

The contribution of generational diversity to employee's work satisfaction

Bachelor Thesis for Obtaining the Degree

Bachelor of Science in
International Management

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Affidavit

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

The thesis was not submitted in the same or a substantially similar version, not even partially, to another examination board and was not published elsewhere.

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Abstract

This paper focuses on the four generations represented at work namely Baby Boomers, Generation X, Generation Y, and Generation Z, and what effects this multigenerational workforce can have on work satisfaction. The main research problem is that different generations might encounter conflicts and dissatisfaction at work due to the workplace not being able to identify what each generation values, which aspects they need to feel satisfied at work, and that managers face difficulties in how to treat each generation accordingly. Therefore, the main question of this thesis is to what extent can a multigenerational workforce influence employee job satisfaction. This thesis uses a quantitative research design in the form of a cross-sectional questionnaire consisting of 22 items focusing on various aspects such as age discrimination, work satisfaction, workplace structure, leadership, and stereotypes to find out the connection between generational diversity and work satisfaction. The questionnaire reached 73 participants whose characteristics match with the sampling frame which targets individuals born between 1945 and 1995 (or after), who are currently employed or worked in the hospitality industry before, and who work within any department related to the hospitality industry. No significant difference could be found between age groups and their overall satisfaction, between the age groups and what they value at work, as well as between the age groups and age discrimination. However, a significant relationship between workplace structure and work satisfaction and between leadership and work satisfaction could be found. This indicates that managers need to focus on what environment the company can create so that every generation feels welcomed and find the right strategy for which leadership style each generation prefers.

Keywords: work satisfaction, generations, generational diversity, age, managers, employees, conflict resolution, organizational culture, employee perception

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1 Introduction

In recent years, generational diversity has received growing attention. The aging workforce emerges with new challenges, where businesses need to learn how to manage different age groups (Parry & Urwin, 2011, p. 98). However, because of these differences between age groups, there is the possibility that people discriminate or treat each other differently based on their age. A multigenerational business can lead to the rise of stereotypes and prejudice (World Health Organization, 2021a, n.p.). While Austria makes use of the equal treatment act which protects individuals against discrimination at the workplace based on their religion, ethnicity, gender, and age (Bundesministerium für Arbeit und Wirtschaft, n.p, n.d.), there are still many individuals who are being discriminated against at work because of their age. A study from the Austrian Ombud of Equal Treatment presents that from 2018 to 2019 there were 427 cases of age-related requests, and 367 cases (86%) of these requests were related to employment and occupation (Ombud of Equal Treatment et al., 2021, p. 8). To reduce generational issues and discrimination, an organization needs to start with its leaders. It is essential to understand that there is not only one solution that will work for every individual, but different solutions based on the differences of each generation. Leaders need to understand which generational biases exist and how generational issues can be addressed (Sedrak & Cahill, 2011, p. 34). One business that was able to identify and make use of generational differences is Sodexo. They have a variety of techniques to embrace each generation, such as a generations network, which helps individuals to understand the different generations, and a board game “GenMatch” which challenges stereotypes of each generation in a playful manner (Sodexo, n.d., n.p.).

While managers, consultants, and the media increasingly recognized different generations (Parry & Urwin, 2011, pp. 95-96), the evidence of different scholarly research is often contradictory on whether there are significant differences between age generations (Woodward et al., 2015, p. 27). A systematic literature review by Ian Woodward et al. (2015, p. 22) revealed that out of 50 studies concerning differences in generations, 31 of these studies showed similarities and differences, 17 studies indicated clear differences and only 2 studies suggested that there are no differences between age generations. In addition, a meta-analysis by David Costanza et al. (2012,

p. 375) underlines the scarcity of studies that focus on differences in generations and work-related outcomes. They propose that further research needs to be done, which focuses on improved concepts and methods of empirical research, whereas for both research and implementation, it is required to better understand what role the generation has on such differences (Costanza et al., 2012, p. 391). Moreover, age diversity in the workforce does not always get as recognized in Austria as other types of diversity. While areas such as gender, race, and sexual orientation are topics that most individuals are at least aware of (Global Compact, n.d., n.p.), age diversity tends to not be actively discussed and acknowledged and there is only limited data available concerning age discrimination and ageism in Austria (Ombud of Equal Treatment et al., 2021, p. 8).

Consequently, to close these knowledge gaps, this thesis examines how generational diversity impacts work satisfaction in Austrian businesses. The findings of this research help to extend the existing literature in different ways. First, it presents more in-depth knowledge on whether Austrian employees identify themselves with their age generation and their differences and similarities. Second, it demonstrates whether there are conflicts between generations and how they can be addressed. Third, it provides managers with suggestions on how and why to adapt their management style for each generation. The findings of this research are essential to avoid and reduce several issues related to this topic. Firstly, is the problem of ageism. It can be the source of stereotypes, and ageism tends to cause arising disadvantages in reemployment for older jobseekers (Oesch, 2020, p. 7). Secondly, a multigenerational business can lead to age-related conflicts when different generations cannot appropriately approach each other (Larsen, 2019, p. 314). Moreover, it can lead to misunderstanding and miscommunication within the workplace (Sodexo, n.d., n.p.). Finally, management cannot be successful if they do not focus on the employee's work values and preferences, which depend on generational experiences and the employees' age (Kunze et al., 2010, p. 87).

The thesis proposes that generational diversity within the workforce can lead to a decrease in work satisfaction. This can occur through several means such as conflicts arising between generations (Larsen, 2019, p. 314), age discrimination (Rudnicka, 2020, n.p.), or leaders who do not accurately differentiate between age generations

and/or do not have the required knowledge (Smeaton & Parry, 2018, p. 5). Therefore, the following research questions have been developed to close the knowledge gap:

Research Questions:

1. *How can managers adjust their management styles to reflect the needs and preferences of each generation?*
2. *How can managers increase the job satisfaction of each generation?*
3. *What are the defining characteristics and values of each generation in the workplace?*

2 Literature Review

2.1 The Presence of Generational Diversity in the Workplace

2.1.1 Defining generational diversity

Generational diversity is a topic that has gotten more relevant in the last decades (Legas & Sims, 2011, pp. 1-2; Parry & Urwin, 2011, p. 95), especially for larger organizations where four generations (or more) can be found working together simultaneously (Bennett et al., 2012, p. 278; Kicheva, 2017, p. 103; Notter, 2002, p. 1). The term “generation” can be described as a certain group of individuals who are defined based on age boundaries, namely individuals who were born during a certain timeframe. Individuals in each generation develop similar values and attitudes, due to sharing similar experiences while growing up together (Notter, 2002, p. 2; Parry & Urwin, 2011, p. 96, Reisenwitz, 2021, p. 78). Whereas “generational diversity” refers to having a workplace that is represented by individuals of different ages (Notter, 2002, p. 2; Legas & Sims, 2011, p. 1).

While several studies suggest the existence of different age groups (Parry & Urwin, 2011, pp. 95-96; Notter, 2002, p. 2; Eberhardt, 2015, pp. 48-55) the birthyear within each generation slightly differs from each other. Jamie Notter (2002, p. 2) suggests that the generation Baby Boomers was born between 1940-1960, others such as Sabina Lissitsa et al. (2021, p. 1) argue that they were born between 1946-1964 and Daniela Eberhardt (2015, p. 51) categorized Baby Boomers between the age range of

1945-1965. Up to now, there is little consensus regarding the start and end date of a particular generation (Reisenwitz, 2021, p. 80, Ulrick, 2016, p. 4) since the beginning and end set in each research are used as approximations rather than being a unanimous decision (Notter, 2002, p. 2). For this study, the writer focuses on the categorization set by Daniela Eberhardt (2015, p. 46), mainly because her studies are based on German-speaking countries, which might give more accurate results later in the data collection and analysis.

As mentioned, the workforce is an even more diverse set of age groups with different needs, values, and expectations (Parry & Urwin, 2011, p. 96). The reason behind the variety of age groups is due to the older generations retiring at a later age and the younger generation, namely Generation Z, starting newly into the workforce (Goh & Lee, 2018, p. 21; Ulrick, 2014, p. 398). The different age groups include Baby Boomers, Generation X, Generation Y, and Generation Z (Eberhardt, 2015, pp. 51-55), which are further introduced in the subsection “2.1.2 The different age generations”. While researchers such as Neil Howe and William Strauss (2007, n.p.) have identified 19 generations until back to the 15th century, this thesis focuses on the four main generations found particularly within the workforce. The center of attention in generational diversity is the different interests and perspectives of different generations, which are being represented in each section, rather than a workplace that just consists of certain demographics (American Express, 2022, n.p.).

2.1.2 The different age generations

Generally, four major age groups can be found in today’s workforce. Firstly, are the Baby Boomers. According to Eberhardt (2015, p. 46), individuals within this group were born between the years 1945 to 1960. The term “Baby Boomer” has been chosen because of the boom in births after World War II (Notter, 2002, p. 2; Tolbize, 2008, p. 2). Baby Boomers grew up in an era of optimism and progress because of the post-war prosperity which gave access to large service-oriented companies and manufacturers offering a wide range of job opportunities, where the main expectation was to work and retire from the same company (Chi et al., 2013, p. 43). Since a lot of people within this age category will retire in the next couple of years, there have been several debates discussing how to handle this change. For instance, how Austria will

finance their retirees, especially because of the lack of younger generations taking over their jobs (Uniqqa, 2019, n.p.).

The second age group is Generation X. Eberhardt (2015, p. 46) categorizes individuals of this generation between the years 1961 to 1980. The name “Generation X” was invented by Douglas Coupland, who first introduced it in his novel “Generation X: Tales for an Accelerated Culture” (Kagan, 2022, n.p.). Generation X grew up in an era of advances and technology, where individuals were introduced to the first computers. They were born into an era of economic recession, job security loss, and corporate downsizing, which is why they tend to be more skeptical towards the job system, also reducing the loyalty towards one individual company and the idea of working and retiring from only one single company (Chi et al., 2013, p. 43).

Next is the third generation known as Millennials or Generation Y. Generation Y are born between the years 1981 and 1995 based on Eberhardt’s (2015, p. 46) categorization. The term “Millennials” was selected because individuals who are within this age category are born around the time when the 21st century was beginning to rise, also known as the new millennium (Chen, 2022, n.p.). Generation Y was born in an era that was dominated by technology, especially computer technology. Their mindset has been shaped by many events such as globalization, terrorism, and distrust in the government (Chi et al., 2013, p. 44) as well as being the first who were exposed to the Internet (Reisenwitz, 2021, p. 79). Klaus Hurrelmann and Erik Albrecht refer to them as “the secret revolutionaries” (Hurrelmann & Albrecht, 2014, p. 10), where the letter “y” of its name or “why” when being pronounced in the English language defines what this generation stands for, a generation which characteristic is to question the meaning of everything (Hurrelmann & Albrecht, 2014, p. 14).

Lastly is the fourth and final age group Generation Z. Researchers refer to Generation Z as the most current generation which includes individuals born between 1995 (Eberhardt, 2015, p. 46) up to the early 2000s (Baum, 2019, p. 1). The name “Generation Z” was chosen because it is the next letter in the alphabet following Generation X and Generation Y (Moore et al., 2017, p. 111). Generation Z is known for being “Digital Natives” since they grew up with different technologies such as laptops, smartphones, and tablets (Scholz, 2014, p. 20). They are considered the most

application-friendly generation with the highest knowledge regarding the use of the Internet and its features (Reisenwitz, 2021, p. 80). Generation Z tends to be more cautious when deciding on a certain job since they are more insecure about their finances compared to the previous generations (Baum, 2019, p. 1).

2.1.3 Work values of each generation

The term “work values” refers to the beliefs of an individual employee on what their ideal work outcome such as the nature and purpose of the work should be (Quintanilla, 1991, p. 85). Research suggests that each generation has certain work values they seek when working for a business. Table 1 gives an overview of potential generational differences and similarities by combining corresponding work values found in multiple sources of academic literature. While the literature suggests that certain work values fall into a particular generation, it does not necessarily mean that another generation does not value a certain aspect at all. They might just tend to value certain aspects more than others. Furthermore, each manager should be able to recognize the differences between each generation and address them within the daily business operations (Sedrak & Cahill, 2011, p. 34).

Table 1: Work Values of Each Generation

Baby Boomer	<ul style="list-style-type: none"> • Want their career to be the central focus of their life • Want little feedback • Want recognition at work • Sensitive to status • Seek long-term employment • Want authority and a formal chain of command
Generation X	<ul style="list-style-type: none"> • Work-life balance • Want immediate feedback • Self- and professional development • Want (immediate) recognition of results • Desire rapid promotion • Seek social aspects such as friendships and having fun • Want to work for a prestige brand
Generation Y	<ul style="list-style-type: none"> • Work-life balance • Want immediate feedback • Self- and professional development • Participation in decision making • Need challenges and frequent change • Want to make use of technology • Expect personal attention and individualized treatment from their supervisors

Generation Z	<ul style="list-style-type: none"> • Want immediate feedback • Want to make use of technology • Need mentorship and learning • Want to work independently • Want in-person communication • Want a meaningful and strong relationship with their manager
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First, the Baby Boomers, where no similarities in work values to other generations could be found based on the academic literature used. Baby Boomers want their work to be the center of their life (Lester et al., 2012, p. 342; Manning & Barrette, 2005, p. 64; Sedrak et al., 2011, p. 32) hence they do not value work-life balance as much as compared to other generations. They require only little feedback (Sedrak et al., 2011, p. 35; Tolbize, 2008, p. 10) compared to Generation X and Y who want continuous and immediate feedback. While they want recognition for their work, they do not require it immediately (Gursoy et al., 2008, p. 455-457) compared to Generation X. Furthermore, they are willing to wait their turn when there is the opportunity for promotion (Gursoy et al., 2008, p. 457) contrary to Generation X who desires a rapid promotion (Leuty, 2012, p. 36; Manning & Barrette, 2005, p. 65). In addition, Baby Boomers are more sensitive to status, and they view their status as inessential (Leuty, 2012, p. 36; Lub et al., 2012, p. 556). They seek long-term employment (Brick & Jane, 2011, p. 61; Kicheva, 2017, p. 106; Lub et al., 2012, p. 556) and respect authority with a formal chain of command (Brick & Jane, 2011, p. 60; Gursoy et al., 2008, p. 457).

Next is Generation X, where the academic literature shows similarities in work values with Generation Y. The first similarity is that Generation X and Y value work-life balance (Brick & Jane, 2011, p. 63; Calloway, 2018, p. 4; Kicheva, 2017, p. 107; Lub et al., 2012, p. 563; Tolbize, 2008, p. 9), the next similarity is that Generation X and Y want to have immediate feedback (Cogin, 2011, p. 2273; Tolbize, 2008, p. 8) and the last similarity is that they value self- and professional development at work (Gursoy et al., 2008, p. 452; Kicheva, 2017, p. 108; Manning & Barrette, 2005, p. 65; SwissLife, 2022, n.p.). Differences from other generations include that they desire immediate recognition for their results (Cogin, 2011, p. 2273; Gursoy et al., 2008, p. 452) and want a rapid promotion (Leuty, 2012, p. 36; Manning & Barrette, 2005, p. 65). Furthermore, at work they look for friendship and having fun with their colleagues,

valuing the importance of social aspects (Gursoy et al., 2008, p. 452; Manning & Barrette, 2005, p. 65) and when choosing their workplace, they prefer and seek a company which has established a certain prestige and well-known name (Leuty, 2012, p. 36; SwissLife, 2022, n.p.).

Next is Generation Y, which shows corresponding work values with Generation X. As mentioned previously, similarities can be seen with valuing work-life balance (Baum, 2019, p. 2; Eckleberry-Hunt & Tucciarone, 2011, p. 458; Gursoy et al., 2008, p. 453; Tolbize, 2008, p. 9), the desire for immediate feedback (Cogin, 2011, p. 2273; Eckleberry-Hunt & Tucciarone, 2011, p. 459; Kicheva, 2017, p. 108; Tolbize, 2008, p. 8) and valuing self- and professional development at work (Calloway, 2018, p. 6; Kicheva, 2017, p. 108; Slavic et al., 2017, p. 36). However, Generation Y also values certain aspects which do not correspond to work values from other generations. These values include that they want to participate in the company's decision-making process (Calloway, 2018, p. 6; Cogin, 2011, p. 2274; Slavic et al., 2017, p. 36), they need work that challenges them and changes frequently (Cogin, 2011, p. 2274; Kicheva, 2017, p. 108; Manning & Barrette, 2005, p. 65), they actively want to make use of any type of technology (Eckleberry-Hunt & Tucciarone, 2011, p. 458; Gursoy et al., 2008, p. 453), and they expect their supervisors to treat them individually and giving them attention (Eckleberry-Hunt & Tucciarone, 2011, p. 460; Gursoy et al., 2008, p. 453).

Lastly, Generation Z shows corresponding work values with Generation X and Y. Similarities with both Generation X and Y can be seen with the need for immediate and constant feedback (Goh & Lee, 2018, p. 21; Iorgulescu, 2016, p. 49). Furthermore, both Generation Y and Z want to make use of technology at work (Kirchmayer & Fratricova, 2018, p. 6020; Singh & Dangmei, 2016, pp. 3-4; Törocsik et al., 2014, p. 30). Generation Z shows certain aspects which do not show any similarities to other generations. They have a high need for ongoing mentorship and learning opportunities (Iorgulescu, 2016, p. 51; Singh & Dangmei, 2016, p. 4) and need a manager whom they can trust and form a deeper and more meaningful relationship with (Goh & Lee, 2018, p. 21; Iorgulescu, 2016, p. 49; Singh & Dangmei, 2016, pp. 3-4). In addition, they want to be able to work independently (Goh & Lee, 2016, p. 21; Iorgulescu, 2016, p. 48; Singh & Dangmei, 2016, p. 3) and prefer their supervisors to

communicate with them in person rather than using any technology such as e-mail or phone messages (Kirchmayer & Fratricova, 2018, p. 6020; Goh & Lee, 2016, p. 21; Singh & Dangmei, 2016, p. 3).

Facing a multigenerational workforce can be challenging, especially since based on the academic literature found each age generation tends to look out for different work values. Therefore, to be able to handle those differences both leaders and managers within the organization need to familiarize themselves with which generation tends to prioritize which work values. With this knowledge, leaders and managers can actively address them and understand how to be more sensitive toward this topic (Sedrak & Cahill, 2011, p. 34). Individuals in leadership and managerial position should be able to know the source of why their employees behave in a particular way, to then influence and change their current behavior in the right direction. This knowledge is important since a good company culture can ensure both retainment and recruitment of workers. The company should offer a workplace where individuals feel valued and part of the group and which encourages them to be creative and productive (“Different generations, different expectations”, 2007, p. 11).

2.1.4 The belongingness to an age group

While “Baby Boomer”, “Generation X”, “Generation Y” and “Generation Z” are terms that are known and used within society, researchers have split opinions on whether an individual would identify themselves with the age group they fall into. Kathryn Mitchell (2021, n.p.) argues that it might not be the right approach to focus on an individual’s generation. According to her, different age generations are looking for the same outcomes in many cases. Moreover, while researchers found differences between generations, some concluded that the similarities connecting each generation outweigh those differences (Smeaton & Parry, 2018, p. 7) or that there is not enough evidence supporting the concept (Parry & Urwin, 2011, p. 103; Mitchell, 2021, n.p.). Consequently, it should not be related to which generation an individual belongs to but who a person is as an individual human being. Moreover, these age groups should not require to be treated differently just because an individual feels belongingness to their generation (Mitchell, 2021, n.p.).

Nevertheless, other research (Parry & Urwin, 2011, pp. 95-111; Eberhardt, 2015, pp. 35-60; Notter, 2002, pp. 2-5; Doherty et al., 2015, n.p.) suggests that individual human beings do belong to and identify themselves with a certain age generation. While an individual does have their characteristics and individuality, they show similarities within their concerning age group. This phenomenon occurs because when individuals within a certain generation grow up together, they tend to develop a unison social character during their teenage years, due to experiencing the same events (Hurrelmann & Albrecht, 2014, p. 15; Parry & Urwin, 2011, p. 105; Scholz, 2014, p. 15, Ulrick, 2016, p. 3). These events, for instance, include the oil crisis, the first landing on the moon, the invention of the internet, and the fall of the Berlin Wall (Kolland et al., 2015, p. 5; Scholz, 2014, p. 16). Furthermore, the social identity theory explains how individuals need to classify themselves into a certain group (Mittal et al., 2022, p. 8; Tajfel & Turner, 1985). This could explain the phenomenon that individuals who have similar features also identify themselves as being a part of this group (Ulrick, 2014, p. 400), in this case as a part of a certain generation. However, there might be a possibility that people identify themselves with the generation following the generation they would originally fall into (Doherty et al., 2015, n.p.). Namely, an empirical study done by WKO suggests that around 76,3 % of people feel younger than they are. A possible explanation could be that the perceived age of an individual will vary more from their actual age, the older a person gets (Kolland & Wanka, n.d., p. 29).

2.1.5 The representee of each age category in Austrian workplaces

A survey from the year 2021 presents the employment rate in Austria (which can be determined by calculating the number of people employed for each age group divided by the same age group of the total population) based on the age category, as seen in Figure 1. While the age groups 25-34 years, 35-44 years, and 45-54 years each represent around 80% of people being employed, the younger and older generation are represented less. Where the age groups 15-24 years and 55-64 years old show an employment rate of around 50% and the 65 years and older only represent 4,55% (Mohr, 2022, n.p.). While these numbers could potentially be related to the younger and older generations being discriminated against at work or in recruitment, there might be other possibilities that explain this phenomenon.

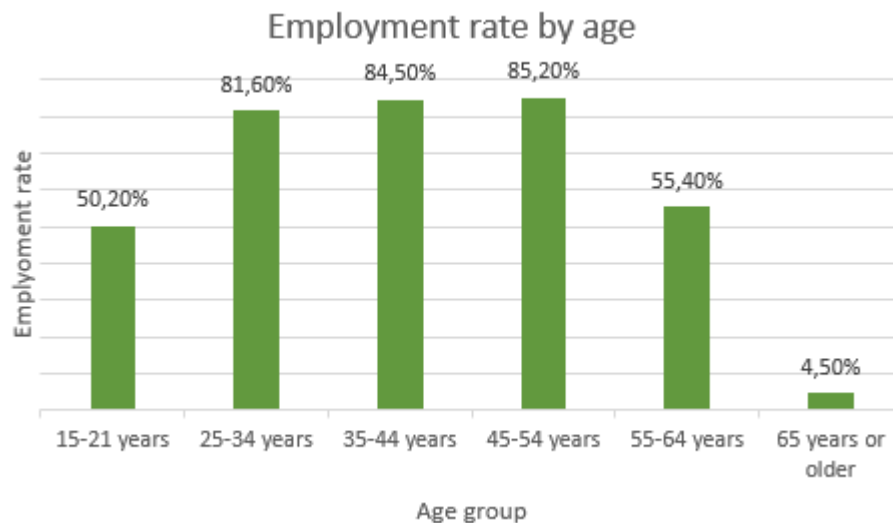


Figure 1: Employment Rate in Austria based on Age in 2021 (Mohr, 2022, n.p.)

