is closer to 80 million (Sujansky, 2004). Furthermore, although Gen Y members are already in the workforce, they have not begun to reach critical mass. As a result, managers are likely to be required to deal with the generational differences that appear to exist among employees and understand the unique needs of Gen Y (Smola & Sutton, 2002; Sujansky, 2004). Only in this manner will the inevitable clash amongst the generations become more controllable, lessening the possible misunderstandings, miscommunications, and mixed signals among employees of different generations (Smola & Sutton, 2002). The entrance of Gen Y to the workplace and this generation's unique work attributes have created quite the commotion in the workplace, as employers appear to be scrambling to find out everything they can about them (Raines, 2002). Therefore, the purpose of the present study is to explore possible differences between Gen X and Gen Y on their work-related perceptions. This article begins by describing the two generations of focus in this article. Then, previous industry and research findings concerning potential differences between Gen X and Gen Y on three work-related beliefs (i.e., work engagement, career development, and teamwork) are reviewed.



**GEN X**

In a study about the civic engagement of Generation X, the U.S. Census Bureau defined this segment of the population as consisting of individuals born between 1968 and 1979. However, the upper limit of Generation X in some cases has been as high as 1982, while the lower limit has been as low as 1963 (Karp et al., 2002). This generation was also called the baby bust generation, because of its small size relative to the generation that preceded it, the Baby Boom generation. The term Generation X spread into popular parlance following the publication of Douglas Coupland’s book about a generation of individuals who would come of age at the end of the 20th century. Members of Generation X [Hereinafter Xers] are the children of older boomers, who grew up in a period of financial, familial and societal insecurity. They witnessed their parents get laid off and the decline of the American global power.

**GEN Y**

The lower limit for Generation Y may be as low as 1978, while the upper limit may be as high as 2002, depending on the source. Members of Generation Y may include individuals born between 1980 and 1999 (Campton & Hodge, 2006); 1978 and 1995 (The National Oceanographic and Atmospheric Association Office of Diversity, 2006); 1980 and 2002 (Kersten, 2002); and 1978 and 1988 (Martin, 2005). The label associated with this generation is not yet finalized. This generation has been shaped by parental excesses, computers (Niemiec, 2000), and dramatic technological advances. One of the most frequently reported characteristics of this generation is their comfort with technology (Kersten, 2002). In general, Generation Y shares many of the characteristics of Xers. They are purported to value team work and collective action (Zemke et al., 2000), embrace diversity (The National Oceanographic and Atmospheric Office of Diversity, 2006), be optimistic (Kersten, 2002), and be adaptable to change (Jenkins, 2007). Furthermore, they seek flexibility (Martin, 2005), are independent, desire a more balanced life (Crampton & Hodge, 2006), are multi-taskers (The National Oceanographic and Atmospheric Office of Diversity, 2006), and are the most highly educated generation. They also value training (www.valueoptions.com). They have been characterized as demanding (Martin, 2005), and as the most confident generation (Glass, 2007). Like Xers, they are also purported to be entrepreneurial, and as being less process focused (Crampton & Hodge, 2006).

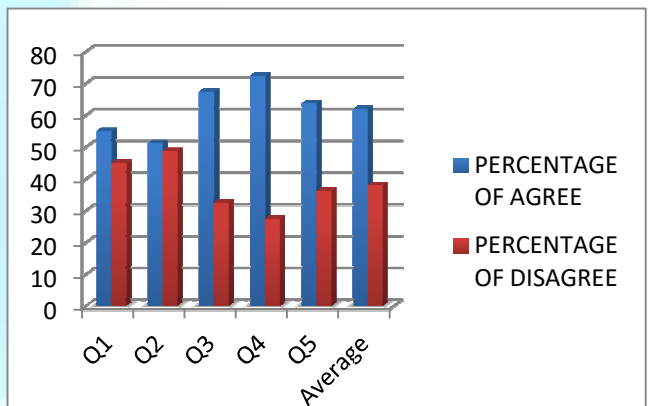
**COMPARATIVE ANALYSIS**

Responses of employees with regard *stability* of their work place.

**Gen X employees**

QUESTIONS	PERCENTAGE OF AGREE	PERCENTAGE OF DISAGREE
Q1	55	45
Q2	51.25	48.75
Q3	67.5	32.5
Q4	72.5	27.5
Q5	63.75	36.25
AVERAGE	62	38

**TABLE 1: PERCENTAGE OF FIVE QUESTIONS REGARDING STABILITY**

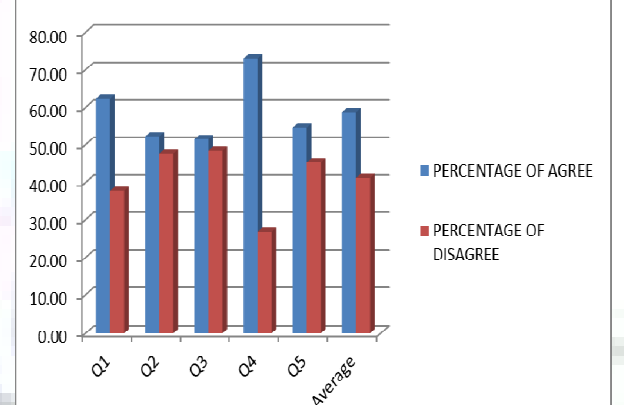


**GRAPH 1: PERCENTAGE OF FIVE QUESTIONS REGARDING STABILITY**

**Gen Y employees**

QUESTIONS	PERCENTAGE OF AGREE	PERCENTAGE OF DISAGREE
Q1	62.31	37.69
Q2	52.31	47.69
Q3	51.54	48.46
Q4	73.08	26.92
Q5	54.62	45.38
Average	58.77	41.23

**TABLE 2: PERCENTAGE OF FIVE QUESTIONS REGARDING STABILITY**



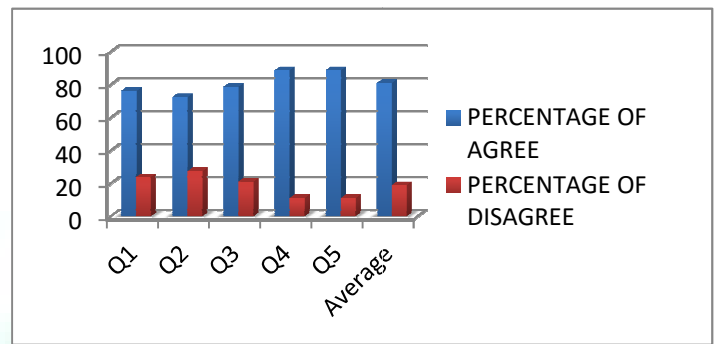
**GRAPH 2: PERCENTAGE OF FIVE QUESTIONS REGARDING STABILITY**

The above table and graph indicates Gen X is more concern than Gen Y about stability of works. Here we are getting average percentage of Gen X is 62% of agree and 38% of disagree, whereas Gen Y is getting 58% of agree and 41.23% of disagree. The analysis shows that Gen X is more worried about stability of works. Responses of employees with regard *innovative* work.

Gen X employees

QUESTIONS	PERCENTAGE OF AGREE	PERCENTAGE OF DISAGREE
Q1	76.25	23.75
Q2	72.5	27.5
Q3	78.75	21.25
Q4	88.75	11.25
Q5	88.75	11.25
AVERAGE	81	19

TABLE 3: PERCENTAGE OF FIVE QUESTIONS REGARDING INNOVATIVE WORK

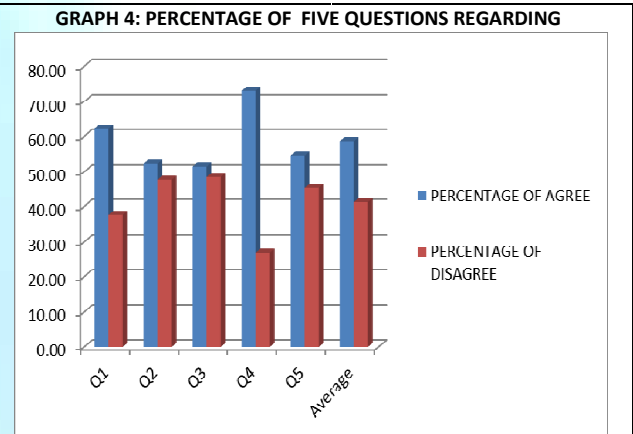


GRAPH 3: PERCENTAGE OF FIVE QUESTIONS REGARDING INNOVATIVE WORK

Gen Y employees

QUESTIONS	PERCENTAGE OF AGREE	PERCENTAGE OF DISAGREE
Q1	76.92	23.08
Q2	75.38	24.62
Q3	80.77	19.23
Q4	90.77	9.23
Q5	90.00	10.00
Average	82.77	17.23