Firstly, some people do not fall into the macroeconomic assumption of being employed or unemployed, hence people who are out of the labor force. This can be individuals who do not work and do not want to work such as parents who are raising a young child, or students (Blanchard & Johnson, 2013, p. 26). Especially for younger generations, many pursue a high school education instead of an apprenticeship and/or do not pursue a career directly after finishing school (Ostendorf, 2019, n.p.), for instance when they decide to take a gap year. Consequently, around 8,5% of the younger generations, or 76.000 individuals, are being categorized as NEETs (which is an abbreviation for young people who are neither in employment nor education or training) (Statistik Austria, 2022c, n.p.). This might suggest that even though the younger age groups did not seem to be represented as much compared to other generations, their overall percentage of unemployment is not as high as it initially seemed to be. Generally, younger generations tend to be preferred over older generations where observational studies indicate they have fewer entry barriers and experience fewer unemployment spells (Oesch, 2019, p. 7). Nonetheless, this does not mean that they do not experience age discrimination at all. For instance, when it comes to the recruitment of younger generations, some employers might not choose them because of their lack of experience (StepStone, n.d., n.p.).

A short study by Beate Großegger (2019, p. 2) suggests that young people tend to expect too much from their workplace. Their expectations include having job security, flexible working time, earning a good salary, good communication, and a flat hierarchy at work, which might not always be feasible for certain jobs. Additionally, since many young people pursue higher education, “an academic degree is no longer a guarantee for a secure and reasonably well-paid full-time job” (Großegger, 2019, p. 2). This indicates, that while there is a possibility of younger generations being discriminated against because of their age, it might be more a problem of each individual, their expectations, and competition.

Secondly, it must be noted that the Covid19 pandemic was taking place in the year 2021. Generally, the labor market did not seem to have a great start during the first quarter of 2021 due to several regulations, especially for hotels and restaurants. Regardless of the rather rough start, the labor market was able to recover through the next three quarters since many of the regulations were removed (Statistik Austria, 2022b, n.p.). The year 2021 notes a peak in vacancies, with a 42% growth compared to 2020 and a 14% growth compared to 2009, which was the year when Statistik Austria officially started to collect data regarding vacancies (Statistik Austria, 2022a, n.p.). Since these numbers are quite high, it is rather questionable that all employers were discriminating against individuals in the recruiting process, since they were in desperate need of new employees. Additionally, the percentage of permanent job advertisements was around 21,6% (Statistik Austria, 2022a, n.p.) which indicates that many individuals were able to find an employment position rather fast.

Furthermore, when it comes to the age groups 55-64 years or older, those are mostly the generations who are either retiring soon or have already retired. A report of the federal ministry for social, health, and consumer protection in Austria for the year 2021 states that men went to invalidity pension around the age of 55,4 years and women around the age of 51,2 years. Regarding the pension annuity, men retired around the age of 63,1 years and women around the age of 60,6 years (Bundesministerium Soziales, Gesundheit, Pflege und Konsumentenschutz, 2022, p. 39). The data of the report indicates that the retirement age has been similar and almost constant since the year 2016. These findings can partly explain why the employment rates for the older generations are rather low compared to the rest.

Nevertheless, several studies suggest that older generations have a higher likelihood of being discriminated against when it comes to recruitment. A study by Daniel Oesch (2019, p. 17, p. 26), a professor at the Life Course and Inequality Research Center in Switzerland, points out that as an individual gets older, the likelihood of re-employment and an invitation to a job interview decreases. Reasons could be that employers might have certain biases such as that older individuals do not have the physical skills or speed, or they think that older individuals will not be as productive and therefore simultaneously cost more. Although older people face age discrimination, it is not necessarily because an employer prefers someone younger, but because of unobserved characteristics such as failing health (Oesch, 2019, p. 7).

2.2 Work Satisfaction

2.2.1 Defining work satisfaction

There is no official universally accepted definition of the term “job satisfaction”, which is why several authors and researchers define the term differently. Whereas Edwin A. Locke (1976, p. 1304) would describe it as the positive or pleasurable emotions an individual will feel when they receive positive job appraisals, Zirwatul Ibrahim (2007, p. 69) would define job satisfaction as the reaction an individual has towards their job, compared to Ahmad Jusmin et al. (2016, p. 55) who defined it as the pleasurable emotional attitudes an employee would feel towards their job conditions. Not only researchers but also individuals have different opinions on job satisfaction, they put different meanings and interpretations into what satisfied them, which is why job satisfaction is a concept that is rather complex and multifaceted (Aziri, 2011, p. 78). While the term itself can be defined differently, job satisfaction is a key element of every employee (Algre et al., 2016, p. 1390) which can reflect their well-being at work (Viotti et al., 2020, p. 464) and it has a direct linkage to productivity, which reflects the individual’s happiness and enthusiasm towards their work (Aziri, 2011, p. 78). Hence job satisfaction is an essential part every business needs to provide since it impacts the employee’s intention to remain within the business (Owens et al., 2021, p. 42).

2.2.2 Factors and characteristics that can lead to job satisfaction

As previously mentioned, job satisfaction is a multifaceted and complex concept (Aziri, 2011, p. 78), which might explain why different researchers have found various factors that could influence job satisfaction. This part of the thesis provides three different concepts namely the principal classes of variables correlated with job satisfaction by Stanley Seashore and Thomas Taber, the job characteristics model by Richard Hackman and Greg Oldman, and the motivation-hygiene theory by Frederick Herzberg. These concepts give an overview of what potentially can impact job satisfaction based on the results of past (empirical) research.

Figure 2 shows the principal classes of variables correlated with job satisfaction. According to Seashore and Taber (1975, p. 346) previous to their model there was no comprehensive theoretical model that can be used to explain job satisfaction. While there were existing theories and models, they mostly focused on the micro-level which were missing the contextual conditions and were more causal rather than consequential. Therefore, they came up with their map which shows suggestions of different indicators that correlate to job satisfaction.

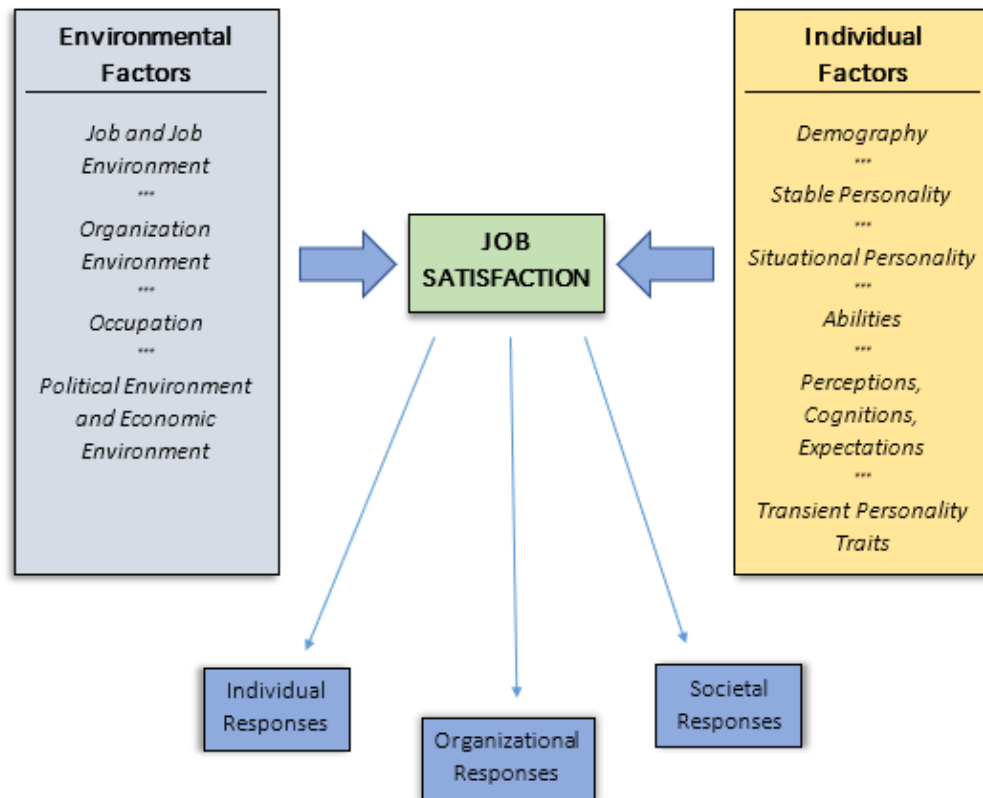


Figure 2: Principal Classes of Variables Correlated with Job Satisfaction (Seashore & Tobor, 1975, p. 347)

Seashore and Tabor (1975, pp. 347-357) divided their model into two factors, individual factors, and environmental factors. The environmental factors include job and job environment, organization environment, occupation, and political and economic environment. Going down from each class starting with job and job environment, which is considered to be at the micro-level, the further the class is away from above, the more it goes into the macro-level, with the political and economic environment being categorized as the most macro economical. Looking at each class in more depth, job, and job environment focuses on elements such as pay noise and variety, organization environment looks at elements such as climate and promotional opportunity, occupation looks at elements such as prestige and power, and political and economic environment focuses on elements such as unemployment rate (Seashore & Taber, 1975, pp. 347-353).

On the contrary are the individual factors which include demography, stable personality, abilities, situational personality, perceptions, cognitions and

expectations, and transient personality traits. Certain classes are considered as having more stable attributes with demography being the most stable and going down the classes get less stable until they reach transient personality traits which are considered as being the least stable (Seashore & Taber, 1975, p. 353-357). Looking at each class individually, demography focuses on elements such as age, sex, and education, stable personality focuses on elements such as values, needs, and interaction style, abilities looks at elements such as intelligence and motor skills, situational personality looks at elements such as motivation and preferences, and transit personality traits focus on elements such as anger and boredom (Seashore & Taber, 1975, pp. 353-357).

Job satisfaction has three different outcomes, the individual responses to satisfaction/dissatisfaction, the organizational responses to member satisfaction/dissatisfaction, and the societal responses to member satisfaction/dissatisfaction (Seashore & Taber, 1975, p. 358). The individual responses include elements such as work performance, perceptual distortion, illness, aggression, and withdrawal. The organizational responses include elements such as productivity, turnover, quality, absence, and sabotage. The societal responses include adaptivity, quality of life, political stability, and illness rates (Seashore & Taber, 1975, p. 359).

While some of the classes and their relationship towards job satisfaction are supported by empirical data and theory, some were developed based on the speculations of Seashore and Taber. Furthermore, the arrows shown in Figure 2 only indicate both the probability of an existing relationship and the dominant causal direction of each relationship, while the interactions and feedback loops were not used in order to keep the model simple (Seashore & Taber, 1975, p. 348). While the map developed by Seashore and Taber might be giving a better overview of the categories and their relationships towards job satisfaction, it should be used with caution and as an overview of possible indicators rather than actual guidance, especially since not all relationships are supported by empirical research.

Figure 3 shows the job characteristics model developed by Hackman and Oldham (1975, p. 161). The model presents five core job characteristics namely skill variety, task identity, task significance, autonomy, and feedback from the job. These characteristics can be related to three critical psychological states including

meaningfulness, responsibility, and knowledge of results which all together have similar outcomes namely work motivation, growth satisfaction, general satisfaction, and work effectiveness. The job characteristics model explains how the five core job characteristics can either positively or negatively influence the outcomes based on how these characteristics are being handled, with regard to the three critical psychological states (Casey & Robbins, 2010, p. 78).

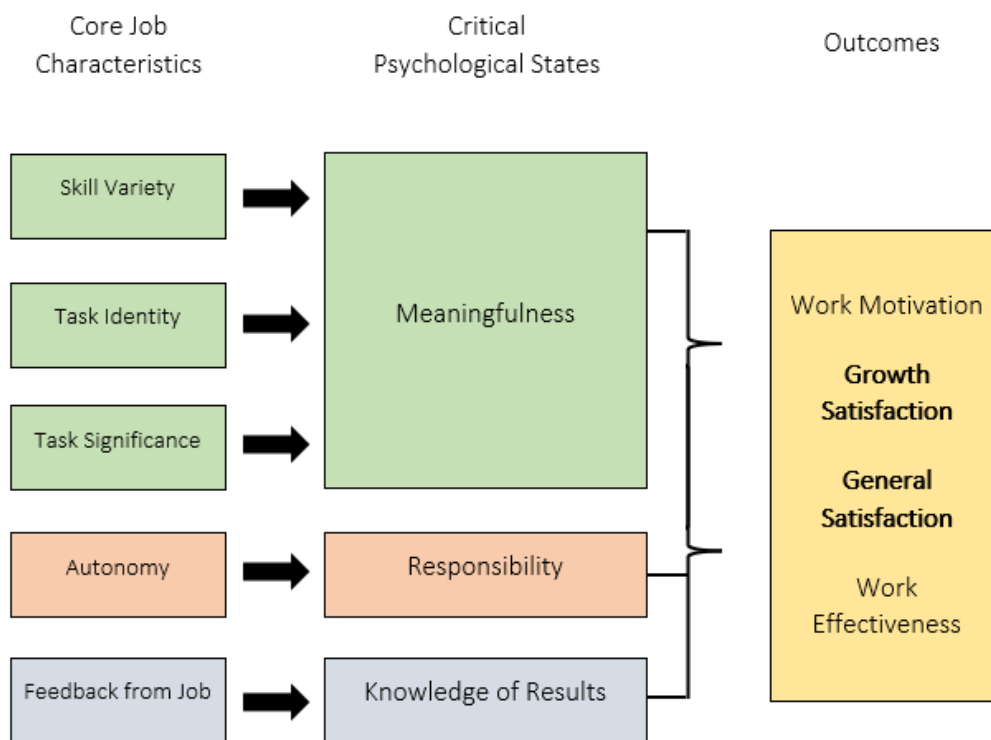


Figure 3: Job Characteristics Model (Hackman & Oldham, 1975, p. 161; Casey & Robbins, 2010, p. 86)

The first part of the model represents the core job characteristics. Firstly, skill variety involves the extent to which a certain job requires the usage of a variety of different skills and abilities when performing various work tasks. Second, task identity relates to the level to which a certain job requires to be finished as a whole and recognizable piece of work, where the outcome is set to be noticeable. Third is task significance, which focuses on the overall magnitude to which a certain job can impact the work or life of other individuals either within or outside the organization (Hackman & Oldham, 1975, p. 161; Casey & Robbins, 2010, p. 77). Fourth is autonomy, which can be explained as the degree of independence, freedom, and discretion a certain job can provide to an individual in terms of determining procedures and scheduling their work. Lastly, is the feedback from the job, which involves the amount of clear and

direct information an individual worker receives about the effectiveness of their performance, based on them carrying out their work activities (Hackman & Oldham, 1975, p. 162; Casey & Robbins, 2010, p. 77).

The next part of the model represents the critical psychological states that each of the five core job characteristics falls into. The skill variety, task identity, and task significance can affect the meaningfulness section, which focuses on how something can be accomplished through work and what the personal meaning of work itself is. The individual performing the work needs to perceive the work as something worthwhile, valuable, and important. Autonomy affects the responsibility section, which promotes the idea that an individual feels they are personally responsible for their work outcome (Hackman & Oldham, 1975, p. 162; Casey & Robbins, 2010, p. 77). The results of the work should be purely based on the individual's responsibility, which they can be held accountable for, whereas autonomy can either increase or decrease responsibility. Lastly is the knowledge of both work activities and results. The variable that can affect knowledge is the characteristic feedback from the job. The knowledge state focuses on an individual's understanding of whether and how effectively they are performing their job (Hackman & Oldham, 1975, p. 162; Casey & Robbins, 2010, p. 77).

The final part of the model is the outcomes, where each critical psychological state falls into. It includes internal motivation, growth satisfaction, general job satisfaction, and work effectiveness. High internal motivation indicates how satisfied and motivated an employee is from their job. High growth satisfaction can be acquired from personal work accomplishments, learning, and self-direction (Hackman & Oldham, 1975, p. 162; Casey & Robbins, 2010, p. 77). High general satisfaction indicates the general satisfaction of an employee and the feeling of satisfaction with the overall performance of the job. Finally, is high work effectiveness which focuses on an individual's feelings including the feeling that they have successfully accomplished a job and made a difference (Hackman & Oldham, 1975, p. 162; Casey & Robbins, 2010, p.77).

The last Table 2 gives an overview of the Motivation-Hygiene theory. Developed by American psychologist Frederick Herzberg in 1959, this well-known theory revolves around satisfaction and dissatisfaction and which factors influence them. Table 2 gives

an overview of the hygiene factors, which are considered factors that need to be achieved to avoid dissatisfaction, such as company policy, working conditions, job security, benefits, and salary. On the right side of Table 2 are the motivation factors, which can increase an individual’s work satisfaction and positive feelings towards the company, such as personal achievement, recognition, responsibility, and opportunity for advancement and promotion (Herzberg et al., 1959, p. 83; Miner, 2005, p. 61).

Table 2: The Motivation-Hygiene Theory Model (Herzberg et al., 1959, p. 83)

Hygiene Factors	Motivator Factors
<ul style="list-style-type: none"> • Company Policy & Administrative Practices • Technical Quality of Supervision • Interpersonal Relationships • Working Conditions • Job Security • Benefits • Salary 	<ul style="list-style-type: none"> • Personal Achievement • Recognition • Challenging/Stimulating Work • Responsibility • Opportunity for Advancement and Promotion
<p>These factors result in ...</p> <ul style="list-style-type: none"> ✓ General Satisfaction ✓ Prevention of Dissatisfaction 	<p>These factors result in ...</p> <ul style="list-style-type: none"> ✓ High Satisfaction ✓ Improved Performance ✓ Positive Feelings

However, the Motivation-Hygiene theory is rather controversial. For instance, many critics were debating with Herzberg and his colleagues that he is using a very biased and one-sided research methodology (Sachau, 2007, p. 378). Furthermore, while Herzberg collected the data, he did not report and reveal the total result of the data. For instance, while the original data collection included ranking the importance of feelings, they have been left out in the report which only showed frequency data (Miner, 2005, p. 71). Another main criticism was the inconsistency of the theory. At a certain point during Herzberg’s career, there were five different interpretations of the theory, which made it very difficult to test the theory, especially since it was uncertain

which theory is considered “the right theory”. Nevertheless, researchers in the field of positive psychology have found links with the motivation-hygiene theory. Their findings include that hygiene factors are contributing more to life dissatisfaction than life satisfaction and that happiness is not a state which is simply achieved by not being unhappy (Sachau, 2002, p. 378). This reveals that while there might be certain issues related to the motivation-hygiene theory, there are linkages between both hygiene and motivation factors and job satisfaction.

2.2.3 Generations and job satisfaction

As mentioned in previous sections, job satisfaction is a rather complicated topic. Not only is there no straightforward and universally accepted definition, but researchers found different outcomes on generational differences and job satisfaction (Cucina et al., 2018, p. 248). For instance, past researchers such as Arthur G. Bedeian et al. (1992, pp. 38-39) found a correlation between job satisfaction and aspects such as an individual’s worker’s job tenure, job status, and age. On the contrary, a more recent study by Jeffrey M. Cucina et al., (2018, pp. 258-259) sampled several women and their female children for several years. The outcome revealed that age has little influence on job satisfaction. Furthermore, when Cucina et al., (2018, p. 260) compared the age at which the child was born with each year of them growing up, there was only a small correlation showing no evidence that their age influenced their job satisfaction.

Another study by Shamit Patel (2017) revealed the current satisfaction level of 601 participants from each generation focusing on work aspects such as profession, responsibilities, growth opportunities, and compensation (Patel, 2017, pp. 19-21). Table 3 shows the key job satisfaction drivers of Baby Boomers, Generation X, and Generation Y. The key job satisfaction drivers of Baby Boomers were work-life balance (80%), compensation (73%), getting along with their team (60%), meaningful work (57%), and benefits (43%). The key drivers of job satisfaction for Generation X include work-life balance (75%), compensation (69%), job responsibilities (58%), meaningful work (54%), and benefits (40%). Finally, the key job satisfaction drivers for Generation Y were work-life balance (77%), compensation (67%), job responsibilities (46%), getting along with team members (42%), and benefits (42%) (Patel, 2017, pp. 24-25).

Table 3: Ranking of Job Satisfaction Drivers (Patel, 2017, pp. 24-25)

Baby Boomers	Generation X	Generation Y
<ol style="list-style-type: none"> 1. Work-life balance 2. Compensation 3. Getting along with their team 4. Meaningful work 5. Benefits 	<ol style="list-style-type: none"> 1. Work-life balance 2. Compensation 3. Job responsibilities 4. Meaningful work 5. Benefits 	<ol style="list-style-type: none"> 1. Work-life balance 2. Compensation 3. Job responsibilities 4. Getting along with their team 5. Benefits

Table 3 reveals that certain key drivers can be found between each generation and are ranked equally, including work-life balance as the most important, compensation as the second most important driver, and benefits as the least important driver. While these might give guidance to what aspects seem to be most important to each generation, there might be other drivers that could be more relevant and important, but due to the constraints of Shamit Patel’s study did not get included. Furthermore, most respondents belonged to Generation Y (55% of participants), whereas Generation X only represented 16% of respondents and Baby Boomers only 5% of respondents. Due to the smaller respondent rates of Generation Y and Baby Boomers, they might not fully represent the total population of each generation.

2.2.4 Job dissatisfaction

Job dissatisfaction takes place when an employee receives a frustrating or blocking job appraisal that does not fulfill their values and therefore leads to unpleasurable emotions towards their job (Wulandari et al., 2015, p. 105). It is of great importance that a manager finds and reduces the sources of job dissatisfaction to avoid negative effects, where the worst outcome is increased employee turnover. Managers need to understand that each employee is an individual, meaning that while some are easily satisfied, there might be others where it is harder or impossible to satisfy them (DeNisi & Griffin, 2008, pp. 197-198).

Angelo S. DeNisi and Ricky W. Griffin (2008, pp. 198-199) identified three main sources that can lead to job dissatisfaction: the nature of the work, the pay and benefits, and the supervisors and coworkers. The first factor, the nature of work, is considered to

be one of the most important sources of job dissatisfaction. Several relationships can be found between the nature of the work and job satisfaction. Firstly, there is a significant relationship between job satisfaction and job complexity/job challenge, which indicates that employees with a more challenging/complex job tend to be more satisfied. Secondly, the less physically demanding the job is, the higher the tendency that workers will be satisfied with their job (DeNisi & Griffin, 2008, p. 198). Whereas physically demanding jobs are considered jobs with high and constant physical exertion and strain. Thirdly, employees tend to be more satisfied with a job where they can achieve something they consider valuable. Lastly, if an employee values their status, the more status they can gain in their job, the higher their job satisfaction will be (Aziri, 2011, p. 79; DeNisi & Griffin, 2008, p. 198).

The next main factors are pay and benefits. There is a tendency that higher pay and more attractive benefits can increase the employees satisfaction (DeNisi & Griffin, 2008, pp. 198-199) Here, the employees are comparing themselves to other employees in similar levels in terms of their payment and contribution. The contribution can include how many years the person has worked in the job, their individual performance, education, or a combination of them. When employees assess themselves with others, they make a judgment based on the input/output ratio (which is considered as the ratio of contribution to pay) to see if the person compared has the worse, better, or same ratio. If the ratio is unequal based on the judgment, where the employee considers themselves to be at a disadvantage, they will be dissatisfied (Card et al., 2010, n.p.; DeNisi & Griffin, 2008, pp. 198-199).

The last main factor identified are supervisors and coworkers. There are several reasons why an individual employee is satisfied or dissatisfied with them. One main determinant for being satisfied with supervisors and coworkers is sharing the same vision of the world and if they can work together as a team. If there is a slight impression that any of the coworkers or supervisors do not share these values or attitudes, it can lead to potential job dissatisfaction (Aziri, 2011, p. 78; DeNisi & Griffin, 2008, p. 199). Furthermore, coworkers especially are a great source of social support, which is why they must have a good relationship with each other. There are two additional factors regarding the supervisors. Both leadership ability, which is how a

supervisor leads, and how effectively the supervisor can lead the work group are two important factors of job satisfaction (DeNisi & Griffin, 2008, p. 199).

Depending on how severe the employee's job dissatisfaction is, it can lead to several negative effects. DeNisi and Griffin (2008, pp. 199-200) identified factors such as increased turnover, absenteeism, lack of organizational commitment, and organizational citizenship behaviors. The first and most common effect known is increased turnover (DeNisi & Griffin, 2008, p. 199), which is related to the number of employees who leave the company and therefore need to be replaced (Cambridge Dictionary, n.d., n.p.). There are several studies supporting the relationship between job dissatisfaction and turnover (AlBattat & Som, 2013, pp. 64-65; Jannat et al., 2020, pp. 54-55; Vangel, 2011, p. 3), where especially the hospitality industry considers it as a critical factor facing high rates of labor turnover. These high rates can have different indicators such as low wages, long working hours, bad working environment, overtime, and stress (AlBattat & Som, 2013, p. 64; Maier, 2011, pp. 357-358).

The next effect is absenteeism, where research suggests a relationship between an employee's job dissatisfaction and increased absenteeism (Badubi, 2017, p. 33; DeNisi & Griffin, 2008, p. 199). Since dissatisfied employees cannot always resign due to the lack of alternatives or having other reasons why they want to stay at the job, such as the commitment to their coworkers, they tend to withdraw from their job by being more absent. Absenteeism can also present itself by being late frequently (DeNisi & Griffin, 2008, p. 199). The next effect is the lack of organizational commitment, which relates to how much an individual employee identifies themselves with the organization and their willingness to put effort into it. Hence, a lack of commitment results in higher turnover, and the employee will put barely any effort into the organization and might even discourage others (DeNisi & Griffin, 2008, p. 200). The final effect is organizational citizenship behaviors (OCBs), this relates to certain behavior the employee is voluntarily willing to carry out, without the organization formally requiring it. This involves activities such as cooperation and helping others, carrying out extra tasks voluntarily, and supporting the organization's goals. Therefore, a dissatisfied employee has a decreased likeliness to carry out these organizational citizenship behaviors (DeNisi & Griffin, 2008, p. 200).

2.3 Age Stereotypes

2.3.1 Defining stereotypes

Stereotypes can be defined as “a fixed idea or image that many people have of a particular type of person or thing, but which is often not true in reality and may cause hurt and offense” (Oxford Learner’s Dictionaries, n.d., n.p.). Whereas age stereotypes occur when these ideas and images are developed due to a person’s age within their workplace (Finkelstein et al., 2013, p. 635). Stereotypes are an omnipresent construct that includes but is not limited to political groups, genders, demographic groups, racial groups, and activities (Bordalo et al., 2014, p. 1). The various stereotypes can be distinguished from discrimination, which focuses on the behavioral aspect, and from prejudice which takes the attitude and effect of an individual toward others into consideration (Posthuma & Champion, 2009, p. 160). The reason for stereotyping is context-dependent, meaning that it can arise in various circumstances. They can emerge due to environmental factors such as power imbalances, different roles within society, and group conflicts. On the contrary, they can arise in times when an individual wants to justify the status quo or when they try to simplify certain demands of the perceiver (Hilton & Hippel, 1996, p. 238).

In the matter of age stereotypes, the existing research mainly focuses on older workers (Toomey & Rudolph, 2017, p. 1). While both positive and negative stereotypes exist, especially older workers tend to be associated with more negative stereotypes, mainly in the case of older females (DeArmond et al., 2006, pp. 2187-2188; Hedge & Borman, 2012, p. 306) which can reduce older workers engagement within the company, their chance of reemployment is lower, and they are more likely to be laid off (Hedge & Borman, 2012, p. 143). Furthermore, age stereotypes can be directly linked to age discrimination which are decisions that have negative effects on the employees employment and cannot be justified by any reason besides the employee’s age (Hedge & Borman, 2012, pp. 298-299).

2.3.2 Stereotypes of older versus younger workers

There is no limit in defining at which age an employee is considered “old”. However, individuals from the age of 50 years and onward tend to be categorized as “being old” by others (McCarthy et al., 2019, p. 420). Older workers are associated with both

negative and positive stereotypes, whereas a study by Lisa Finkelstein et al. (2013, p. 643, p. 651) revealed that younger workers, which they grouped into the age of 18-30 years, tend to associate older workers with less positive stereotypes, with only 60% of answers being positive, compared to middle-aged workers, which they grouped into the age range of 31-50 years, who identified 85% of positive stereotypes towards older workers, who are considered being above 50 years.

The positive stereotypes identified and reflected in Table 4 display that older workers are more stable, dependable, honest, trustworthy, loyal, wise, reliable, and they have less absenteeism and lower turnover, whereas lower turnover and loyalty have been the most common stereotypes mentioned among researchers (Cheung & Woo, 2021, p. 2; McCarthy et al., 2019, pp. 420-422; Posthuma & Champion, 2009, p. 163). Nevertheless, researchers have identified negative stereotypes that state that older workers have poor performance, are resistant to change, are unwilling or unable to learn, are harder to train, more dependable, less adaptable, and less flexible, whereas the unwillingness to learn and resistance to change were the most frequent negative stereotypes mentioned (Cheung & Woo, 2021, p. 2; Finkelstein et al., 2013, pp. 634-635; McCarthy et al., 2019, pp. 420-422; Posthuma & Champion, 2009, p. 168).

Table 4: Stereotypes of Older versus Younger Workers

	“Old Workers”	“Young Workers”
Positive Stereotypes:	<ul style="list-style-type: none"> • More stable • Dependable • Honest • Trustworthy • Loyal • Wise • Reliable • Less absenteeism • Lower turnover 	<ul style="list-style-type: none"> • Creative • More productive • Flexible • Optimistic • Confident • Independent • Better knowledge of technology • Better learning capability
Negative Stereotypes:	<ul style="list-style-type: none"> • Poor performance 	<ul style="list-style-type: none"> • Lack of skills

	<ul style="list-style-type: none"> • Resistant to change • Unwilling or unable to learn • Harder to train • More dependable • Less adaptable • Less flexible 	<ul style="list-style-type: none"> • Lack of experience • Lack of organizational professionalism • High maintenance • Unmotivated • Unreliable • Less loyal • immature
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The negative stereotypes identified by researchers, and which are presented in Table 4 reveal that younger workers are less loyal, immature and unreliable, unmotivated, have a high maintenance, lack experience, and lack organizational professionalism and skills, whereas lack of experience and less loyalty where the negative stereotypes most frequently found by the researchers (Finkelstein et al., 2013, p. 635; McCann & Keaton, 2015, p. 327; McCarthy et al., 2019, pp. 422-423). Nevertheless, researchers identified positive stereotypes related to younger workers namely that they are creative, more productive, flexible, optimistic, confident, independent, have better knowledge of technology, and they have better learning capability, whereas creativity, more productivity, and technological knowledge were positive stereotypes most identified by the researchers (Kleissner & Jahn, 2020, p. 3; McCann & Keaton, 2015, p. 327; Toomey & Rudolph, 2017, p. 3).

2.3.3 Stereotypes of each generation

While the previous heading gave an overview of stereotypes related to older and younger workers, there is academic literature available that concerns itself with stereotypes among different generations. Table 5 gives an overview of potential stereotypes each generation might be associated with.

Table 5: Stereotypes of Each Generation

Baby Boomers	Generation X	Generation Y	Generation Z
<ul style="list-style-type: none"> • Loyal and attached to the company • Hardworking • Achievement oriented • Conservative • Competitive • Reluctant and resistant to change • Not tech savvy • Boring 	<ul style="list-style-type: none"> • Independent • Outcome focused • Tech savvy • Likely to leave their employer for more challenging work • Skeptical • Lazy • Financially irresponsible 	<ul style="list-style-type: none"> • Confident • Good at multitasking • Technologically savvy • Not committed to the job • Distrustful of organizations • Arrogant • Overly social • Lazy • Impatient 	<ul style="list-style-type: none"> • Cannot concentrate and suffer from distraction • Cannot communicate in the real world • Network dependency • Socially immature • Weak motivation • Selfish and privileged • Too much protected

The Baby Boomers are associated with stereotypes such as being (too) loyal and attached to the company (Becton et al., 2014, p. 177; Field et al., 2013, p. 422; Hayes et al., 2018, p. 848; Weeks et al., 2016, p. 3), hardworking (Field et al., 2013, p. 422; Hayes et al., 2018, p. 848; Weeks et al., 2016, p. 3), achievement oriented (Becton et al., 2014, p. 177, Cox et al., 2017, p. 72), more conservative (Kuster, 2018, n.p.), competitive (Cox et al., 2017, p. 72; Field et al., 2013, p. 422), more reluctant and resistant to change (Field et al., 2013, p. 422; Hayes et al., 2018, p. 848), not technologically savvy (Field et al., 2013, p. 422; Kuster, 2018, n.p; Weeks et al., 2016, p. 3) and boring (Kuster, 2018, n.p.). Individuals belonging to Generation X are associated with stereotypes such as being independent (Field et al., 2013, p. 422; Hayes et al., 2018, p. 849), outcome-focused (Becton et al., 2014, p. 177), very technologically savvy (Field et al., 2013, p. 422; Hayes et al., 2018, p. 849, Weeks et al., 2016, p. 3), they are not committed to their company and more likely to leave their employer for a more challenging work (Becton et al., 2014, p. 177, Field et al., 2013,

p. 422), they are skeptical (Becton et al., 2014, p. 177), lazy (Field et al., 2013, p. 422; Kuster, 2018, n.p.) and financially irresponsible (Kuster, 2018, n.p.).

Generation Y is associated with being confident (Field et al., 2013, p. 422), good at multitasking (Field et al., 2013, p. 422), very technologically savvy (Hayes et al., 2018, p. 849, Field et al., 2013; 3), they are not committed to their company and more likely to leave their employer for a more challenging work (Becton et al., 2014, p. 177, Field et al., 2013, p. 422), t. 3), they are arrogant (Field et al., 2013, p. 422), overly social (Gharzai, 2020, p. 680), lazy (Gharzai et al., 2020, p. 680; Kuster, 2018, n.p.), and impatient (Gharzai et al., 2020, p. 680). Lastly, Generation Z which is associated with stereotypes such as not being able to concentrate and being distracted very fast (Shtepura, 2022, p. 91), cannot communicate in the real world due to growing up and using too much technology (Shtepura, 2022, p. 91), they are heavily dependent on technology and network (Camfield et al., 2020, p. 122; Shtepura, 2022, p. 91), they are socially immature (Shtepura, 2022, p. 91), have weak motivation (Shtepura, 2022, p. 91), are selfish and privileged (Shtepura, 2022, p. 91) and get protected too much by others (Camfield et al., 2020, p. 122).

While there is literature available that proposes certain stereotypes associated with each generation, there is a lack of consensus on whether these stereotypes hold true and whether a certain generation has specific traits (Hayes et al., 2018, p. 846). Furthermore, it must be noted that what might be true as of right now, might not hold true in the future. For instance, while Generation X, Y, and Z are said to be very technologically savvy, they might not be associated with this stereotype anymore as they get older. This could indicate that the younger generations will be associated with certain stereotypes that older generations have as of right now, as mentioned previously, such as being less flexible and more resistant to change, or there might be the possibility that in a future state, the current younger generations will be associated with new stereotypes. Lastly, as seen in Table 5, certain stereotypes are associated with more than one generation. For instance, both Generation X and Y are associated with being lazy, and Generation X, Y, and Z have stereotypes related to technology. Two possible explanations could be that generations again do not have a universally accepted classification, meaning that they do not have an exact start or end date (Reisenwitz, 2021, p. 80; Notter, 2002, p. 2; Ulrick, 2016, p. 4) and because

of the possibility that some individuals might identify themselves with the following generation they would originally fall into (Doherty et al., 2015, n.p.).

2.3.4 Introduction to ageism

Working together with different age generations can increase the likelihood that conflicts may occur because of the various generations not getting along with each other. It might even go as far as individuals being treated unequally or being discriminated against because of their age, which is referred to as ageism. According to the World Health Organization, ageism is defined as “[...] the stereotypes (how we think), prejudice (how we feel) and discrimination (how we act) towards others or oneself based on age” (World Health Organization, 2021a, n.p.). It can affect any age generation, can be found everywhere, including the workplace (International Federation on Ageing, n.d., n.p.), and can be challenging when a business tries to embrace different age groups (Cooney, 2021, n.p.). While within our society age is generally divided into certain age groups in some cases this division can be harmful to others (International Federation on Ageing, n.d., n.p.).

Ageism consists of three dimensions, which form multidirectional relationships where each dimension relates to a distinct psychological faculty. Firstly, are the prejudices, which refer to the psychological faculty of “feelings”. It involves negative or positive emotional reactions and feelings an individual has because of another individual belonging to a certain group (World Health Organization, 2021b, n.p.). An example of prejudice is when an individual does not enjoy (feeling) talking with older individuals (Ayalon et al., 2019, p. 1). Secondly, are the stereotypes that refer to the psychological faculty “thoughts”. It occurs when an individual has expectations or beliefs toward a person belonging to a certain social group, which can be both negative and positive (World Health Organization, 2021b, n.p.). For instance, when a person thinks (thought) that the older generations are only a burden to society (Ayalon et al., 2019, p. 1). Lastly, is discrimination, which refers to psychological faculty behaviors and actions. Discrimination happens when people experience certain practices, actions, or policies that put them at a disadvantage or advantage due to them either being or are believed to be a member of a certain social group (World Health Organization, 2021b, n.p.). An example could be an individual who does not like to interact (behavior/action) with the older generations (Ayalon et al., 2019, p. 1).

Closely connected to these three dimensions are certain determinants that several studies suggest might explain why ageism arises. Firstly, it can be intrapersonal level determinants, which suggests that the fear of death and anxiety of aging increases age discrimination for individuals (World Health Organization, 2021b, n.p.). Secondly, the interpersonal/intergroup level determinants state that the more contact the older and younger generations have with each other, the less ageism does occur (Marques et al., 2020, p. 11). Lastly, the institutional level determinants, which are based on the policies, rules, laws, and practices of an institution as well as the ideologies which are used to justify them (World Health Organization, 2021b, n.p.).

2.4 Managing Individuals

2.4.1 Managers and their job responsibilities

The term manager can be defined as “the person who is responsible for managing an organization” (Cambridge Dictionary, n.d.-a, n.p.). A main distinguishment is the difference between a manager and a leader, where a leader is “a person in control of a group, country, or situation” (Cambridge Dictionary, n.d.-b, n.p.). Management is concerned with job structuring, budgeting, and planning, whereas leadership is associated with creating a clear vision, empowerment, and making a change (Kotter, 2013, n.p.), which creates a clear distinction between them. The assumption that every manager is equal does not hold true (Kraut, et al., 2005, p. 122-123), meaning that the concept of a singular “manager” does not exist, but each is seen as a unique individual. Managers can take over different roles based on their industry and can have different individual tasks to perform the job. They need to adjust to the distinct needs of individuals and understand them fully, which is one reason why every manager is unique in their competencies and tasks (Kraut et al., 2005, pp. 122-123).

While each manager has their tasks and role, empirical research by Allen Kraut, Patricia Pedigo, Douglas McKenna, and Marvin Dunnette (2005, p. 123) has found potential common denominators of management jobs. These major factors include managing an individual’s performance, instructing all subordinates, allocating and planning resources, managing group performance, coordinating interdependent groups, monitoring the business environment, and being the representative of all employees (Kraut et al., 2005, p. 123). Another study by Vickie Siu (1998, p. 259)

identified several factors relating to managers within the hospitality industry. These include communication, leadership, results orientation, planning, decision-making, customer concern, team building, and efficiency. The most important and critical factor needed is communication, followed by leadership skills, and finally the general capabilities of the hospitality manager (Sandwith, 1993, p. 45; Kay and Russette, 2000, p. 53). Furthermore, a study by Lisa Sisson and Allison Adams (2013, p. 131) which analyzed crucial management competencies based on different hospitality industry sectors revealed that 86% of the management competencies found were related to owning and increasing already existing soft skills, whereas Melvin Weber et al. (2013, p. 325) suggest that leadership and performance management are recognized being the most important soft skills within the hospitality industry.

2.4.2 Managing different generations

Since the current workforce is becoming more generationally diverse, managers need to develop supportive strategies to improve the overall performance of their employees. They need to understand that generations might have different styles of learning, ways of interacting with each other, and different expectations towards their superiors and workplace (Chi et al., 2013, p. 44). Managers need to respond to generational differences and their potential conflicts and deal with this diversity issue with clear communication, awareness, and the ability to productively manage conflicts. One key element is to understand each generation and what they value, which can be done through effective communication strategies (Notter, 2002, p. 7).

Emma Parry and Peter Urwin (2011, p. 107) created a list of areas that should be considered when managing different generations. These include recruitment and selection, training and development, career development, rewards and working patterns, and finally generational conflict. Firstly, recruitment and selection. It is essential to understand that each generation tends to prefer a certain source when looking for work (Parry & Urwin, 2011, p. 107). Since younger generations such as Generation Y and Z grew up using various technology, social networks, and the internet, they tend to prefer online vacancy advertisements (Slavic et al., 2017, p. 37). While Baby Boomers and Generation X have started to adapt to the more technology-driven generations, they might prefer a more traditional approach using newspapers, employment agencies, and industry press (Parry & Urwin, 2009, p. 107). Hence,

employers might need to consider offering job vacancies through different sources, both traditional and digital, to reach people of all age categories. Furthermore, each generation might have different elements they are searching for when choosing a job (Parry & Urwin, 2009, p. 107). For instance, Generation X prefers working for a certain brand where the company's popularity, image, and name can influence their application decision (Swisslife, 2022, n.p.). Moreover, a case study by Maria-Cristina Iorgulescu (2016, p. 50) revealed that Generation Z tends to value the opportunity for development, where 87,18% of the 188 participants chose development opportunity as their top priority, followed by 60,26% of participants choosing a good salary as their second priority.

Next, the training and development. Parry and Urwin (2011, p. 108) suggest that different generations are looking for different training styles. For instance, a study by Michael Urick (2016, p. 4) interviewed 55 participants of different generations to gain more knowledge of their preferred learning styles. The study revealed that younger generations were more comfortable with training using technology, whereas older generations saw themselves as not being technologically advanced enough. Furthermore, generations might prefer a different nature of training (Parry & Urwin, 2011, p. 108). Where a study by Urick (2016, p. 5) revealed that older generations preferred using on-the-job training and mentorship over formal training led by an instructor. The next element is career development, which according to Parry and Urwin (2009, p. 108) reveals a noticeable difference between generations. Whereas Baby Boomers tend to stay within the same organization for the rest of their life, the other generations tend to change their jobs and organizations more frequently (Parry & Urwin, 2009, p. 109). This is supported by a study by Anick Tolbize (2008, p. 9), which found that around 65% of Baby Boomers respondents would stay within their organization for the rest of their life. The other generations were less likely to stay within the same organization with Generation X showing 40% of respondents and only 20% of Generation Y.

The next element is rewards and working patterns (Parry & Urwin, 2009, p. 109). Younger generations such as Generation Y and Z tend to look for exciting and meaningful rewards which should be creative and personalized. These generations do not want certificates or trophies which have been used for decades to reward other

colleagues, hence they need a more unique reward (Suleman & Nelson, 2011, p. 43). Furthermore, the receiving time also differs. While Generation X wants immediate recognition and results for their work (Cogin, 2011, p. 2273; Gursoy et al., 2008, p. 452), Baby Boomers are willing to wait their turn (Gursoy et al., 2008, p. 457). Regarding working patterns, Baby Boomers tend to be more involved with their work compared to other generations. Whereas Baby Boomers “live to work”, the younger generations “work to live” (Chi et al., 2013, p.43). Especially work-life-balance gained more importance for the younger generations (Chi et al., 2013, p.43; Gursoy et al., 2008, pp. 452-453; Parry & Urwin, 2011, p. 109), who prefer more flexible work times (Parry & Urwin, 2009, p. 109).

The final element identified is generational conflict. Since different attitudes, values, and approaches collide together within the workplace, it might lead to intergenerational conflict (Bennett et al., 2012, p. 280). For instance, as mentioned previously, younger generations are comfortable implementing different technologies for their training whereas older generations were the opposite (Urlick, 2016, p. 3). If one is preferred over the other, it might lead to generational conflicts, where a certain generation might feel disadvantaged and not being taken into consideration by the workplace (Bennett et al., 2012, p. 280).

2.4.3 The importance of managing a multigenerational workforce differently

As proposed in previous subheadings, researchers suggest that each generation has certain values, expectations, and needs when it comes to their workplace, whereas some aspects might differ from one generation to another. If not handled appropriately, a multigenerational workforce can have negative aspects such as high levels of conflict and tension between employees, different preferences and approaches for leadership, different views on new technologies, and increased likeliness for stereotyping (Burke et al., 2015, p. 21). Nevertheless, the workforce nowadays consists of four different generations (Kicheva, 2017, p. 103; Notter, 2002, p. 1) which makes it rather unlikely that an organization will have the ability to only employ individuals within one generation. Furthermore, Austria has very strict laws concerning the workplace such as the equal treatment act (Bundesministerium für Arbeit und Wirtschaft, n.p., n.d.) and termination protection laws that among other

things assure that older individuals do not get dismissed without justification, to protect them against discriminatory dismissals due to their age (Unternehmensservice Portal, n.d., n.p.).