TABLE 4: PERCENTAGE OF FIVE QUESTIONS REGARDING INNOVATIVE WORK



INNOVATIVE WORK

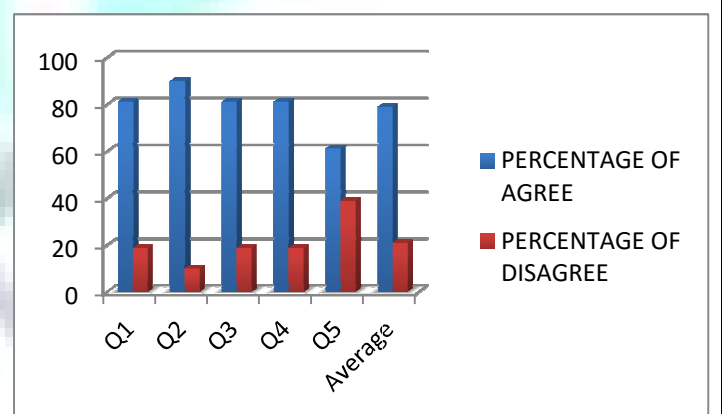
The above table and graph indicates Gen X is innovative, but Gen Y is more innovative than Gen X. Here we are getting average percentage of Gen Y is 82.77% of agree and 17.33% of disagree, whereas Gen X is getting 81% of agree and 19% of disagree. The analysis shows that Gen Y is more innovative.

Responses of employees with regard *challenging* work.

Gen X employees

QUESTIONS	PERCENTAGE OF AGREE	PERCENTAGE OF DISAGREE
Q1	81.25	18.75
Q2	90	10
Q3	81.25	18.75
Q4	81.25	18.75
Q5	61.25	38.75
Average	79	21

TABLE 5: PERCENTAGE OF FIVE QUESTIONS REGARDING CHALLENGING WORK

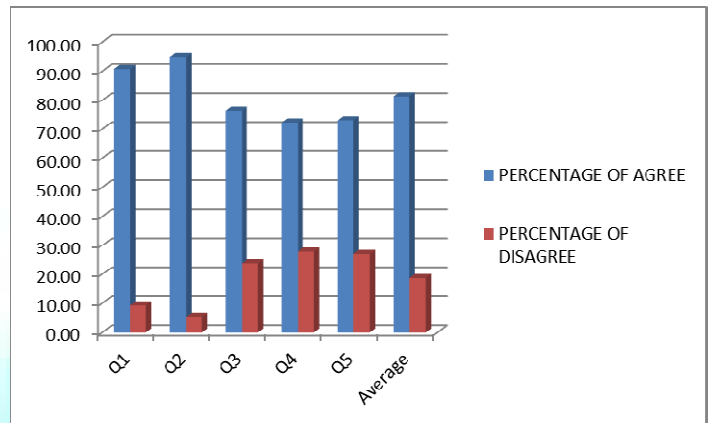


GRAPH 5: PERCENTAGE OF FIVE QUESTIONS REGARDING CHALLENGING WORK

Gen Y employees

QUESTIONS	PERCENTAGE OF AGREE	PERCENTAGE OF DISAGREE
Q1	90.77	9.23
Q2	94.62	5.38
Q3	76.15	23.85
Q4	72.31	27.69
Q5	73.08	26.92
Average	81.38	18.62