While managers could help reduce these negative aspects, some might have difficulties and face challenges in how to manage each generation (Kicheva, 2017, p. 109), which might derive among other things from the lack of knowledge of different generational characteristics (Kicheva, 2017, p. 119). If managers receive proper education on the differences between the generations, they can make use of and enhance the potential strengths of each generation and reduce as well as work on their weaknesses (Burke et al., 2015, p. 21), which enables greater benefits for the organization. The purpose of managing different age groups is to find a generational balance. However, this balance can only be accomplished when the management makes sure to acknowledge the self-and foreign ascription of each generation and to address them within their business (Kolland et al., 2015, p. 11). While there is an increased awareness of the importance of different generations within the workforce, few organizations provide access to customized training methods and age awareness training (Burke, 2015, p. 12). Some businesses are accustomed to implementing standardized benefits and work requirements which are used for every employee, even though it does not correspond with the individual needs of each generation (Guthrie, 2009, p. 3).

A key issue related to these problems is convincing employers that both parties can benefit from adapting to the needs of each generation, where many do not understand or see the importance of treating each generation accordingly (Swan, 2012, p. 270). Employers need to understand that if unique generational differences are handled and implemented correctly, a business can gain a competitive advantage including increased productivity, less employee turnover, knowledge transfer between generations, and decreased conflicts and stress-related issues (Guthrie, 2009, p. 5). In addition, embracing a multigenerational workforce can offer various benefits to employees such as creative problem-solving, diverse ideas, better decision-making, and a closer connection with the customers (Burke et al., 2015, p. 21). Furthermore, it impacts psychological benefits such as increased motivation, an

improved company culture, work satisfaction, and it can improve the company's image (Swan, 2012, p. 272).

2.4.4 Hypotheses

Finally, the author of this paper defined five relevant hypotheses which are stated below:

H0: There is no significant difference between the age groups and their overall work satisfaction.

H1: There is a significant difference between the age groups and their overall work satisfaction.

The literature review revealed that based on past research, there is a difference between each generation and what aspects satisfy them at work (Cucina et al., 2018, p. 248). While some of the aspects of each generation seemed to differ from other generations such as Baby Boomers and Generation X valuing meaningful work, whereas Generation Y does not view it as a key value. Another similarity is that both Generation X and Y see job responsibilities as the third most important work aspect, whereas Baby Boomers did not indicate job responsibilities as their key job satisfaction drivers. However, there were key drivers which related to all generations namely work-life balance, compensation, and benefits (Patel, 2017, pp. 24-25). For this reason, a non-directional hypothesis has been developed since there might be a potential difference but the direction is uncertain.

H0: There is no significant difference between the age groups and what aspects they value at work.

H2: There is a significant difference between the age groups and what aspects they value at work.

As seen in Table 1, academic literature has found certain work values which might correspond to only a certain generation. While there were certain similarities such as Generation X and Y valuing work-life balance (Baum, 2019, p. 2; Brick & Jane, 2011, p. 63; Calloway, 2018, p. 4; Eckleberry-Hunt & Tucciarone, 2011, p. 458; Gursoy et al., 2008, p. 453; Kicheva, 2017, p. 107; Lub et al., 2012, p. 563; Tolbize, 2008, p. 9), the

literature also revealed potential differences such as the Baby Boomers being the only generation who seeks long-term employment (Brick & Jane, 2011, p. 61; Kicheva, 2017, p. 106; Lub et al., 2012, p. 556), with a possibility of staying in one organization for the rest of their life (Parry & Urwin, 2009, p. 109). Since the literature review is rather uncertain and suggests both similarities and differences, a non-directional hypothesis has been developed.

H0: There is no significant relationship between workplace structure and work satisfaction.

H3: There is a significant relationship between workplace structure and work satisfaction.

Depending on how the workplace is structured, certain generations will feel valued and welcome, whereas others might see it as a threat. It can be difficult for a business to take every perspective and expectation into consideration, especially with younger employees where Beate Großegger (2019, p.2) highlighted how they expect too much from their workplace. Adjusting everything to everyone's preference might not be feasible or possible, however, if not taken into consideration some generations might feel disadvantaged (Bennet et al., 2012, p. 280). The company needs to find ways how each employee can feel valued at work and encourage them to be more productive ("Different generations, different expectations", 2007, p. 11). To test the relationship between workplace structure and work satisfaction a non-directional hypothesis has been developed.

H0: There is no significant difference between the age groups concerning age discrimination.

H4: There is a significant difference between the age groups concerning age discrimination.

As a study from the Austrian Ombud of Equal Treatment displayed, there were several incidents between 2018 and 2019 within the workplace that were related due to an individual's age (Ombud of Equal Treatment et al., 2021, p. 8). While some studies suggest that individuals are discriminated against due to their age, such as that older individuals are less preferred by employers because it is assumed that they have

failing health issues (Oesch, 2019, p. 7) and that a multigenerational workforce can be a pool for the rise of prejudice and stereotypes (World Health Organization, 2021a, n.p.), there is still lack of data concerning age discrimination and ageism within Austria (Ombud of Equal Treatment et al., 2021, p. 8). Furthermore, there is also the counterargument that there might be other reasons behind the differences between each generation and that instead of the generation it should be focused on the individual human beings themselves (Mitchell, 2021, n.p.). Hence, there might be other reasons besides age that lead to discrimination at work such as ethnicity or gender. Since the literature review is rather uncertain and suggests both similarities and differences, a non-directional hypothesis has been developed.

H0: There is no significant relationship between leadership and work satisfaction.

H5: There is a significant relationship between leadership and work satisfaction.

The researchers Christina Chi, Thomas Maier, and Dogan Gursoy (2013, p. 44) suggested that a manager needs to understand that there might be a possibility of each generation having a preference towards different learning styles, having different expectations, and interacting differently with each other. Embracing a multigenerational approach can have several potential benefits such as increased motivation, a better company culture, overall better work satisfaction, and improving the company's image (Swan, 2012, p. 272). However, some studies such as Shamita Patel (2017, p. 19-21) show that many generations have identical drivers of job satisfaction such as work-life balance, compensation, and benefits which could indicate that there might be several similarities between each generation. Since the literature review suggests both similarities and differences, a non-directional hypothesis has been developed.

3 Methodology

3.1 Research Design

This thesis uses a quantitative research design, in the form of explanatory research to test the relationship between generational diversity and work satisfaction and to gain knowledge about the relationships between the previously defined variables. In

quantitative research, the researcher can choose different ways of collecting their primary data, for this thesis a questionnaire was generated and distributed. The study is cross-sectional, which indicates that the data are collected only at one point in time. The form of data collection is online since it is suitable for cross-sectional studies, it is more enjoyable and shorter for the participants, and it reduces the risk of blank items or refusals compared to paper surveys. However, it can also have its disadvantages such as respondents ignoring the survey, problems with confidentiality, participants being influenced by others, and that the survey software is not compatible across systems (Nayak & Narayan, 2019, pp. 32-33). The findings of the quantitative research can, later on, be used to make generalizations and predictions about a broader population (Creswell, 2014, p. 4).

3.2 Survey Development

The online survey contains several sections to test the five developed hypotheses. The aim is to obtain primary data and gain a deeper understanding and knowledge of the topic, to reveal what factors influence the work satisfaction of employees and whether generational diversity takes part in it. The survey questions contain five constructs, and each construct is operationalized by multiple questions. To obtain suitable survey questions, the survey utilized questions used in other primary research including research that has been mentioned in the literature review. Using existing questions offers several opportunities such as exploiting the error and trial experience of others, avoiding personal biases, and making use of the years of expertise and knowledge of other researchers.

Finally, the questionnaire consists of 22 questions excluding one filter question to assure that the participant voluntarily agrees to participate in the study and six demographic questions. All questions make use of a 6-point Likert scale ranging from “strongly agree” to “strongly disagree” and the option for “not applicable”, except one question regarding discrimination at work due to a person’s age which uses a 4-point Likert scale ranging from “often” to “never”, demographic questions and the introduction question. Furthermore, the questions either use single-choice answers or multiple-choice answers. Three questions allowed the participants to add their answers such as nationality, where the participant can type their answer and the survey will show potential matches, then the questions highest level of education and

current occupation which both have an additional option “others” where the participant can type in another option if the presented answers do not apply.

On the first page of the questionnaire, the participant is exposed to an introduction page that shortly introduces the researcher and the aim of this study. It informs the participants that their data is kept safe and anonymous and by starting the survey, the participant ensures their voluntary participation. It finishes off with a thank you note and two options: “No, I do not want to participate in this study” and “Yes, I want to participate in this study”. If the first option is chosen, the survey does not start and the participant will only see a screen with a “thank you for your consideration” note, whereas if the second option is chosen, the survey begins.

The second page focuses on the participant’s demographic information. This section includes questions such as generation, gender, nationality, the highest level of education, employment status, and years within the company. These questions can give a lot of insight, not only into which age groups were participating in the survey, but it can give a deeper insight into whether different factors such as gender or nationality can have a potential impact and change the results when it comes to generational diversity and work satisfaction. The demographic questions were introduced on the very first page to reduce the likeliness of people skipping the answers if they were at the end of the survey.

The next page shows an introduction question, which focuses on whether the participant has been discriminated against at work due to their age. The following page reveals questions regarding what participants personally think is important in their workplace and what satisfies them. The first section asks the participants some general questions about the workplace. The questions include “I enjoy our work culture” (Li, 2020, n.p.), “I feel connected to my colleagues” (Li, 2020, n.p.), and “Overall I am satisfied with my workplace” (Garcia-Rodríguez, Gonzales de la Rosa, & Dorta-Afonso, 2020, p. 12). It gives an overview of what is happening within the workplace and how everything is managed. The second section includes answers to what the participants think is important in their work environment such as “Promotion opportunities”, “Colleagues and employees, who are fun to work with” and “The feeling of being valued” (Eberhardt, 2015, p. 58).

The fifth page looks at the structure of the workplace. The questions relate to whether employees are supported by the company and if the company allows them to speak openly about improvements in how everything is done at work. Furthermore, there are questions regarding the company such as if the company cares about their employee's well-being, if the company promotes good teamwork and relationships between employees, if the company has a good work culture and work environment, and lastly whether individuals are discriminated against at work due to their age. The sixth page asks questions regarding the management style and how their managers deal with different generations. It focuses on aspects such as whether the manager helps their employees in new situations and when dealing with new technology, if they promote different generations working together and the know-how transfer, and finally whether every generation has the same opportunity for promotion into a higher position.

The seventh page asks questions to find out certain attitudes of each employee. It includes their work motto, attitudes at work, and how important life-long learning is for each participant. The eighth page has two questions regarding the participant's supervisors and a final question that allows a deeper insight into the participant's values and if certain stereotypes mentioned in the literature review match. To reduce the possibility of certain biases such as confirmation bias, the participants were not informed that certain characteristics are associated with certain age groups. The final page presents the participant with a thank you note for their participation and that their answers have been saved.

3.3 Sampling Procedures

This thesis defined the target population as employees within the hospitality industry in Austria. The sampling frame, which narrows the target population further down, is individuals who were born between 1945 and 1995 (or after), who are currently employed or worked in hospitality before, and who work within any department related to the hospitality industry.

This thesis makes use of non-probability sampling using the convenience sampling method. In this case, the sample is chosen based on what is convenient for the researcher (Hair et al., 2020, p. 154). This method has been chosen because it is a less

expensive method, it is one of the most used methods (Acharya et al., 2013, p. 332), and to make it easier to reach the target group (Hair et al., 2020, p. 154). Since non-probability sampling has been chosen, the measurability of the sampling error is limited, hence it restrains the opportunity to generalize the results to the general population (Hair et al., p. 40).

3.4 Measurements

This section gives an overview of the different constructs and their corresponding items. Table 6 gives an overview of the previously developed constructs, the items, the scale used, and in which primary resource the question has been found.

The first construct is age discrimination. It has two items, where the question uses a 4-point Likert scale and the statement a 6-point Likert scale, therefore the level of measurement is ordinal. The unit of measurement is people. The operational definition is “the degree to which an individual worker feels treated unfairly, unwelcome or outcasted due to their age”.

The second construct is work satisfaction. The four statements use a 6-point Likert scale and therefore the level of measurement is ordinal. The unit of measurement is people. The operational definition is “the extent to which an individual worker experiences positive feelings towards their job”.

The third construct is workplace structure. The six statements use a 6-point Likert scale and therefore the level of measurement is ordinal. The unit of measurement is people. The operational definition is “the degree to which the workplace offers a favorable and productive climate and culture, helping employees to feel pleased and happy at work”.

The fourth construct is leadership. The five statements use a 6-point Likert scale and therefore the level of measurement is ordinal. The unit of measurement is people. The operational definition is “the extent to which a superior can efficiently lead, influence, and shape the company’s climate and culture”.

The fifth construct is stereotypes. The six statements use single- and multiple-choice answers and therefore the measurement level is nominal. The unit of measurement

is people. The operational definition is “the extent to which an individual worker identifies themselves with certain attributes and values”.

Table 6 below gives an overview of the corresponding items identified above:

Table 6: Questionnaire Item Table

Construct	Item	Scale	Sources
Age Discrimination	Have you ever felt like you are being discriminated against (at work) due to your age?	4-point Likert scale	Self-developed
	In this company, individuals are being discriminated against due to their age.	6-point Likert scale	(Garcia-Rodriguez, Gonzales-de-la Rosa, & Dorta-Afonso, 2020, p. 11)
Work Satisfaction	I enjoy our work culture.	6-point Likert scale	(Li, 2020, n.p.)
	I feel connected to my colleagues.	6-point Likert scale	(Li, 2020, n.p.)
	Overall, I am satisfied with my workplace.	6-point Likert scale	(Garcia-Rodriguez, Gonzales de-la-Rosa, & Dorta-Afonso, 2020, p. 12)
	How important is it to you that the following components are taken into	6-point Likert Scale	(Eberhardt, 2021, p. 58)

	<p>consideration in your work environment:</p> <ul style="list-style-type: none"> • Career and advancement opportunities • Colleagues and employees with whom it is enjoyable to work with • The feeling of being appreciated as a person • Feedback on my work performance • Independence in the workplace • Recognition for good work • Flexible working hours • Job security • Responsibility • A fair and attentive supervisor • A pleasant and clean working environment • Being proud of the organization I am working in 		(Iorgulescu, 2016, p. 53)
Workplace Structure	Employees in this company are adequately supported to do a good job.	6-point Likert scale	(Parasuraman, 1988, p. 39)
	Employees in this company have the opportunity to	6-point Likert scale	(Sun, 2007, p. 566)

	suggest improvements in the way things are done.		
	This company cares about the well-being of its employees.	6-point Likert scale	(Parasuraman, 1988, p. 38)
	My company supports good relationships and teamwork among all employees.	6-point Likert scale	(Garcia-Rodriguez, Gonzales de-la-Rosa, & Dorta-Afonso, 2020, p. 11)
	My company develops policies aimed at improving the work environment and labor climate among all employees.	6-point Likert scale	(Garcia-Rodriguez, Gonzales de-la-Rosa, & Dorta-Afonso, 2020, p. 11)
Leadership	My supervisor supports me when adapting to new situations.	6-point Likert scale	(Eberhardt, 2021, p. 202)
	My supervisor supports me when adapting to new technologies.	6-point Likert scale	(Eberhardt, 2021, p. 202)
	My supervisor actively encourages know-how transfer.	6-point Likert scale	(Eberhardt, 2021, p. 203)
	My supervisor encourages active cooperation between generations.	6-point Likert scale	(Eberhardt, 2021, p. 203)

	In this company, there are equal opportunities for promotions to higher positions.	6-point Likert scale	(Garcia-Rodriguez, Gonzales de-la-Rosa, & Dorta-Afonso, 2020, p. 11)
Stereotypes	Which work motto suits you the best? <ul style="list-style-type: none"> • Work to live • Live to work • Work-life balance 	Single choice	(Eberhardt, 2021, p. 47)
	Which of the following reflects your attitude towards work: <ul style="list-style-type: none"> • Competition and my career are important to me. • I am loyal to my employer but skeptical towards authorities. • Material values are important to me. • Individuality is important to me. • I pay attention to my work-life balance. • Work should bring me joy • I need challenging work. • I am willing to learn, flexible and motivated. 	Multiple-choice	(Eberhardt, 2021, p. 47)

	<p>How important is lifelong learning to you?</p> <ul style="list-style-type: none"> • I learn for the company. • I do not like to learn. • I learn when my apprenticeship pays for it. • I learn for myself. 	Single choice	(Eberhardt, 2021, p. 47)
	<p>Regarding my supervisors:</p> <ul style="list-style-type: none"> • I appreciate agreement, authority, and rules. • I feel uneasy interacting with authority figures. • I feel comfortable interacting with authority figures, and I am not impressed nor intimidated by their title. • They need to deserve my respect first. 	Single choice	(Tolbize, 2008, p. 8)
	<p>Regarding feedback and supervision:</p> <ul style="list-style-type: none"> • I want a strong leader with clear instructions. • I want my freedom and little supervision. 	Single choice	(Tolbize, 2008, p. 8)

	<ul style="list-style-type: none"> • I want a balance between freedom and supervision. 		
	<p>Select what applies to you:</p> <ul style="list-style-type: none"> • I care about the environment. • I welcome diversity at work. • I know my way around the newest technology. • I need strong and personal relationships at work. • I care about the image and popularity of the organization I am working in. • I want to work in the same company for the rest of my life. 	Multiple-choice	(Eberhardt, pp. 58-59; Tolbize, 2008, pp. 8-9)

3.5 Data Collection and Analysis

The data is collected using the online survey tool SoSci survey and distributed to restaurants and hotels the author of this thesis has been working in, to friends and family members who are working within the hospitality industry, to professors who are working or have connections to the hospitality industry, and to hotels which are located within Austria which could have potential interest in participating. The potential participants are contacted by e-mail and personal interaction whereas the link is distributed via email. The survey was available for access from February 20th,

2023, until May 05th, 2023 exclusively through the link provided. The focus is to get in contact with businesses that offer a diverse set of different age groups, to gain more accurate results and a deeper insight into the relationship between generational diversity and work satisfaction. The survey is provided in the German language only since the thesis exclusively focuses on Austrian businesses, where most individuals define German as their native language.

To find potential errors within the survey, a pretest has been distributed to friends and family members. Over the course of one week, they could write down any potential mistakes, questions, and ideas, which were then changed if it was necessary. This is an important step to find out whether participants will be able to understand and use the questionnaire and reduce the possibility of mistakes. Furthermore, a technical function test has been implemented as well. The questionnaire was tested twice on various web browsers including Google Chrome, Microsoft Edge, Safari, Opera, and Firefox. Both times, different answers were selected in the questionnaire and the data collected was then compared to the answers previously selected. In addition, the questionnaire was tested on a laptop, tablet, and phone. This test was necessary to see whether there are any issues with the usage of the questionnaire using different tools and web browsers and to gain an insight into whether the questions chosen by potential participants would be reflected correctly in the datasheet.

4 Data Analysis and Results

4.1 Preparing Data for Analysis

Before the initial data analysis process the author implemented several preparation steps beforehand. The first step is to convert the raw data gathered from the online survey from Excel format to Jamovi format, which is the statistical software used to analyze the acquired data. An essential step before the analysis is to ensure good data quality and data integrity to detect any respondent errors and biases (Hair et al., 2021, p. 260). Therefore, the data were assessed for straight lining, which results in an individual participant giving nearly identical answers or the same responses throughout the survey. After a thorough examination, the researcher found no

participant in the dataset which might have used straight-lining, hence the probability of the data quality being disrupted has been resolved. Following this procedure, the participant's answers needed to be re-coded into numerical values. The online survey tool SoSci survey already provided this step. The answers interval values ranged from 1 "strongly disagree" to 5 "strongly agree", whereas the answer "not applicable" is set as -1 and if the participant skipped the question, the numerical value of -9 has been used. Furthermore, for the single-choice and multiple-choice questions as well as demographic questions, the online survey tool also provided predefined numerical values.

4.2 General Findings of the Participants

Before the data is further analyzed, the author of this paper wants to give a general overview of the demographics of each participant. This can give deeper insight into what type of people answered the survey and who is the primary target audience for the report's findings.

Figure 4 gives an overview of the age distribution of each participant who answered the questionnaire. Most of the participants belonged to Generation Z, with 38 participants in the questionnaire which regards 52% of the total age distribution. Following is Generation Y, with 17 participants which represents 23% of the total age distribution. Generation X represents 13 participants, which accounts for 18% of the total age distribution. Finally, are the Baby Boomers with 5 participants, which accounts for 7% of the total age distribution.

There are not enough participants from the Baby Boomer generation to propose significant results. However, they are included in the study to give an overview of a potential direction. The lack of responses from Baby Boomers can be due to several factors, one of them being the potential that many have already retired. As mentioned in the literature review, men tend to retire around the age of 63 years and women around the age of 61 years (Bundesministerium Soziales, Gesundheit, Pflege und Konsumentenschutz, 2022, p. 39). Based on the age range which has been set to between 1945 to 1960 for Baby Boomers there is a possibility that there were barely to no Baby Boomers within the hospitality industry anymore since most of them have retired already. Another possibility is that the older generations had problems

accessing the questionnaire or did not have the devices needed to participate. However, this is only an assumption based on the literature which suggested that Baby Boomers are not technologically savvy (Field et al., 2013, p. 422; Kuster, 2018, n.p; Weeks et al., 2016, p. 3).

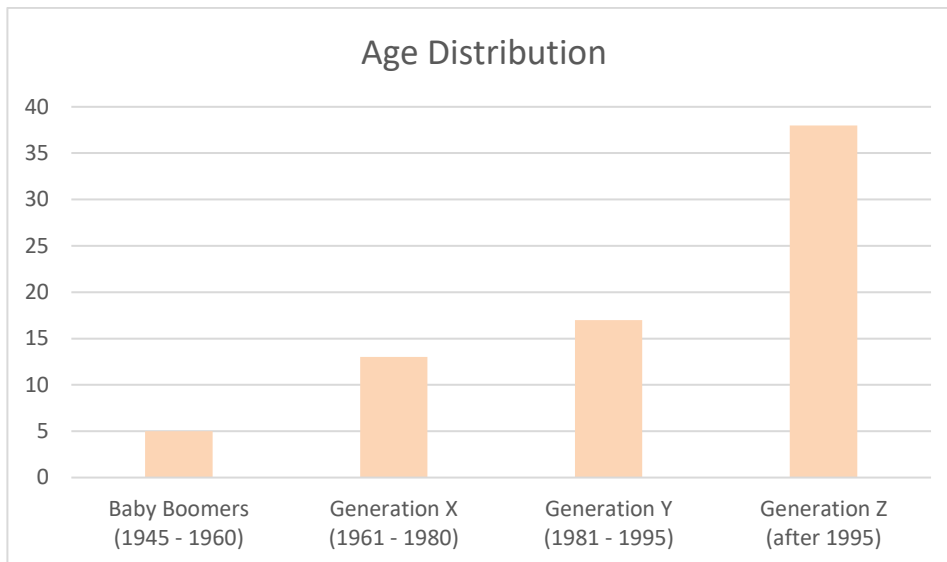


Figure 4: Age Distribution (Questionnaire)

The next figure 5 represents the gender distribution in the questionnaire. The majority of participants were female with 50 participants which corresponds to 68% of the total gender distribution. The number of male participants was 23 individuals which corresponds to 32% of the total gender distribution. No participant identified themselves as diverse.

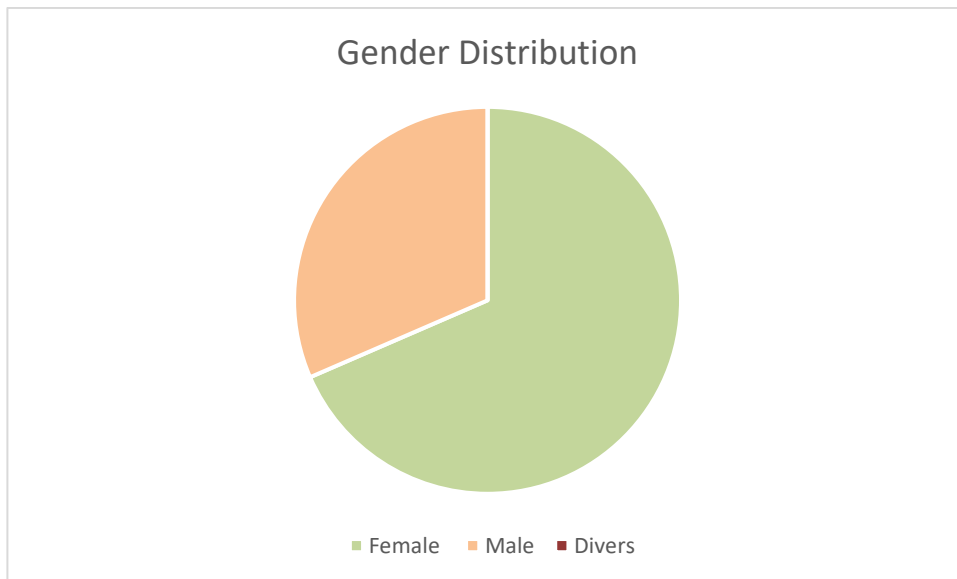


Figure 5: Gender Distribution (Questionnaire)

The next figure 6 represents the nationalities of the participants. The majority of participants are from Austria with a value of 47 corresponding to around 64% of the total nationality distribution. Following are individuals from Germany with a value of 13 which is around 18% of the total nationality distribution. Next is Slovakia with three individuals followed by Italy with two participants. All the other countries including Kazakhstan, Croatia, Luxembourg, Romania, Spain, Ukraine, Hungary, and Belarus each had one participant who responded.

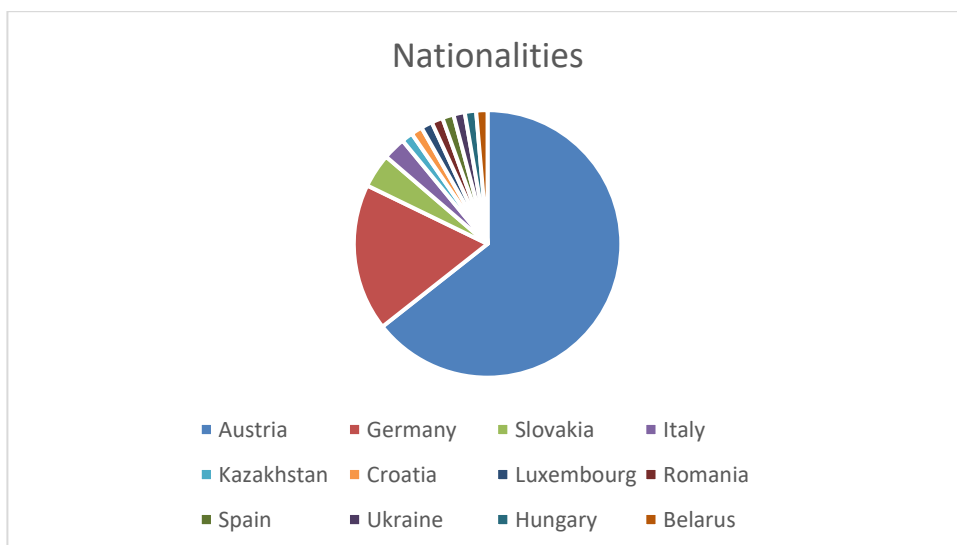


Figure 6: Nationality Distribution (Questionnaire)

Figure 7 represents the highest level of education. Most of the participants' highest level of education is a high school diploma with 51% of the total score and 37 participants. Next were the individuals with a bachelor's degree with 22 individuals corresponding to 30% of the total participants. Nine individuals had a master's degree with 12% out of the total participants. Three participants had solely a primary education and one participant could not be categorized into any level of education since they are a certified hotel manager in the state of Austria, but they did not mention their education level. Furthermore, none of the participants had a doctor's degree or PhD and there was one participant who did not want to answer the survey.

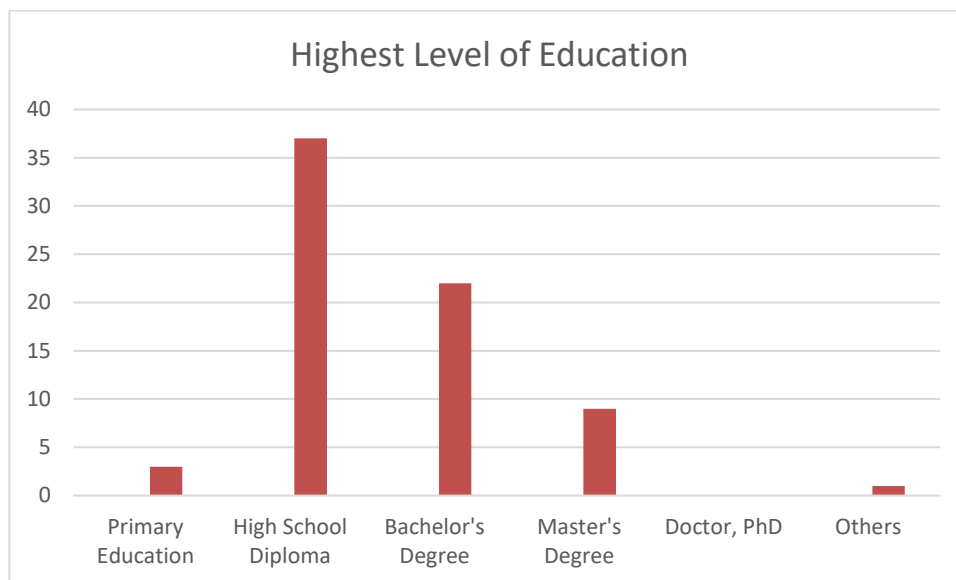


Figure 7: Highest Level of Education (Questionnaire)

The next figure 8 displays the employment status. Most of the participants work full-time with 43 participants corresponding to 59% of the total employment status. The following are part-time workers corresponding to 27% of the total employment status with 20 participants. Next are the individuals who are marginally employed with six participants which results in 8% of the total employment status. One participant is self-employed and finally is one individual who selected the "others" option, whose employment status is working 80% which is around 32 hours. Two individuals preferred not to answer this question.

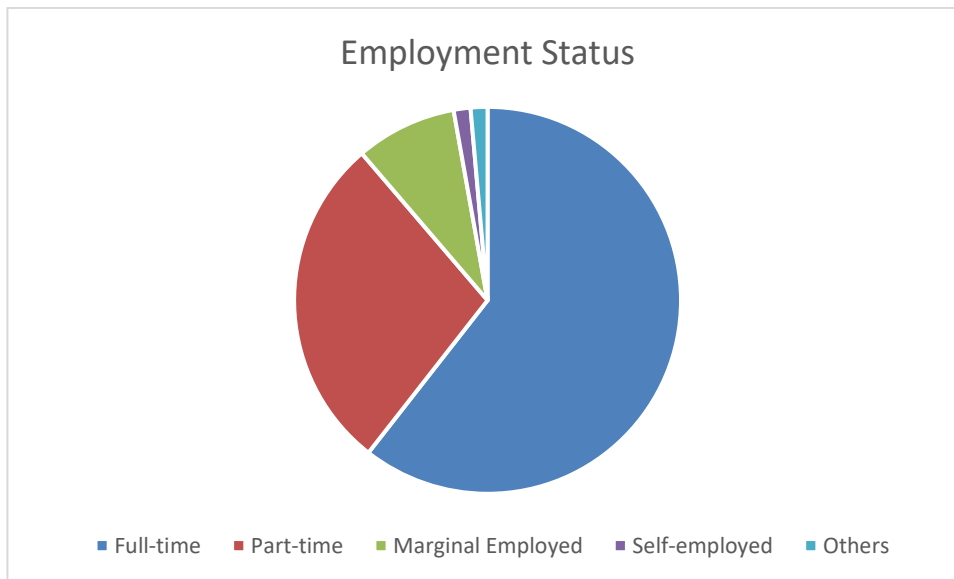


Figure 8: Employment Status (Questionnaire)

Figure 9 displays the years the participants have been working within the company. Most of the participants have worked in their company less than one year with 26 participants corresponding to 36% of the total participants. Next were individuals working one to two years within their organization with 16% of participants which relates to 12 individuals. The next category is the participants who worked in the company for three to five years which are 13 respondents which relates to 19% of the total outcome. The following are participants who worked in the company for six to ten years with ten respondents corresponding to 14% of the total outcome. Six participants have worked in their company for 11 to 20 years, which relates to around 8% of the total participants who answered the question. Three participants have worked in their company for more than 20 years, where one has worked for 23 years, one for 27 years, and the final participant for 36 years within the same company. Three of the total participants decided not to answer this particular question.

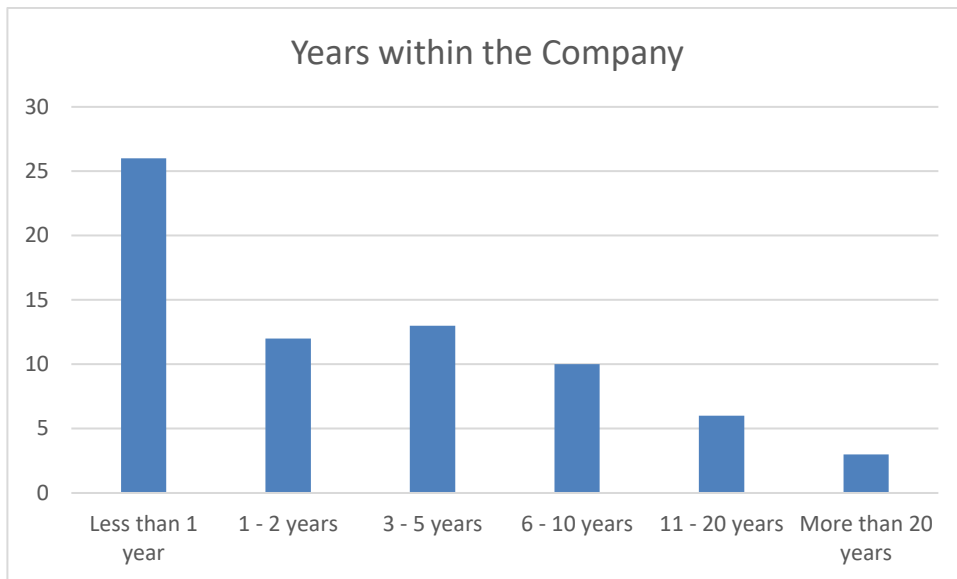


Figure 9: Years within the Company (Questionnaire)

The last figure represents a general overview of discrimination at work based on the participants who answered the questionnaire. The question is “Have you ever felt like you are being discriminated against (at work) due to your age?” which helps to give more insight into potential issues within a multigenerational workforce. The majority of respondents with 40 answers accounting for 55% of the total answers said they have never experienced any age discrimination at work. Next are 20 respondents responsible for 27% of the total answers who said they rarely experienced any age discrimination at their workplace. Following are 9 participants with 12% of the total answers who said they sometimes experience age discrimination and finally two participants who mentioned that they experience age discrimination very often while they are at work which relates to about 2% of the total answers. When combining the age discrimination answer with generations, one participant of Generation Y and one of Generation Z answered that they experience age discrimination at work very often, whereas eight respondents of Generation Z and one respondent of Generation Y answered that they experience age discrimination sometimes at work. Two participants did not want to answer this question.

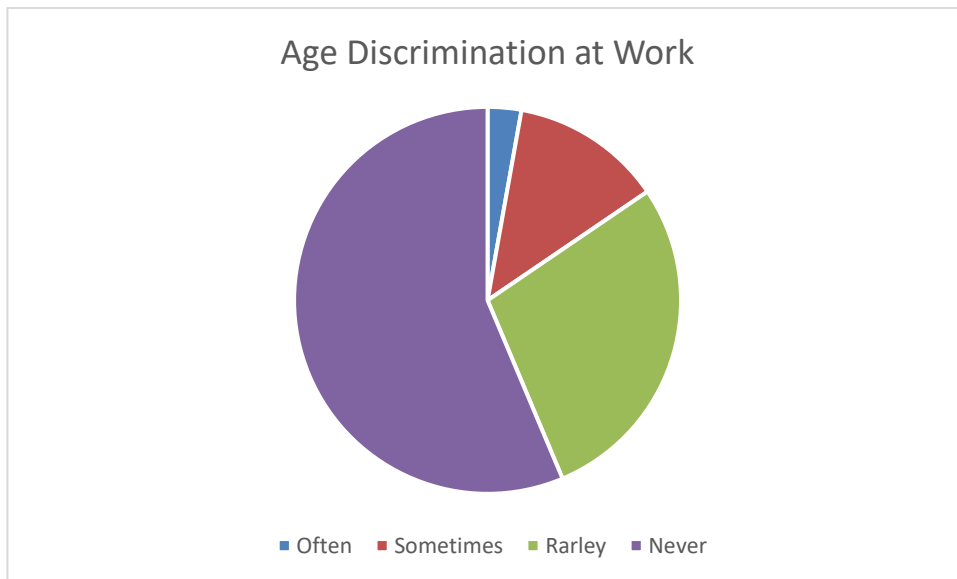


Figure 10: Age Discrimination at Work (Questionnaire)

4.3 Descriptive Statistics

4.3.1 Descriptives Age Discrimination

Table 7: Descriptive Analysis of Age Discrimination

Item	Mean	Missing Value	Std. Dev.	Skewness	Kurtosis	Shapiro-Wilk p-value
Personal Age Discrimination	3.42	3	0.848	-0.950	0.469	< 0.001
Employees Age Discrimination	1.68	8	1.01	1.49	1.42	< 0.001

The first item in Table 8 is “personal age discrimination” which relates to the question “Have you ever felt like you are being discriminated against (at work) due to your age?”. The mean value is 3.42 which indicates that on average the participants of the study tended to choose “never” as their answer. The missing value is three which means that three participants did not want to answer the statement. The standard

deviation is 0.848. The skewness is -0.950 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 0.469 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The second item is “employee’s age discrimination” which relates to the statement “In this company, individuals are being discriminated against due to their age.”. The mean value is 1.68 which indicates that on average the participants of the study tended to choose “disagree” as their answer. The missing value is eight, which means that eight participants did not want to answer the statement. The standard deviation is 1.01. The skewness is 1.49 which suggests that the data are highly unsymmetrical whereas if the data were represented in a histogram, it would be leaning towards the left side, indicating no normal distribution. The kurtosis has a value of 1.42 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

4.3.2 Descriptives Work Satisfaction

Table 8: Descriptive Analysis of Work Satisfaction

Item	Mean	Missing Value	Std. Dev.	Skewness	Kurtosis	Shapiro-Wilk p-value
Enjoyment of work culture	4.04	8	0.800	-0.441	-0.384	< 0.001
Connection to colleagues	4.37	6	0.765	-1.35	2.02	< 0.001
Satisfied at work	4.15	8	0.833	-0.923	0.596	< 0.001

Importance of various components:						
Career and advancement	4.20	6	0.972	-1.49	2.28	< 0.001
Colleagues enjoyment	4.65	4	0.561	-1.87	5.28	< 0.001
Appreciation	4.64	4	0.612	-1.50	1.19	< 0.001
Feedback	4.29	4	0.721	-0.970	1.24	< 0.001
Independence	4.18	4	0.738	-0.518	-0.249	< 0.001
Recognition	4.38	4	0.704	-0.948	0.638	< 0.001
Flexible work hours	4.01	5	0.853	-0.879	1.24	< 0.001
Job security	4.16	6	0.911	-1.27	1.70	< 0.001
Responsibility	4.13	4	0.804	-1.24	2.77	< 0.001
Fair supervisor	4.54	5	0.734	-2.14	6.67	< 0.001
Pleasant work environment	4.70	5	0.571	-2.29	6.60	< 0.001
Proud of the organization	4.17	5	0.926	-1.24	1.46	< 0.001

The first item in Table 9 is “enjoyment of work culture” which relates to the statement “I enjoy our work culture”. The mean value is 4.04 which indicates that on average the participants of the study tended to choose “agree” as their answer. The missing value

is eight, which means that eight participants did not want to answer the statement. The standard deviation is 0.800. The skewness is -0.441 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of -0.384 which implies that it is a platykurtic distribution with a lighter tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The second item is “connection to colleagues” which relates to the statement “I feel connected to my colleagues.”. The mean value is 4.37 which indicates that on average the participants of the study tended to choose “agree” as their answer. The missing value is six which means that six participants did not want to answer the statement. The standard deviation is 0.765. The skewness is -1.35 which suggests that the data are highly unsymmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 2.02 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The third item is “satisfied at work” which relates to the statement “Overall, I am satisfied with my workplace.”. The mean value is 4.15 which indicates that on average the participants of the study tended to choose “agree” as their answer. The missing value is eight, which means that eight participants did not want to answer the statement. The standard deviation is 0.833. The skewness is -0.923 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 0.596 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The fourth item is “career and advancement” which relates to the component “Career and advancement opportunities”. The mean value is 4.20 which indicates that on

average the participants of the study tended to choose “important” as their answer. The missing value is six which means that six participants did not want to answer the component. The standard deviation is 0.972. The skewness is -1.49 which suggests that the data are highly unsymmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 2.28 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The fifth item is “colleagues enjoyment” which relates to the component “Colleagues and employees with whom it is enjoyable to work”. The mean value is 4.65 which indicates that on average the participants of the study tended to choose “very important” as their answer. The missing value is four which means that four participants did not want to answer the statement. The standard deviation is 0.561. The skewness is -1.87 which suggests that the data are highly unsymmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 5.28 which implies that it is a leptokurtic distribution with a very heavy tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The sixth item is “appreciation” which relates to the component “The feeling of being appreciated as a person”. The mean value is 4.64 which indicates that on average the participants of the study tended to choose “very important” as their answer. The missing value is four which means that four participants did not want to answer the statement. The standard deviation is 0.612. The skewness is -1.50 which suggests that the data are highly unsymmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 1.19 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The seventh item is “feedback” which relates to the component “Feedback on my work performance”. The mean value is 4.29 which indicates that on average the participants of the study tended to choose “important” as their answer. The missing value is four which means that four participants did not want to answer the statement. The standard deviation is 0.721. The skewness is -0.970 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 1.24 which implies that it is a leptokurtic distribution with a heavy tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The eighth item is “independence” which relates to the component “Independence in the workplace”. The mean value is 4.18 which indicates that on average the participants of the study tended to choose “important” as their answer. The missing value is four which means that four participants did not want to answer the statement. The standard deviation is 0.738. The skewness is -0.518 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of -0.249 which implies that it is a platykurtic distribution with a lighter tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The ninth item is “recognition” which relates to the component “Recognition for good work”. The mean value is 4.38 which indicates that on average the participants of the study tended to choose “important” as their answer. The missing value is four which means that four participants did not want to answer the statement. The standard deviation is 0.704. The skewness is -0.948 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 0.638 which implies that it is a leptokurtic distribution with a heavy tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The tenth item is “flexible work hours” which relates to the component “Flexible working hours”. The mean value is 4.01 which indicates that on average the participants of the study tended to choose “important” as their answer. The missing value is five which means that five participants did not want to answer the statement. The standard deviation is 0.853. The skewness is -0.879 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 1.24 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The eleventh item is “job security” which relates to the component “Job security”. The mean value is 4.16 which indicates that on average the participants of the study tended to choose “important” as their answer. The missing value is six which means that six participants did not want to answer the statement. The standard deviation is 0.911. The skewness is -1.27 which suggests that the data are highly unsymmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 1.70 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The twelfth item is “responsibility” which relates to the component “Responsibility”. The mean value is 4.13 which indicates that on average the participants of the study tended to choose “important” as their answer. The missing value is four which means that four participants did not want to answer the statement. The standard deviation is 0.804. The skewness is -1.24 which suggests that the data are highly unsymmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 2.77 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The thirteenth item is “fair supervisor” which relates to the component “A fair and attentive supervisor”. The mean value is 4.54 which indicates that on average the participants of the study tended to choose “very important” as their answer. The missing value is five which means that five participants did not want to answer the statement. The standard deviation is 0.734. The skewness is -2.14 which suggests that the data are highly unsymmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 6.67 which implies that it is a leptokurtic distribution with a very heavy where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The fourteenth item is “pleasant work environment” which relates to the component “A pleasant and clean working environment”. The mean value is 4.70 which indicates that on average the participants of the study tended to choose “very important” as their answer. The missing value is five which means that five participants did not want to answer the statement. The standard deviation is 0.571. The skewness is -2.29 which suggests that the data are highly unsymmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 6.60 which implies that it is a leptokurtic distribution with a very heavy tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The fifteenth item is “proud of the organization” which relates to the component “Being proud of the organization I am working in”. The mean value is 4.17 which indicates that on average the participants of the study tended to choose “important” as their answer. The missing value is five which means that five participants did not want to answer the statement. The standard deviation is 0.926. The skewness is -1.24 which suggests that the data are highly unsymmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 1.46 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no

normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

4.3.3 Descriptives Leadership

Table 9: Descriptive Analysis of Leadership

Item	Mean	Missing Value	Std. Dev.	Skewness	Kurtosis	Shapiro-Wilk p-value
New Situations	3.78	9	1.03	-0.915	0.719	< 0.001
New Technologies	3.66	12	1.03	-0.891	0.510	< 0.001
Know-How Transfer	3.68	10	0.995	-0.862	0.771	< 0.001
Active Cooperation	3.62	10	1.00	-0.297	-0.545	< 0.001
Promotions and Opportunities	3.89	11	1.00	-0.740	0.407	< 0.001