TABLE 6: PERCENTAGE OF FIVE QUESTIONS REGARDING CHALLENGING WORK



GRAPH 6: PERCENTAGE OF FIVE QUESTIONS REGARDING CHALLENGING WORK

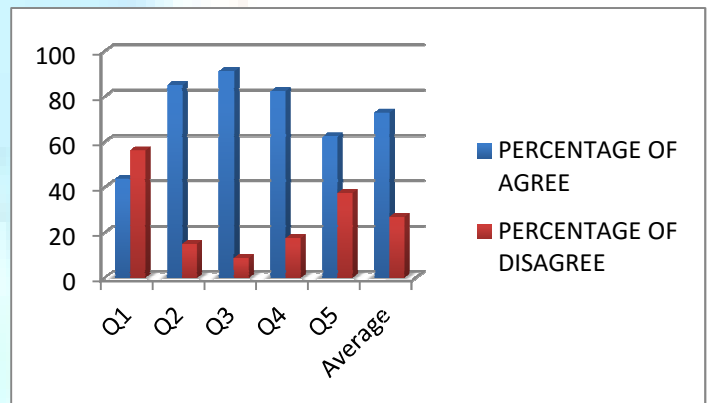
The above table and graph indicates Gen X is ready to accept challenging task, but Gen Y is more interested to take challenging work than Gen X. Here we are getting average percentage of Gen Y is 81.38% of agree and 18.62% of disagree, whereas Gen X is getting 79% of agree and 21% of disagree. The analysis shows that Gen Y is ready to take challenging work.

Responses of employees with regard **security** of their works place.

Gen X employees

QUESTIONS	PERCENTAGE OF AGREE	PERCENTAGE OF DISAGREE
Q1	43.75	56.25
Q2	85	15
Q3	91.25	8.75
Q4	82.5	17.5
Q5	62.5	37.5
Average	73	27

TABLE 7: PERCENTAGE OF FIVE QUESTIONS REGARDING SECURITY OF THEIR WORK PLACE

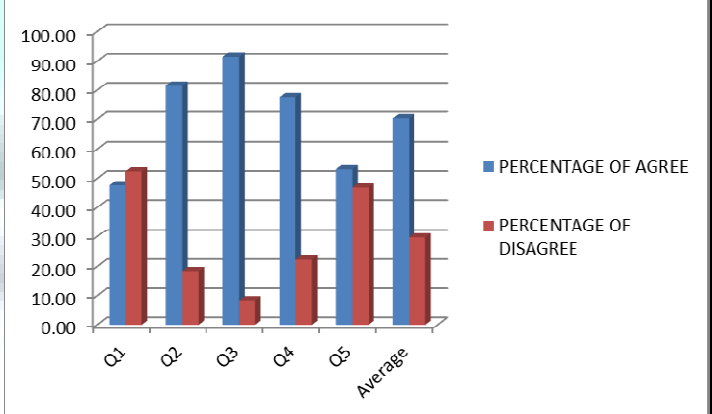


GRAPH 7: PERCENTAGE OF FIVE QUESTIONS REGARDING SECURITY OF THEIR WORK PLACE

Gen Y employees

QUESTION S	PERCENTAGE OF AGREE	PERCENTAGE OF DISAGREE
Q1	47.69	52.31
Q2	81.54	18.46
Q3	91.54	8.46
Q4	77.69	22.31
Q5	53.08	46.92
Average	70.31	29.69

TABLE 8: PERCENTAGE OF FIVE QUESTIONS REGARDING SECURITY OF THEIR WORK PLACE



GRAPH 8: PERCENTAGE OF FIVE QUESTIONS REGARDING SECURITY OF THEIR WORK PLACE

The above table and graph indicates that Gen X is more stable on job security than Gen Y. Here we are getting average percentage of Gen X is 73% of agree and 27% of disagree, whereas Gen Y is getting 70.31% of agree and 29.69% of disagree. The analysis shows that Gen X is feeling more secure on job, but Gen Y is feeling unsecured on the job.

**CONCLUSION**

This article is basically individual work responses taken from employees in different companies in Odisha. We observed that Gen X and Y are having differences, but we found through our survey and analysis that both are having different opinion and confidence. We also found through our four major parameters like stability, innovation, challenging and security Gen Y is more concerned about job stability and security. Whereas Gen X is more stable in job security. Gen Y is ready to take more challenging and innovative work than Gen X. The different industries are can better understand their current workforce of the employees. This analysis will be helpful for managing different generational workforce in companies.

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