The first item in Table 10 is “new situation” which relates to the statement “My supervisor supports me when adapting to new situations”. The mean value is 3.78 which indicates that on average the participants of the study tended to choose “agree” as their answer. The missing value is nine which means that nine participants did not want to answer the statement. The standard deviation is 1.03. The skewness is -0.915 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 0.719 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no

normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The second item is “new technologies” which relates to the statement “My supervisor supports me when adapting to new technologies”. The mean value is 3.66 which indicates that on average the participants of the study tended to choose “agree” as their answer. The missing value is twelve which means that twelve participants did not want to answer the statement. The standard deviation is 1.03. The skewness is -0.891 which suggests that the data are moderately symmetrical, however being rather close to being highly skewed, whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 0.771 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The third item is “know-how transfer” which relates to the statement “My supervisor actively encourages know-how transfer”. The mean value is 3.68 which indicates that on average the participants of the study tended to choose “agree” as their answer. The missing value is ten which means that ten participants did not want to answer the statement. The standard deviation is 0.995. The skewness is -0.862 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 0.771 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The fourth item is “active cooperation” which relates to the statement “My supervisor encourages active cooperation between generations”. The mean value is 3.62 which indicates that on average the participants of the study tended to choose “agree” as their answer. The missing value is ten which means that ten participants did not want to answer the statement. The standard deviation is 1.00. The skewness is -0.297 which suggests that the data are fairly symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal

distribution. The kurtosis has a value of -0.545 which implies that it is a platykurtic distribution with a lighter tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The final item in Table 10 is “promotions and opportunities” which relates to the statement “In this company, there are equal opportunities for promotions to higher positions”. The mean value is 3.89 which indicates that on average the participants of the study tended to choose “agree” as their answer. The missing value is eleven which means that eleven participants did not want to answer the statement. The standard deviation is 1.00. The skewness is -0.740 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 0.407 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

4.3.4 Descriptives Workplace Structure

Table 10: Descriptive Analysis of Workplace Structure

Item	Mean	Missing Value	Std. Dev.	Skewness	Kurtosis	Shapiro-Wilk p-value
Employee well-being	3.78	9	0.951	-0.513	-0.0597	< 0.001
Employee support	3.68	10	0.947	-0.657	0.547	< 0.001
Improvement suggestions	3.95	10	0.885	-0.872	1.03	< 0.001
Employee Relationships	3.84	8	0.956	-0.616	0.0417	< 0.001

Policies	3.79	9	0.862	-0.454	0.444	< 0.001
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The first item in Table 11 is “employee well-being” which relates to the statement “This company cares about the well-being of its employees”. The mean value is 3.78 which indicates that on average the participants of the study tended to choose “agree” as their answer. The missing value is nine which means that nine participants did not want to answer the statement. The standard deviation is 0.951. The skewness is -0.564 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of -0.0597 which implies that it is a platykurtic distribution with a lighter tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The second item is “employee support” which relates to the statement “Employees in this company are adequately supported to do a good job.”. The mean value is 3.68 which indicates that on average the participants of the study tended to choose “agree” as their answer. The missing value is ten which means that ten participants did not want to answer the statement. The standard deviation is 0.947. The skewness is -0.657 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 0.547 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The third item is “improvement suggestions” which relates to the statement “Employees in this company have the opportunity to suggest improvements in the way things are done.”. The mean value is 3.95 which indicates that on average the participants of the study tended to choose “agree” as their answer. The missing value is ten which means that ten participants did not want to answer the statement. The standard deviation is 0.885. The skewness is -0.872 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it

would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 0.0417 which implies that it is a mesokurtic distribution where it can be assumed that it is close to being normally distributed. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The fourth item is “employee relationships” which relates to the statement “My company supports good relationships and teamwork among all employees.”. The mean value is 3.84 which indicates that on average the participants of the study tended to choose “agree” as their answer. The missing value is eight, which means that eight participants did not want to answer the statement. The standard deviation is 0.965. The skewness is -0.616 which suggests that the data are moderately symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 0.417 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The fifth item in Table 11 is “policies” which relates to the statement “My company develops policies aimed at improving work environment and labor climate among all employees.”. The mean value is 3.79 which indicates that on average the participants of the study tended to choose “agree” as their answer. The missing value is nine which means that nine participants did not want to answer the statement. The standard deviation is 0.862. The skewness is -0.454 which suggests that the data are fairly symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 0.444 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

4.3.5 Descriptives Stereotypes

Table 11: Descriptive Analysis of Stereotypes

Item	Mean	Missing	Std. Dev.	Skewness	Kurtosis	Shapiro-Wilk p-value
Work motto	2.57	6	0.693	-1.34	0.421	< 0.001
Work attitude	-	-	-	-	-	-
Lifelong learning	3.74	6	0.630	-2.61	6.50	< 0.001
Supervisors	2.34	8	1.10	-0.0927	-1.46	< 0.001
Feedback and Supervision	2.48	7	0.779	-1.08	-0.458	< 0.001
What applies	-	-	-	-	-	-

The first item in Table 12 is “work motto” which relates to the question “ Which work motto suits you the best?”. The mean value is 2.57 which indicates that on average the participants of the study tended to choose “work-life balance” as their answer. The missing value is six which means that six participants did not want to answer the statement. The standard deviation is 0.693. The skewness is -1.34 which suggests that the data are highly unsymmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 0.421 which implies that it is a leptokurtic distribution with a heavier tail where it can be assumed that there is no normal

distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The third item is “lifelong learning” which relates to the question “How important is lifelong learning to you?”. The mean value is 3.74 which indicates that on average the participants of the study tended to choose “I learn for myself” as their answer. The missing value is six which means that six participants did not want to answer the statement. The standard deviation is 0.630. The skewness is -2.61 which suggests that the data are highly unsymmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of 6.50 which implies that it is a leptokurtic distribution with a very heavy tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The fourth item is “supervisors” which relates to the statement “Regarding my supervisors”. The mean value is 2.34 which indicates that on average the participants of the study tended to choose “I feel uneasy interacting with authority figures.” as their answer. The missing value is eight, which means that eight participants did not want to answer the statement. The standard deviation is 1.10. The skewness is -0.0927 which suggests that the data are fairly symmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of -1.46 which implies that it is a platykurtic distribution with a lighter tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

The fifth item in Table 12 is “feedback and supervision” which relates to the statement “Regarding feedback and supervision”. The mean value is 2.48 which indicates that on average the participants of the study tended to choose “I want a balance between freedom and supervision” as their answer. The missing value is seven which means that seven participants did not want to answer the statement. The standard deviation is 0.779. The skewness is -1.08 which suggests that the data are highly unsymmetrical whereas if the data were represented in a histogram, it would be leaning towards the right side, indicating no normal distribution. The kurtosis has a value of -0.485 which

implies that it is a platykurtic distribution with a lighter tail where it can be assumed that there is no normal distribution. Finally, the p-value with < 0.001 which is below 0.05 and can be interpreted as the data not being normally distributed.

Two variables cannot be used for descriptive analysis which are “work attitudes” and “what applies” since they are nominal multiple-choice questions. However, Table 13 and 14 below gives an overview of their frequencies.

Firstly, the work attitudes in Table 13 with the question “Which of the following reflects your attitude towards work?”. The majority of the total participants with a value of 84% chose “joy from work” which relates to the statement “Work should bring me joy”. Next are 74% of the total participants who chose “willingness to work” which is based on the statement “I am willing to learn, flexible and motivated”. Furthermore, 55% of the total participants selected “challenging work” which reflects the statement “I need challenging work”. Next are 47% of the total participants who chose “work-life balance” which is based on the statement “I pay attention to my work-life balance”. The next item is “individuality” which relates to the statement “Individuality is important to me” which was selected by 42% of the total participants. Following is the item “competition and career” which was chosen by 36% of the total participants and is based on the statement “Competition and my career are important to me”. Next is “loyalty” which relates to the statement “I am loyal towards my employer, but skeptical towards authorities” which was selected by 27% of the total participants. Finally, the item “material values” was selected by 26% of the total participants and reflects the statement “Material values are important to me”.

Table 12: Frequencies “Work Attitudes” (Questionnaire)

Item	Count	% of the total participants
Competition and career	26	36%
Loyalty	20	27%
Material Values	19	26%

Individuality	31	42%
Work-life balance	34	47%
Joy from work	61	84%
Challenging work	40	55%
Willingness to learn	54	74%

The next Table 14 focuses on the statement “Select what applies to you”. The majority of participants with 68% of the total participants chose “embracing diversity” which is based on the statement “I welcome diversity at work”. Next is the value of 56% of the total participants who chose the item “concern about the environment” which relates to the statement “I care about the environment”. Following, is the item “strong personal relationships” which was selected by 44% of the total participants and is based on the statement “I need strong and personal relationships at work”. The next item is “knowledge of new technologies” which was selected by 42% of the total participants and relates to the statement “I know my way around the newest technology”. Next is the item “company’s image and popularity” which was chosen by 40% of the total participants and is a result of the statement “I care about the image and popularity of the organization I am working in”. Finally, the last item “stay in one organization” which is based on the statement “I want to work in the same company for the rest of my life” was chosen by 15% of the total participants of the questionnaire.

Table 13: Frequencies "What Applies" (Questionnaire)

Item	Count	% of the total participants
Concern about the environment	41	56%
Embracing diversity	50	68%

Knowledge of new technologies	31	42%
Strong personal relationships	32	44%
Company's image and popularity	29	40%
Stay in one organization	11	15%

4.4 Individual Analysis of Each Generation

4.4.1 Baby Boomers

Age Discrimination

The answers for the question “Have you ever felt like you are being discriminated against (at work) due to your age?” reveal that two individuals have never felt discriminated against at work due to their age, which accounts for 40% of the total participants of Baby Boomers. Followed by one participant accounting for 20% of the total participants of Baby Boomers who answered they barely feel they are being discriminated against. Two participants answered that they sometimes feel that they are discriminated against, which accounts for 40% of the total Baby Boomer participants. No participant chose the answer “often” in the questionnaire.

For the statement “In this company, individuals are being discriminated against due to their age” two participants of Baby Boomers answered with “strongly disagree” which relates to 40% of the total participants of Baby Boomers. One participant said that they “disagree” accounting for 20% of the total participants of Baby Boomers. Two participants answered with “neither agree nor disagree” which relates to 40% of the total number of Baby Boomer participants. Finally, no participant answered with “agree” or “strongly agree”.

Work Satisfaction

The first statement is “I enjoy our work culture”. The majority of participants with three individuals answered with “agree” which relates to 60% of the total number of participants of Baby Boomers. Two individuals answered “strongly agree” which corresponds to 40% of the total Baby Boomer participants. No participant answered with “neither agree nor disagree”, “disagree” or “strongly disagree”.

The second statement is “I feel connected to my colleagues”. The majority of Baby Boomers, with four individuals answered with “strongly agree” which accounts for 80% of the total number of participants of Baby Boomers. One participant chose “agree” which relates to 20% of the total Baby Boomer participants. No participant chose the answer “neither agree nor disagree”, “disagree” or “strongly disagree”.

The third statement is “Overall, I am satisfied with my workplace”. The majority of participants were split between “strongly agree” and “agree” with each two individuals which relates to 40% each and 80% of the total number of participants of Baby Boomers. One individual which relates to 20% of the total participants of Baby Boomers chose “neither agree nor disagree”. No participant chose the answer “disagree” or “strongly disagree”.

The last question is “How important is it to you that following components are taken into consideration in your work environment” which consist of 12 statements stated below:

The first statement is “Career and advancement opportunities” where the majority of participants were split with two individuals each who answered with “important” and “does not matter” which relates to 40% each and 80% of the total number of participants of the Baby Boomer generation. Next is one participant who chose “very important” which corresponds to 20% of the total participants of the Baby Boomer generation. No participants chose the answer “less important” or “not important”.

The second statement is “Colleagues and employees with whom it is enjoyable to work with”. The majority of participants with four individuals answered “important” which corresponds to 80% of the total participants of Baby Boomers. Next is one individual who selected “very important” which relates to 20% of the total number of

Baby Boomer participants. No participant answered with “does not matter”, “less important” or “not important”.

The next statement is “The feeling of being appreciated as a person”. Most of the participants chose “important” with three individuals which relates to 60% of the total number of Baby Boomers. One individual chose “very important” which corresponds to 20% of the total Baby Boomer participants. Finally, one individual chose “does not matter” which accounts for 20% of the total number of Baby Boomer participants. No participant answered with “less important” or “not important”.

The fourth statement is “Feedback of my work performance” where most participants chose “important” with three individuals which account for 60% of the total number of participants of Baby Boomers. Next are two individuals who relate to 40% of the total participants of Baby Boomers who chose “very important” as their answer. No participant answered with “does not matter”, “less important” or “not important”.

The fifth statement is “Independence in the workplace” where the majority of participants were split into 2 individuals each who answered with “important” or “does not matter” which relates to around 40% each or 80% of the total number of participants of Baby Boomers. One participant chose “very important” which corresponds to 20% of the total Baby Boomer participants. No participant chose the answer “less important” or “not important”.

The sixth statement is “Recognition for good work”. The majority of Baby Boomers with two individuals answered with “very important” which accounts for 40% of the total number of participants of the Baby Boomer generation. Next, is one participant who chose “important” which relates to around 20% of the total Baby Boomer participants. Finally, one individual chose “does not matter” which corresponds to 20% of the total Baby Boomer participants. No participant chose the answer “less important” or “not important” and one participant did not want to answer this statement.

The seventh statement is “Flexible working hours”. The majority of participants with three individuals answered “important” which corresponds to 60% of the total participants of Baby Boomers. Next are two individuals who selected “very important”

which relates to around 40% of the total number of Baby Boomer participants. No participant answered with “does not matter”, “less important” or “not important”.

The eighth statement is “Job security”. Most of the participants answered with “very important” with two individuals which relates to 40% of the total number of participants of Baby Boomers. One individual chose “important” which corresponds to 20% of the total Baby Boomer participants. One individual chose “does not matter” which accounts for 20% of the total number of Baby Boomer participants. No participant answered with “less important” or “not important” and one participant did not want to answer this statement.

The ninth statement is “Responsibility” where most participants chose “important” with four individuals which account for 80% of the total number of participants of Baby Boomers. Next is one individual who relates to around 20% of the total participants of Baby Boomers who chose “very important”. No participant answered with “does not matter”, “less important” or “not important”.

The tenth statement is “A fair and attentive supervisor” where the majority of participants with two individuals are split between “very important” and “does not matter” which relates to 40% each and 80% of the total number of participants of Baby Boomers. One participant chose “important” which corresponds to 20% of the total participants of the Baby Boomer generation. No participant chose the answer “less important” or “not important”.

The eleventh statement is “A pleasant and clear working environment”. The majority of participants with three individuals answered “important” which corresponds to 60% of the total participants of the Baby Boomer generation. Next are two individuals who selected “very important” which relates to 40% of the total number of Baby Boomer participants. No participant answered with “does not matter”, “less important” or “not important”.

The last statement is “Being proud of the organization I am working in”. Most of the participants chose “very important” with three individuals which relates to 60% of the total number of participants of the Baby Boomer generation. Two individuals chose

“important” which corresponds to 40% of the Baby Boomer participants. No participant answered with “does not matter”, “less important” or “not important”.

Leadership

The answers to the statement “My supervisor supports me when adapting to new situations” reveal that the majority of Baby Boomer participants answered with “agree” with three individuals corresponding to 60% of the total participants of Baby Boomers. Both “strongly agree” and “neither agree nor disagree” had the same number of answers with one participant each, corresponding to 20% for each or 40% of the total participants of Baby Boomers. None of the participants answered with “strongly disagree” or “disagree”.

The next statement “My supervisor supports me when adapting to new technologies” revealed that that the majority of Baby Boomers were split between “agree” and “neither agree nor disagree” with two participants each accounting for 40% each and 80% of the total participants of Baby Boomers. The answer “disagree” was chosen by one individual accounting for 20% of the total participants of Baby Boomers. No participant chose the answer “strongly agree” or “strongly disagree”.

The answers for the statement “My supervisor actively encourages know-how transfer” reveal that the majority of participants were split between “agree” and “neither agree nor disagree” with two participants each which corresponds to 40% each and 80% of the total participants of Baby Boomers. One individual chose the answer “strongly agree” which relates to 20% of the total participants of Baby Boomers. No participant of the Baby Boomers generation chose the answer “disagree” or “strongly disagree”.

The next statement is “My supervisor encourages active cooperation between generations”. The majority of Baby Boomer participants were split between “agree” and “neither agree nor disagree” with 2 individuals each accounting for 40% each and 80% of the total participants of Baby Boomers. It is followed by one participant who answered with “strongly agree” accounting for 20% of the total participants of Baby Boomers. No participant chose the answer “disagree” and “strongly disagree”.

The final statement is “In this company, there are equal opportunities for promotions to higher positions”. Most of the participants answered “agree” with three individuals corresponding to 60% of the total participants of Baby Boomers. The answer “strongly agree” was answered by two participants accounting for 40% of the total Baby Boomers participants. The answer “neither agree nor disagree”, “disagree” or “strongly disagree” were not chosen by any participant of the Baby Boomer generation.

Workplace Structure

The first statement of this construct is “Employees in this company are adequately supported to do a good job”. The majority of Baby Boomers chose the answer “agree” with three individuals corresponding to 60% of the total number of participants of Baby Boomers. Two participants answered with “neither agree nor disagree” which relates to 40% of the total participants of Baby Boomers. No participant chose the option “strongly agree”, “disagree” or “strongly disagree”.

The second statement is “Employees in this company have the opportunity to suggest improvements in the way things are done”. The majority of Baby Boomers’ answer choice was split between “strongly agree” and “agree” with two individuals accounting for 40% each and 80% of the total participants of Baby Boomers. No participant chose the answer “neither agree nor disagree”, “disagree” or “strongly disagree” and one individual did not want to answer this statement.

The third statement is “This company cares about the well-being of its employees”. The majority of participants are split between “agree” and “neither agree nor disagree” which corresponds to 40% each and 80% of total participants of Baby Boomers. One individual selected the answer “disagree” counting for 20% of the total Baby Boomer participants. No participant selected the option for “strongly agree” or “strongly disagree”.

The next statement is “My company supports good relationships and teamwork among all employees”. Most of the Baby Boomer’s answers are split between “agree” and “neither agree nor disagree” with two individuals which corresponds to around 40% each and 80% of the total participants of Baby Boomers. One individual answered

with “disagree” which relates to 20% of the number of participants of Baby Boomers. No participants selected “strongly agree” or “strongly disagree”.

The final statement is “My company develops policies aimed at improving work environment and labor climate among all employees”. The majority of participants were split between the answer “agree” and “neither agree nor disagree” with two individuals accounting for 40% each and 80% of the total participants of Baby Boomers. No participant chose the answer “strongly agree”, “disagree” or “strongly disagree” and one participant did not want to answer this statement.

Stereotypes

The first question is “Which work motto suits you the best?”. The majority of Baby Boomers answered this question with “work life balance” with three individuals which relates to 60% of the total number of Baby Boomers participants. One individual answered this question with “live to work” which corresponds to around 20% of the total participants of Baby Boomers. Finally, one individual answered with “work to live” which corresponds to 20% of the total participants of Baby Boomers.

The next multiple-choice question asked, “which of the following reflects your attitude towards work?”.

Three participants answered “Work should bring me joy” which corresponds to 60% of the total number of Baby Boomers. Three participants answered with “I am willing to learn, flexible and motivated” which corresponds to 60% of the total number of Baby Boomers participants. Three participants chose the answer “Competition and my career are important to me” which is 60% of the total number of participants of Baby Boomers. Two participants chose “Material values are important to me” which is 40% of the total Baby Boomer generation. Two individuals chose “I need challenging work” which relates to 40% of the total number of participants of Baby Boomers. Two participants chose “I pay attention to my work-life balance” which accounts for 40% of the total participants of Baby Boomers. Two participants answered “Individuality is important to me” which relates to 40% of the total participants of Baby Boomers. One participant chose the answer “I am loyal towards my employer, but skeptical towards authorities which relates to 20% of the total number of Baby Boomers.

The third single-choice question is “How important is lifelong learning for you?”. The majority of participants chose “I learn for myself” with three individuals which relates to 60% of the total Baby Boomer participants. One individual which relates to 20% of the total number of Baby Boomers chose “I do not like to learn”. Finally, one individual chose the answer “I learn for the company” which corresponds to 20% of the total participants of Generation Y.

The next single-choice statement is “Regarding my supervisors...”. Most of the responses with three participants answered “I appreciate agreement, authority, and rules” which corresponds to 60% of the total participants of the Baby Boomer generation. One individual selected the answer “I feel comfortable interacting with authority figures, and I am not impressed nor intimidated by their title” which accounts for 20% of the total participants of Baby Boomers. One individual did not want to answer this statement.

The fifth statement is “Regarding feedback and supervision...”. Most of the participants with three individuals chose the answer “I want a strong leader with clear instructions” which corresponds to 60% of the total number of participants of Baby Boomers. Two participants answered “I want a balance between freedom and supervision” which is 40% of the total number of participants of Baby Boomers.

The final multiple-choice statement is “Select what applies for you”. Three participants chose “I want to work in the same company for the rest of my life” which relates to 60% of the total participants of the Baby Boomer generation. Two participants selected “I care about the environment” which relates to 40% of the total participants of the Baby Boomer generation. One individual answered “I welcome diversity at work” which corresponds to 20% of the total number of the Baby Boomer generation. One participant answered “I need strong and personal relationships at work” which relates to 20% of the total Baby Boomer participants. One individual chose “I know my way around the newest technology” which accounts for 20% of the total Baby Boomer participants. No participant selected “I care about the image and popularity of the organization I am working in”.

4.4.2 Generation X

Age Discrimination

The answers of Generation X for the question “Have you ever felt like you are being discriminated against (at work) due to your age?” reveal that the majority of Generation X with seven individuals have never felt discriminated against at work due to their age, which accounts for 54% of the total participants of Generation X. Followed by five participants accounting for 38% of the total participants of Generation X who answered they barely feel being discriminated against. One participant of Generation X did not want to answer this question. No participant chose the answer “often” in the questionnaire.

For the statement “In this company, individuals are being discriminated against due to their age” the majority of Generation X answered with “strongly disagree” which relates to nine individuals or 69% of the total participants of Generation X. Two participants of Generation X said that they “disagree” accounting for 15% of the total participants of Generation X. Two participants answered with “neither agree nor disagree” which relates to 15% of the total number of participants of Generation X. Finally, no participant of Generation X answered with “agree” or “strongly agree”.

Work Satisfaction

The first statement is “I enjoy our work culture”. The majority of participants with five individuals answered with “strongly agree” which relates to 38% of the total number of participants of Generation X. Four individuals answered “agree” which corresponds to 31% of the total Generation X participants. Three participants accounting for 23% of the total number of participants of Generation X chose “neither agree nor disagree”. No participant answered with “disagree” or “strongly disagree”. One individual decided not to answer this statement.

The second statement is “I feel connected to my colleagues”. The majority of Generation X, with seven individuals answered with “agree” which accounts for 54% of the total number of participants of Generation X. Five participants chose “strongly agree” which relates to 38% of the total Generation X participants. No participant

chose the answer “neither agree nor disagree”, “disagree” or “strongly disagree”. One participant did not want to answer this statement.

The third statement is “Overall, I am satisfied with my workplace”. The majority of participants chose “strongly agree” with seven individuals which relates to 54% of the total number of participants of Generation X. Five individuals which relates to 38% of the total participants of Generation X chose “agree”. Finally, one individual selected “neither agree nor disagree” which corresponds to 8% of the total number of participants of Generation X. No participant chose the answer “disagree” or “strongly disagree”.

The last question is “How important is it to you that following components are taken into consideration in your work environment” which consist of 12 statements stated below:

The first statement is “Career and advancement opportunities” where the majority of participants were split where five individuals answered “very important” and five answered “important” which relates to 38% each and around 77% of the total number of participants of Generation X. Next, are two participants who chose “less important” which corresponds to 15% of the total participants of Generation X. No participants chose the answer “does not matter” or “not important” and one participant did not want to answer this statement.

The second statement is “Colleagues and employees with whom it is enjoyable to work with”. The majority of participants with ten individuals answered “very important” which corresponds to 77% of the total participants of Generation X. Next are three individuals who selected “important” which relates to 23% of the total number of Generation X participants. No participant answered with “does not matter”, “less important” or “not important”.

The next statement is “The feeling of being appreciated as a person”. Most of the participants chose “very important” with ten individuals which relates to 77% of the total number of participants of Generation X. Three individuals chose “does not matter” which corresponds to 23% of the total Generation X participants. No participant answered with “important”, “less important” or “not important”.

The fourth statement is “Feedback of my work performance” where most participants chose “very important” with eight individuals which account for 62% of the total number of participants of Generation X. Next are three individuals which relate to 23% of the total participants of Generation X. Finally, are two participants who selected “does not matter” which accounts for 15% of the total participants of Generation X. No participant answered with “less important” or “not important”.

The fifth statement is “Independence in the workplace” where the majority of participants with eight individuals answered with “very important” which relates to around 62% of the total number of participants of Generation X. Next five participants chose “important” which corresponds to 38% of the total participants of Generation X. No participant chose the answer “does not matter”, “less important” or “not important”.

The sixth statement is “Recognition for good work”. The majority of Generation X with nine individuals answered with “very important” which accounts for 69% of the total number of participants of Generation X. Next, four participants chose “important” which relates to around 31% of the total Generation X participants. No participant chose the answer “does not matter”, “less important” or “not important”.

The seventh statement is “Flexible working hours”. The majority of participants were split into five individuals each who answered with “very important” or “important” which corresponds to 38% each or around 77% of the total participants of Generation X. Next are three individuals who selected “does not matter” which relates to around 23% of the total number of Generation X participants. No participant answered with “less important” or “not important”.

The eighth statement is “Job security”. Most of the participants answered with “important” with seven individuals which relates to 54% of the total number of participants of Generation X. Four individuals chose “very important” which corresponds to 31% of the total Generation X participants. Two individuals chose “does not matter” which accounts for 15% of the total number of Generation X participants. No participant answered with “less important” or “not important”.

The ninth statement is “Responsibility” where most participants were split between “very important” and “does not matter” with five individuals each which account for 38% each and around 77% of the total number of participants of Generation X. Three individuals chose “important” which corresponds to 23% of the total Generation X participants. No participant answered with “less important” or “not important”.

The tenth statement is “A fair and attentive supervisor” where the majority of participants with eight individuals answered with “very important” which relates to around 62% of the total number of participants of Generation X. Four participants chose “important” which corresponds to 31% of the total participants of Generation X. No participant chose the answer “does not matter”, “less important” or “not important” and one individual preferred not to answer this statement.

The eleventh statement is “A pleasant and clear working environment”. The majority of participants with ten individuals answered “very important” which corresponds to 77% of the total participants of Generation X. Next are two individuals who selected “important” which relates to 15% of the total number of Generation X participants. No participant answered with “does not matter”, “less important” or “not important” and one participant did not want to answer this statement.

The last statement is “Being proud of the organization I am working in”. Most of the participants were split between “very important” and “important” with five individuals which relates to 38% each or around 76% of the total number of participants of Generation X. One participant chose “does not matter” which relates to 8% of the total number of Generation X participants. Finally, one individual chose “not important” which corresponds to 8% of the total participants of Generation X. No participant answered with “not important”, and one individual did not want to answer this statement.

Leadership

The answers for the statement “My supervisor supports me when adapting to new situations” reveal that the majority of participants answered with “agree” with eight individuals corresponding to around 61% of the total participants of Generation X. The answer “neither agree nor disagree” was chosen by four participants corresponding

to 31% of the total participants of Generation X. One participant chose the answer “strongly agree” which relates to 8% of the total number of participants of Generation X. None of the participants answered with “disagree” or “strongly disagree”.

The next statement “My supervisor supports me when adapting to new technologies” revealed that the majority of Generation X chose “agree” as their answer with nine participants accounting for 69% of the total participants of Generation X. The answer “strongly agree” has been chosen by one individual accounting for around 8% of the total participants of Generation X. One participant answered with “neither agree nor disagree” accounting for around 8% of the total participants of Generation X. Finally, one individual chose the answer “disagree” which relates to around 8% of the total number of Generation X participants. No participant chose the answer “strongly disagree”. One participant did not want to answer this statement.

The answers for the statement “My supervisor actively encourages know-how transfer” reveal that the majority of participants chose “agree” with eight participants which corresponds to 47% of the total participants of Generation X. Five individuals chose the answer “neither agree nor disagree” which relates to 29% of the total participants of Generation X. Four individuals answered with “strongly agree” which accounts for 24% of the total participants of Generation X. No participant of Generation X chose the answer “disagree” or “strongly disagree”.

The next statement is “My supervisor encourages active cooperation between generations”. The majority of participants chose “agree” with seven answers accounting for 54% of the total participants of Generation X. It is followed by four participants who answered with “neither agree nor disagree” accounting for 31% of the total participants of Generation X. Next is one individual accounting for around 8% of the total Generation X participants who chose the answer “strongly agree”. No participant chose the answer “disagree” or “strongly disagree”. One individual preferred not to answer this statement.

The final statement is “In this company, there are equal opportunities for promotions to higher positions”. Most of the participant’s answers is split between “strongly agree” and “neither agree nor disagree” with five individuals corresponding each to 38% and around 77% of the total participants of Generation X. The answer “strongly

agree” was answered by three participants accounting for 23% of the total Generation X participants. The answer “disagree” and “strongly disagree” were not selected by the participants.

Workplace Structure

The first statement of this construct is “Employees in this company are adequately supported to do a good job”. The majority of Generation X chose the answer “agree” with six individuals corresponding for 46% of the total number of participants of Generation X. Three participants answered with “neither agree nor disagree” which relates to 23% of the total participants of Generation X. Two participants answered with “disagree” which relates to 15% of the total Generation X participants. One participant chose the answer “strongly agree” which relates to 8% of the total participants of Generation X. No participant chose the option “strongly disagree”. One participant did not want to answer this statement.

The second statement is “Employees in this company have the opportunity to suggest improvements in the way things are done”. The majority of Generation X chose “agree” with 10 individuals accounting for 59% of the total participants of Generation X. Seven individuals chose the answer “strongly agree” which accounts for 41% of the total participants of Generation X. There was no participant who chose the answer “neither agree nor disagree”, “disagree” or “strongly disagree”.

The third statement is “This company cares about the well-being of its employees”. Most of the participants with seven individuals answered with “agree” which corresponds to 54% of the total participants of Generation X. Four individuals selected the answer “neither agree nor disagree” accounting for 31% of the total Generation X participants. The answer “strongly agree” has one individual corresponding to around 8% of the total participants of Generation X. No participant selected the option for “disagree” or “strongly disagree”. One individual did not want to answer this statement.

The next statement is “My company supports good relationships and teamwork among all employees”. Most of Generation X answered with “agree” with eight individuals which corresponds to around 62% of the total participants of Generation

X. Four individuals answered with “neither agree nor disagree” which relates to 31% of the number of participants of Generation X. One individual answered with “strongly agree” which relates to around 8% of the total participants of Generation X. No participants selected “disagree” or “strongly disagree”.

The final statement is “My company develops policies aimed at improving work environment and labor climate among all employees”. The majority of participants answered with “agree” with nine individuals accounting for around 70% of the total participants of Generation X. Two participants chose “strongly agree” which relates to 15% of the total number of Generation X participants. Two participants answered with “neither agree nor disagree” which relates to 15% of the total Generation X participants. No participant selected the option for “disagree” or “strongly disagree”.

Stereotypes

The first question is “Which work motto suits you the best?”. The majority of Generation X answered this question with “live to work” with six individuals which relates to 46% of the total number of Generation X participants. Five individuals answered this question with “work-life balance” which corresponds to around 39% of the total participants of Generation X. Two individuals answered with “work to live” which corresponds to 15% of the total participants of Generation X.

The next multiple-choice question asked, “Which of the following reflects your attitude towards work?”. The majority of Generation X with 11 individuals chose “I need challenging work” which relates to 85% of the total number of participants of Generation X. Ten participants answered “Work should bring me joy” which corresponds to 77% of the total number of Generation X participants. Eight participants answered “Individuality is important to me” which relates to 62% of the total participants of Generation X. Eight participants answered “I am willing to learn, flexible and motivated” which corresponds to 62% of the total Generation X participants. Four participants chose the answer “Competition and my career are important to me” which is 31% of the total number of participants of Generation X. Four participants chose “Material values are important to me” which is 31% of the total Generation X participants. Three participants chose “I pay attention to my work-life balance” which accounts for 23% of the total participants of Generation X. Three

participants chose the answer “I am loyal towards my employer, but skeptical towards authorities which relates to 23% of the total number of Generation X participants.

The third single-choice question is “How important is lifelong learning for you?”. The majority of participants chose “I learn for myself” with ten individuals which relates to 77% of the total Generation X participants. Three individuals who relate to 23% of the total number of Generation X chose “I learn when my apprenticeship pays for it”. No participant chose the answer “I do not like to learn” or “I learn for the company”.

The next single-choice statement is “Regarding my supervisors...”. Most of the responses with seven participants answered “I appreciate agreement, authority, and rules” which accounts for 54% of the total participants of Generation X. Next are five participants who selected “I feel comfortable to interact with authority figures and I am not impressed nor intimidated by their title” which corresponds to 29% of the total participants of Generation X. No participant chose “I feel uneasy interacting with authority figures” or “They need to deserve my respect first” and one individual did not want to answer this statement.

The fifth statement is “Regarding feedback and supervision...”. Most participants with six individuals chose the answer “I want a balance between freedom and supervision.” which corresponds to 35% of the total number of participants of Generation X. Four participants answered “I want a strong leader with clear instructions“, which relates to 23% of the total number of participants of Generation X. Two individuals answered “I want my freedom and little supervision” which relates to 12% of the total Generation X participants. One individual did not want to answer this statement.

The final multiple-choice statement is “Select what applies for you”. Most of the participants with eight individuals answered “I welcome diversity at work” which corresponds to 62% of the total number of Generation X participants. Seven participants selected “I care about the environment” which relates to 54% of the total participants of Generation X. Five individuals chose “I know my way around the newest technology” which accounts for 38% of the total Generation X participants. Five participants chose “I want to work in the same company for the rest of my life” which relates to 38% of the total participants of Generation X. Four participants answered “I need strong and personal relationships at work” which relates to 31% of

the total Generation X participants. Three participants selected “I care about the image and popularity of the organization I am working in” which corresponds to 23% of the total Generation X participants.

4.4.3 Generation Y

Age Discrimination

The answers of Generation Y to the question “Have you ever felt like you are being discriminated against (at work) due to your age?” reveal that the majority of Generation Y with 12 individuals have never felt discriminated against at work due to their age, which accounts for 70% of the total participants of Generation Y. Followed by 3 participants accounting for 18% of the total participants of Generation Y who answered they barely feel being discriminated against. One participant of Generation Y answered that they sometimes feel that they are discriminated against, and one answered that they often feel discriminated against at work, which each account for 6% of the total participants.

For the statement “In this company, individuals are being discriminated against due to their age” the majority of Generation Y answered with “strongly disagree” which relates to 10 individuals or 59% of the total participants of Generation Y. Six participants of Generation Y said that they “disagree” accounting for 35% of the total participants of Generation Y. No participants answered with “neither agree nor disagree”. One participant selected “agree” which accounts for 6% of the total participants of Generation Y. Finally, no participant of Generation Y answered with “strongly agree”.

Work Satisfaction

The first statement is “I enjoy our work culture”. The majority of participants, with seven individuals answered with “agree” which relates to 41% of the total number of participants of Generation Y. Six individuals answered “strongly agree” corresponding to 35% of the total Generation Y participants. Two participants accounting for 12% of the total number of participants of Generation Y chose “disagree”. One participant answered with “neither agree nor disagree” which accounts for 6% of the total

participants of Generation Y. No participant answered with “strongly disagree”. One individual decided not to answer this statement.

The second statement is “I feel connected to my colleagues”. The majority of Generation Y, with nine individuals who answered with “strongly agree” accounting for 53% of the total number of participants of Generation Y. Six participants chose “agree” which relates to 35% of the total Generation Y participants. One individual chose “neither agree nor disagree” which corresponds to 6% of the total participants of Generation Y. Finally, one participant chose “disagree” which relates to 6% of the total number of Generation Y participants. No participant chose the answer “strongly disagree”.

The third statement is “Overall, I am satisfied with my workplace”. The majority of participants were split between “strongly agree” and “agree” with each corresponding to seven individuals which relates to 41% each and 82% of the total number of participants of Generation Y. One individual which relates to 6% of the total participants of Generation Y chose “neither agree nor disagree”. Finally, one individual selected “disagree” which corresponds to 6% of the total number of participants. No participant chose the answer “strongly disagree” and one participant did not want to answer this statement.

The last question is “How important is it to you that the following components are taken into consideration in your work environment” which consists of 12 statements stated below:

The first statement is “Career and advancement opportunities” where the majority of participants with nine individuals answered with “very important” which relates to 53% of the total number of participants of Generation Y. Next are seven participants chose “important” which corresponds to 41% of the total participants of Generation Y. One participant answered with “not important” which corresponds to 6% of the total number of Generation Y participants. No participants chose the answer “does not matter” or “less important”.

The second statement is “Colleagues and employees with whom it is enjoyable to work with”. The majority of participants with 13 individuals answered “very

important” which corresponds to 76% of the total participants of Generation Y. Next are four individuals who selected “important” which relates to 24% of the total number of Generation Y participants. No participant answered with “does not matter”, “less important” or “not important”.

The next statement is “The feeling of being appreciated as a person”. Most of the participants chose “very important” with 29 individuals which relates to 76% of the total number of participants of Generation Y. Seven individuals chose “important” which corresponds to 18% of the total Generation Y participants. One individual chose “does not matter” which accounts for 3% of the total number of Generation Y participants. No participant answered with “less important” or “not important” and one participant did not want to answer the statement.

The fourth statement is “Feedback of my work performance” where most participants chose “important” with 10 individuals which account for 59% of the total number of participants of Generation Y. Next are six individuals which relate to 35% of the total participants of Generation Y. Finally, one participant who selected “less important” which accounts for 6% of the total participants of Generation Y. No participant answered with “does not matter” or “not important”.

The fifth statement is “Independence in the workplace” where the majority of participants with 12 individuals answered with “important” which relates to around 71% of the total number of participants of Generation Y. Next are three participants chose “very important” which corresponds to 18% of the total participants of Generation Y. One individual selected “does not matter” which accounts for 6% of the total Generation Y participants. Finally, one participant chose “less important” which accounts for 6% of the total number of Generation Y participants. No participant chose the answer “not important”.

The sixth statement is “Recognition for good work”. The majority of Generation Y with 11 individuals answered with “important” which accounts for 50% of the total number of participants of Generation Y. Next, five participants chose “very important” which relates to around 31% of the total Generation Y participants. One individual chose “neither agree nor disagree” which corresponds to 11% of the total participants of Generation Y. No participant chose the answer “less important” or “not important”.

The seventh statement is “Flexible working hours”. The majority of participants with 10 individuals answered “important” which corresponds to 59% of the total participants of Generation Y. Next are four individuals who selected “very important” which relates to around 24% of the total number of Generation Y participants. One participant answered “does not matter” which accounts for 6% of the total Generation Y participants. Two participants selected “less important” which relates to 12% of the total number of Generation Y participants. No participant answered with “less important”.

The eighth statement is “Job security”. Most of the participants answered “important” with eight individuals which relates to 47% of the total number of participants of Generation Y. Seven individuals chose “very important” which corresponds to 41% of the total Generation Y participants. Two individuals chose “less important” which accounts for 12% of the total number of Generation Y participants. No participant answered with “does not matter” or “not important”.

The ninth statement is “Responsibility” where most participants chose “important” with 12 individuals which account for 71% of the total number of participants of Generation Y. Next are four individuals which relate to around 23% of the total participants of Generation Y. One individual chose “less important” which corresponds to 6% of the total Generation Y participants. No participant answered with “does not matter” or “not important”.

The tenth statement is “A fair and attentive supervisor” where the majority of participants with eight individuals are split between “very important” and “important” which relates to 47% each and 94% of the total number of participants of Generation Y. One participant chose “does not matter” which corresponds to 6% of the total participants of Generation Y. No participant chose the answer “less important” or “not important”.

The eleventh statement is “A pleasant and clean working environment”. The majority of participants with 13 individuals answered “very important” which corresponds to 76% of the total participants of Generation Y. Next are four individuals who selected “important” which relates to 24% of the total number of Generation Y participants. No participant answered with “does not matter”, “less important” or “not important”.

The last statement is “Being proud of the organization I am working in”. Most of the participants were split between “very important” and “important” with eight individuals which relates to 47% each and 94% of the total number of participants of Generation Y. One individual chose “not important” which corresponds to 6% of the total Generation Y participants. No participant answered with “does not matter” or “less important”.

Leadership

The answers for the statement “My supervisor supports me when adapting to new situations” reveal that the majority of participants answered with “agree” with nine individuals corresponding to 53% of the total participants of Generation Y. Both “strongly agree” and “neither agree nor disagree” had the same number of answers with four participants each, corresponding to 23,5% for each or 47% of the total participants of Generation Y. None of the participants answered with “strongly disagree” or “disagree”.

The next statement “My supervisor supports me when adapting to new technologies” revealed that the majority of Generation Y chose “agree” as their answer with eight participants accounting for 47% of the total participants of Generation Y. The answer “neither agree nor disagree” has been chosen by five individuals accounting for 29% of the total participants of Generation Y. Three participants answered with “strongly agree” accounting for 18% of the total participants of Generation Y. Finally, one participant chose the answer “disagree” which relates to 6% of the total participants of Generation Y. No participant chose the answer “strongly disagree”.

The answers to the statement “My supervisor actively encourages know-how transfer” reveal that the majority of participants chose “agree” with eight participants which corresponds to 47% of the total participants of Generation Y. Five individuals chose the answer “neither agree nor disagree” which relates to 29% of the total participants of Generation Y. Four individuals answered with “strongly agree” which accounts for 24% of the total participants of Generation Y. No participant of Generation Y chose the answer “disagree” or “strongly disagree”.

The next statement is “My supervisor encourages active cooperation between generations”. The majority of participants chose “agree” with eight answers accounting for 47% of the total participants of Generation Y. It is followed by five participants who answered with “neither agree nor disagree” accounting for 29% of the total participants of Generation Y. Next are three individuals accounting for 18% of the total Generation Y participants who chose the answer “strongly agree”. No participant chose the answer “disagree” or “strongly disagree”. One individual preferred not to answer this statement.

The final statement is “In this company, there are equal opportunities for promotions to higher positions”. Most of the participants answered “agree” with eight individuals corresponding to 47% of the total participants of Generation Y. The answer “strongly agree” was answered by six participants accounting for 35% of the total Generation Y participants. The answer “neither agree nor disagree” had three participants accounting for 18% of the total Generation Y.

Workplace Structure

The first statement of this construct is “Employees in this company are adequately supported to do a good job”. The majority of Generation Y chose the answer “agree” with nine individuals corresponding to 53% of the total number of participants of Generation Y. Five participants answered with “strongly agree” which relates to 29% of the total participants of Generation Y. Three participants answered with “neither agree nor disagree” which relates to 18% of the total Generation Y participants. No participant chose the option “disagree” or “strongly disagree”.

The second statement is “Employees in this company have the opportunity to suggest improvements in the way things are done”. The majority of Generation Y chose “agree” with 10 individuals accounting for 59% of the total participants of Generation Y. Seven individuals chose the answer “strongly agree” which accounts for 41% of the total participants of Generation Y. There was no participant who chose the answer “neither agree nor disagree”, “disagree” or “strongly disagree”.

The third statement is “This company cares about the well-being of its employees”. Most of the participants with seven individuals answered with “agree” which

corresponds to 41% of the total participants of Generation Y. Six individuals selected the answer “strongly agree” accounting for 35% of the total Generation Y participants. The answer “neither agree nor disagree” has three individuals corresponding to 18% of the total participants of Generation Y. No participant selected the option for “disagree” or “strongly disagree”. One individual did not want to answer this statement.

The next statement is “My company supports good relationships and teamwork among all employees”. Most of Generation Y answered with “strongly agree” with seven individuals which corresponds to around 41% of the total participants of Generation Y. Six individuals answered with “agree” which relates to 35% of the number of participants of Generation Y. Four individuals answered with “neither agree nor disagree” which relates to 24% of the total participants of Generation Y. No participants selected “disagree” or “strongly disagree”. No participant selected the option for “disagree” or “strongly disagree”.

The final statement is “My company develops policies aimed at improving the work environment and labor climate among all employees”. The majority of participants answered with “agree” with nine individuals accounting for 53% of the total participants of Generation Y. Four participants chose “strongly agree” which relates to 23,5% of the total number of Generation Y participants. Four participants answered with “neither agree nor disagree” which relates to 23,5% of the total Generation Y participants. No participant selected the option for “disagree” or “strongly disagree”.

Stereotypes

The first question is “Which work motto suits you the best?”. The majority of Generation Y answered this question with “work-life balance” with 11 individuals which relates to 65% of the total number of Generation Y participants. Four individuals answered this question with “live to work” which corresponds to around 23% of the total participants of Generation Y. Two individuals answered with “work to live” which corresponds to 12 % of the total participants of Generation Y.

The next multiple-choice question asked, “Which of the following reflects your attitude towards work?”. 16 participants answered “Work should bring me joy” which

corresponds to 94% of the total number of Generation Y participants. 16 participants answered with “I am willing to learn, flexible and motivated” which corresponds to % of the total Generation Y participants. 12 individuals chose “I need challenging work” which relates to 71% of the total number of participants of Generation Y. Nine participants chose “I pay attention to my work-life-balance” which accounts for 53% of the total participants of Generation Y. Seven participants chose the answer “I am loyal towards my employer but skeptical towards authorities which relates to 41% of the total number of Generation Y participants. Six participants answered “Individuality is important to me” which relates to 35% of the total participants of Generation Y. Five participants chose the answer “Competition and my career are important to me” which is 29% of the total number of participants of Generation Y. Three participants chose “Material values are important to me” which is 18% of the total Generation Y participants.

The third single-choice question is “How important is lifelong learning for you?”. The majority of participants chose “I learn for myself” with 15 individuals which relates to 88% of the total Generation Y participants. One individual which relates to 6% of the total number of Generation Y chose “I learn when my apprenticeship pays for it”. Finally, one individual chose the answer “I do not like to learn” which corresponds to 6% of the total participants of Generation Y. No participant chose the option “I learn for the company”.

The next single-choice statement is “Regarding my supervisors...”. Most of the responses with ten participants answered “I feel comfortable interacting with authority figures, and I am not impressed nor intimidated by their title” which accounts for 59% of the total participants of Generation Y. Three participants answered “I appreciate agreement, authority, and rules” which corresponds to around 17.5% of the total number of participants of Generation Y. Three participants chose “I feel uneasy interacting with authority figures” which relates to around 17.5% of the total Generation Y participants. One individual chose the answer “They need to deserve my respect first” which accounts for 6% of the total participants of Generation Y.

The fifth statement is “Regarding feedback and supervision...”. Most of the participants with 12 individuals chose the answer “I want a balance between freedom

and supervision.” which corresponds to 71% of the total number of participants of Generation Y. Four participants answered “I want my freedom and little supervision” which is 23% of the total number of participants of Generation Y. One individual answered “I want a strong leader with clear instructions” which relates to 6% of the total Generation Y participants.

The final multiple-choice statement is “Select what applies to you”. Most of the participants with 16 individuals answered “I welcome diversity at work” which corresponds to 94% of the total number of Generation Y participants. 12 participants selected “I care about the environment” which relates to 71% of the total participants of Generation Y. Ten participants selected “I care about the image and popularity of the organization I am working in” which corresponds to 59% of the total Generation Y participants. Eight participants answered “I need strong and personal relationships at work” which relates to 47% of the total Generation Y participants. Five individuals chose “I know my way around the newest technology” which accounts for 29% of the total Generation Y participants. Two participants chose “I want to work in the same company for the rest of my life” which relates to 12% of the total participants of Generation Y.

4.4.4 Generation Z

Age Discrimination

The answers of Generation Z to the question “Have you ever felt like you are being discriminated against (at work) due to your age?” reveal that the majority of Generation Z with 19 individuals have never felt discriminated against at work due to their age, which accounts for 50% of the total participants of Generation Z. Followed by 10 participants accounting for 26% of the total participants of Generation Z who answered they barely feel being discriminated against. Eight participants of Generation Z answered that they sometimes feel that they are discriminated against, which accounts for 21% of the total participants of Generation Z and only one individual said they often feel discriminated against at work due to their age, which is 3% of the total participants of Generation Z.

For the statement “In this company, individuals are being discriminated against due to their age” the majority of Generation Z answered with “strongly disagree” which

relates to 20 individuals or 53% of the total participants of Generation Z. Six participants of Generation Z said that they “disagree” accounting for 16% of the total participants of Generation Z. Two participants answered with “neither agree nor disagree” accounting for 5% of the total participants of Generation Z. Four participants selected “agree” which accounts for 11% of the total participants of Generation Z. Finally, one participant of Generation Z answered with “strongly agree” accounting for 3% of the total participants of Generation Z. Five individuals preferred to not answer this statement.

Work Satisfaction

The first statement is “I enjoy our work culture”. The majority of participants with 17 individuals answered with “agree” which relates to 45% of the total number of participants of Generation Z. Ten individuals answered “neither agree nor disagree” which corresponds to 26% of the total Generation Z participants. Eight participants answered with “strongly agree” which accounts for 21% of the total participants of Generation Z. No participant answered with “disagree” or “strongly disagree”. Three individuals decided to not answer this statement.

The second statement is “I feel connected to my colleagues”. The majority of Generation Z with 17 individuals answered with “strongly agree” which accounts for 45% of the total number of participants of Generation Z. 15 participants chose “agree” which relates to 39% of the total Generation Z participants. Two individuals chose “neither agree nor disagree” which corresponds to 5% of the total participants of Generation Z. Finally, two participants chose “disagree” which relates to 5% of the total number of Generation Z participants. No participant chose the answer “strongly disagree”. Two participants decided to not answer this statement.

The third statement is “Overall, I am satisfied with my workplace”. The majority of participants chose “agree” with 18 individuals which relates to 47% of the total number of participants of Generation Z. Nine participants chose the answer “strongly agree” which relates to 24% of the total Generation Z participants. Four individuals who relate to 11% of the total participants of Generation Z chose “neither agree nor disagree”. Three individuals selected “disagree” which corresponds to 8% of the total

number of participants. No participant chose the answer “strongly disagree” and four participants did not want to answer this statement.

The last question is “How important is it to you that the following components are taken into consideration in your work environment” which consists of 12 statements stated below:

The first statement is “Career and advancement opportunities” where the majority of participants with 17 individuals answered with “very important” which relates to 45% of the total number of participants of Generation Z. Next are 13 participants chose “important” which corresponds to 34% of the total participants of Generation Z. Four individuals selected “does not matter” which accounts for 11% of the total Generation Z participants. Two participants answered with “not important” which corresponds to 5% of the total number of Generation Z participants. No participants chose the answer “less important”, and two participants did not answer this statement.

The second statement is “Colleagues and employees with whom it is enjoyable to work with”. The majority of participants with 25 individuals answered “very important” which corresponds to 66% of the total participants of Generation Z. Next are 11 individuals who selected “important” which relates to 29% of the total number of Generation Z participants. Last is one participant who answered “does not matter” which accounts for 3% of the total Generation Z participants. No participant answered with “less important” or “not important” and one individual did not answer the statement.

The next statement is “The feeling of being appreciated as a person”. Most of the participants chose “very important” with 29 individuals which relates to 76% of the total number of participants of Generation Z. Seven individuals chose “important” which corresponds to 18% of the total Generation Z participants. One individual chose “does not matter” which accounts for 3% of the total number of Generation Z participants. No participant answered with “less important” or “not important” and one participant did not want to answer the statement.

The fourth statement is “Feedback of my work performance” where most participants chose “important” with 19 individuals which account for 50% of the total number of

participants of Generation Z. Next are 14 individuals which relate to 37% of the total participants of Generation Z. Three individuals chose “does not matter” which corresponds to 8% of the total Generation Z participants. Finally, is one participant who chose “less important” which accounts for around 3% of the total number of Generation Z participants. No participant answered with “not important”, and one participant did not want to answer the statement.

The fifth statement is “Independence in the workplace” where the majority of participants with 15 individuals answered with “important” which relates to 39% of the total number of participants of Generation Z. Next are 14 participants chose “very important” which corresponds to 37% of the total participants of Generation Z. Eight individuals selected “does not matter” which accounts for 21% of the total Generation Z participants. No participant chose the answer “less important” or “not important” and one participant did not answer this statement.

The sixth statement is “Recognition for good work”. The majority of Generation Z with 19 individuals answered with “very important” which accounts for 50% of the total number of participants of Generation Z. Next, 12 participants chose “important” which relates to around 31% of the total Generation Z participants. Four individuals chose “neither agree nor disagree” which corresponds to 11% of the total participants of Generation Z. One participant selected “less important” which relates to 3% of the total number of participants of Generation Z. No participant chose the answer “not important”. Two participants decided to not answer this statement.

The seventh statement is “Flexible working hours”. The majority of participants with 16 individuals answered “important” which corresponds to 42% of the total participants of Generation Z. Next are 10 individuals who selected “very important” which relates to 26% of the total number of Generation Z participants. Nine participants answered “does not matter” which accounts for 24% of the total Generation Z participants. One participant selected “not important” which relates to 3% of the total number of Generation Z participants. No participant answered with “less important”, and two individuals did not answer the statement.

The eighth statement is “Job security”. Most of the participant’s answers were split between “very important” and “important” with 15 individuals which relates to 39%

each and 78% of the total number of participants of Generation Z. Three individuals chose “does not matter” which corresponds to 8% of the total Generation Z participants. Two individuals chose “less important” which accounts for 5% of the total number of Generation Z participants. One participant chose “not important” which corresponds to 3% of the total Generation Z participants. Two participants did not want to answer the statement.

The ninth statement is “Responsibility” where most participants chose “important” with 20 individuals which account for 53% of the total number of participants of Generation Z. Next are 13 individuals which relate to 34% of the total participants of Generation Z. Two individuals chose “does not matter” which corresponds to 5% of the total Generation Z participants. One participant chose “less important” which accounts for around 3% of the total number of Generation Z participants. Finally, one participant chose “not important” which relates to around 3% of the total Generation Z participants. One participant did not want to answer the statement.

The tenth statement is “A fair and attentive supervisor” where the majority of participants with 27 individuals answered with “very important” which relates to 71% of the total number of participants of Generation Z. Next are eight participants chose “very important” which corresponds to 21% of the total participants of Generation Z. One individual selected “does not matter” which accounts for around 3% of the total Generation Z participants. One participant chose “not important” which relates to around 3% of the total number of Generation Z participants. No participant chose the answer “less important”, and one participant did not answer this statement.

The eleventh statement is “A pleasant and clean working environment”. The majority of participants, with 28 individuals answered “very important” which corresponds to 74% of the total participants of Generation Z. Next are six individuals who selected “important” which relates to 16% of the total number of Generation Z participants. One participant answered “does not matter” which accounts for 3% of the total Generation Z participants. One participant selected “less important” which accounts for 3% of the total participants of Generation Z. No participant answered with “not important” and one individual did not answer the statement.

The last statement is “Being proud of the organization I am working in”. Most of the participants were split between “very important” and “important” with 14 individuals which relates to % each and % of the total number of participants of Generation Z. Six individuals chose “does not matter” which corresponds to 18% of the total Generation Z participants. Three individuals chose “less important” which accounts for 3% of the total number of Generation Z participants. No participant answered with “not important”, and one participant did not want to answer the statement.

Leadership

The answers for the statement “My supervisor supports me when adapting to new situations” reveal that the majority was split between two answers. For both “strongly agree” and “agree” 10 individuals were choosing these answers which corresponds to 26% each individually and 52% of the total participants of Generation Z. Five individuals chose the answer “neither agree nor disagree” which relates to 13% of the total participants of Generation Z. Four individuals answered with “disagree” which accounts for 11% of the total participants of Generation Z. Finally, three participants accounting for 8% of the total participants of Generation Z answered this statement with “strongly disagree”. Six individuals preferred not to answer this statement.

The next statement “My supervisor supports me when adapting to new technologies” revealed that the majority of Generation Z chose “agree” as their answer with 13 participants accounting for 34% of the total participants of Generation Z. The answer “strongly agree” has been chosen by seven individuals accounting for 18% of the total participants of Generation Z. Four participants answered with “neither agree nor disagree” accounting for 11% of the total participants of Generation Z and three individuals answered “disagree” corresponding to 8% of the total participants of Generation Z. Finally, three participants chose the answer “strongly disagree” which relates to 8% of the total participants of Generation Z. Eight individuals preferred not to answer this statement.

The answers for the statement “My supervisor actively encourages know-how transfer” reveal that the majority of participants chose “agree” with 14 participants which corresponds to 37% of the total participants of Generation Z. Six individuals chose the answer “strongly agree” which relates to 16% of the total participants of

Generation Z. Five individuals answered with “neither agree nor disagree” which accounts for 13% of the total participants of Generation Z. Four individuals answered with “disagree” which relates to 10,5% of the total participants of Generation Z. Finally, three participants accounting for 8% of the total participants of Generation Z answered this statement with “strongly disagree”. Six individuals preferred not to answer this statement.

The next statement is “My supervisor encourages active cooperation between generations”. The majority of participants chose “agree” with ten answers accounting for 26% of the total participants of Generation Z. It is followed by eight participants who answered with “neither agree nor disagree” accounting for 21% of the total participants of Generation Z. Next are seven individuals accounting for 18% of the total Generation Z participants who chose the answer “strongly agree”. Six participants corresponding to 16% of the total participants of Generation Z answered with “disagree”. Finally, one participant answered with “strongly disagree” accounting for 3% of the total Generation Z participants. Six individuals preferred not to answer this statement.

The final statement is “In this company, there are equal opportunities for promotions to higher positions”. Most of the participants answered “neither agree nor disagree” with 10 individuals corresponding to 26% of the total participants of Generation Z. Both “agree” and “strongly agree” had an equal number of participants with eight individuals each accounting for 21% and together 42% of the total Generation Z participants. Both “disagree” and “strongly disagree” also had an equal number of participants where each had two participants accounting for 5% and together 10% of the total Generation Z. Eight individuals preferred not to answer this statement.

Workplace Structure

The first statement of this construct is “Employees in this company are adequately supported to do a good job”. The majority of Generation Z was split between two answers “agree” and “neither agree nor disagree” where each had 11 individuals corresponding to 29% each and % of the total number of participants of Generation Z. Six participants answered with “strongly agree” which relates to 16% of the total participants of Generation Z. Two participants answered with “disagree” and two with

“strongly disagree” which relates to 5% each and 10% of the total Generation Z participants. Six individuals did not want to answer this statement.

The second statement is “Employees in this company have the opportunity to suggest improvements in the way things are done”. The majority of Generation Z chose “agree” with 13 individuals accounting for 34% of the total participants of Generation Z. Both the answer “strongly agree” and “neither agree nor disagree” were chosen by eight individuals which relate to 21% each and 42% of the total number of participants of Generation Z. Three individuals chose the answer “disagree” which accounts for 8% of the total participants of Generation Z. Finally, one individual chose “strongly disagree” which is 3% of the total participants of Generation Z. Six individuals decided to not answer this statement.

The third statement is “This company cares about the well-being of its employees”. Most of the participants with 11 individuals answered with “neither agree nor disagree” which corresponds to 29% of total participants of Generation Z. Ten individuals selected answer “agree” accounting for 26% of the total Generation Z participants. The answer “strongly agree” has seven individuals corresponding to 18% of the total participants of Generation Z. Four individuals answered “disagree” which is 11% of the total participants of Generation Z. Finally, one participant selected “strongly disagree” which accounts for 3% of the total Generation Z participants. Five individuals did not want to answer this statement.

The next statement is “My company supports good relationships and teamwork among all employees”. Most of Generation Z answered “agree” with 12 individuals which corresponds to around 32% of the total participants of Generation Z. Ten individuals answered with “strongly agree” which relates to 26% of the number of participants in Generation Z. Six individuals answered with “neither agree nor disagree” which relates to 16% of the total participants of Generation Z. Four individuals chose “disagree” which accounts for 11% of the Generation Z participants. Finally, one individual answered with “strongly disagree” which accounts for 3% of the total number of participants of Generation Z. Five individuals did not want to answer the statement.

The final statement is “My company develops policies aimed at improving the work environment and labor climate among all employees”. The majority of participants answered with “neither agree nor disagree” with 13 individuals accounting for 34% of the total participants of Generation Z. Nine participants chose “agree” which relates to 24% of the total number of Generation Z participants. Eight participants answered with “strongly agree” which relates to 21% of the total Generation Z participants. Two participants chose to answer with “disagree” which accounts for 5% of the total participants of Generation Z. Finally, one participant chose “strongly disagree” which corresponds to 3% of the total number of participants of Generation Z. Five participants did not want to answer this statement.

Stereotypes

The first single-choice question is “Which work motto suits you the best?”. The majority of Generation Z answered this question with “work-life balance” with 29 individuals which relates to 76% of the total number of Generation Z participants. Three individuals answered this question with “live to work” which corresponds to 8% of the total participants of Generation Z. Three individuals answered with “work to live” which corresponds to 8% of the total participants of Generation Z. Three individuals did not want to answer this question.

The next multiple-choice question asked “Which of the following reflects your attitude towards work?” where 32 participants answered “Work should bring me joy” which corresponds to 84% of the total number of Generation Z participants. 27 participants answered with “I am willing to learn, flexible, and motivated” which corresponds to 71% of the total Generation Z participants. 20 participants chose “I pay attention to my work-life-balance” which accounts for 53% of the total participants of Generation Z. 15 participants answered “Individuality is important to me” which relates to 39% of the total participants of Generation Z. 15 individuals chose “I need challenging work” which relates to 39% of the total number of participants of Generation Z. 14 participants chose the answer “Competition and my career are important to me” which is 37% of the total number of participants of Generation Z. Ten participants chose “Material values are important to me” which is 26% of the total Generation Z participants. Nine participants chose the answer “I am loyal towards my employer,

but skeptical towards authorities which relates to 24% of the total number of Generation Z participants.

The third single-choice question is “How important is lifelong learning for you?”. The majority of participants chose “I learn for myself” with 30 individuals which relates to 79% of the total Generation Z participants. Three individuals who relate to 8% of the total number of Generation Z chose “I learn when my apprenticeship pays for it”. Two individuals chose the answer “I do not like to learn” which corresponds to 5% of the total participants of Generation Z. No participant chose the option “I learn for the company”. Three individuals did not answer this question.

The next single-choice statement is “Regarding my supervisors...”. Most of the responses with 13 participants answered “I feel comfortable interacting with authority figures and I am not impressed nor intimidated by their title” which accounts for 34% of the total participants of Generation Z. 11 participants answered “I appreciate agreement, authority, and rules” which corresponds to 29% of the total number of participants of Generation Z. Eight individuals chose the answer “They need to deserve my respect first” which accounts for 21% of the total participants of Generation Z. Three participants chose “I feel uneasy interacting with authority figures” which relates to 8% of the total Generation Z participants. Three participants did not want to answer this statement.

The fifth statement is “Regarding feedback and supervision...”. The majority of participants with 25 individuals chose the answer “I want a balance between freedom and supervision.” which corresponds to 66% of the total number of participants of Generation Z. Six participants answered “I want my freedom and little supervision” which is 16% of the total number of participants of Generation Z. Four individuals answered “I want a strong leader with clear instructions” which relates to 10% of the total Generation Z participants. Three individuals did not want to answer this statement.

The final multiple-choice statement is “Select what applies to you”. Most of the participants with 25 individuals answered “I welcome diversity at work” which corresponds to 66% of the total number of Generation Z participants. 20 participants selected “I care about the environment” which relates to 53% of the total participants

of Generation Z. 20 individuals chose “I know my way around the newest technology” which accounts for 53% of the total Generation Z participants. 19 participants answered “I need strong and personal relationships at work” which relates to 50% of the total Generation Z participants. 16 participants selected “I care about the image and popularity of the organization I am working in” which corresponds to 42% of the total Generation Z participants. One participant chose “I want to work in the same company for the rest of my life” which relates to 3% of the total participants of Generation Z.

4.5 Preparations for Hypotheses Testing

Before the five hypotheses can be tested, some of the constructs needed to be adjusted.

Age Discrimination

To be able to test the construct “age discrimination” a composite variable has been developed using the two items personal age discrimination and employees age discrimination. The Cronbach’s alpha test is used to assure the intern-item consistency of the composite variable. Table 15 gives an overview of Cronbach’s alpha for “age discrimination” which is considered an acceptable score and therefore the composite variable can be used for the data analysis (Navarro & Foxcroft, 2022, pp. 464-466).

Table 14: Cronbach's Alpha (Age Discrimination)

Independent Variable	Cronbach’s α	Interpretation
Age discrimination	0.677	acceptable

Work Satisfaction

To test the construct “work satisfaction” a composite variable has been developed. The fifteen items including employment of work culture, connection to colleagues, satisfaction at work, career and advancement, colleagues’ enjoyment, appreciation, feedback, independence, recognition, fair supervisor, pleasant work environment, and being proud of the organization are merged into one latent variable. To assure the inter-item consistency of this new variable, Cronbach’s alpha test was used. The

Cronbach’s alpha in Table 16 for “work satisfaction” is 0.820 which indicates that it is a good score with good internal consistency, hence the composite variable can be used for the data analysis (Navarro & Foxcroft, 2022, pp. 464-466).

Table 15: Cronbach's Alpha (Work Satisfaction)

Independent Variable	Cronbach’s α	Interpretation
Work Satisfaction	0.820	good

Leadership

To test the construct “leadership” a composite variable has been developed. The five items of this construct including new situations, new technologies, know-how transfer, active cooperation, and promotions and opportunities are merged into one latent variable. To assure the inter-item consistency of this new variable, Cronbach’s alpha test was used. The Cronbach’s alpha for “leadership” stated in Table 17 is 0.864 which indicates that it is a good score with good internal consistency, hence the composite variable can be used for the data analysis (Navarro & Foxcroft, 2022, pp. 464-466).

Table 16: Cronbach's Alpha (Leadership)

Independent Variable	Cronbach’s α	Interpretation
Leadership	0.864	good

Workplace structure

To test the construct “workplace structure” a composite variable has been developed. The five items include employee well-being, employee support, improvement suggestions, employee relationships, and policies. They are merged into one latent variable to test it. To assure the inter-item consistency of this new variable, Cronbach’s alpha test was used. The Cronbach’s alpha for “workplace structure” in Table 18 revealed a value of 0.881 which indicates that it is a good score with good internal consistency, hence the composite variable can be used for the data analysis (Navarro & Foxcroft, 2022, pp. 464-466).

Table 17: Cronbach's Alpha (Workplace Structure)

Independent Variable	Cronbach's α	Interpretation
Workplace Structure	0.881	good

4.6 Hypotheses testing

4.6.1 Hypothesis 1

H1: There is a significant difference between the age groups and their overall work satisfaction.

This hypothesis wants to gain insight and information on whether generations are equally satisfied at work or not. To test this hypothesis the latent variable "work satisfaction" is used as well as each generation. The Kruskal-Wallis test is used since the Shapiro-Wilk test revealed that the data are not normally distributed and since the relationship examined is based on "differences" (Hair et al., 2020, p. 297)

Table 19 below shows the Kruskal-Wallis test with its corresponding three items the χ^2 , "df", and the p-value. The χ^2 or chi-square is 2.46 which can be interpreted as a low association between the variables. Item "df" represents "degrees of freedom", which shows the number of values compared which is equal to 3. The p-value is 0.617 which indicates that the value is above the predetermined significance level of 0.05. Hence, there were no groups that significantly differentiated themselves from others and therefore there is no significant difference between age and work satisfaction. Based on both items suggesting no significant difference, the alternative hypothesis *H1: There is a significant difference between the age groups and their overall work satisfaction* can be rejected, and the null hypothesis *H0: There is no significant difference between the age groups and their overall work satisfaction* can be retained. Since the Kruskal-Wallis analysis already suggests that there are no differences between at least two age generations, no post-hoc test was conducted.

Table 18: Kruskal-Wallis Test (Hypothesis 1)

Kruskal-Wallis

	χ^2	df	p-value
Work satisfaction	1.79	3	0.617

Based on the results it can be assumed that there might be other factors that can influence work satisfaction besides age. As the model of Seashore and Tabor (1975, pp. 347-357) implied, ten key drivers can affect an individual's job satisfaction, where demography is only one of the ten possibilities of job satisfaction. The results of the analysis could indicate that certain factors are more relevant or there needs to be a combination of several factors for an individual employee to feel dissatisfied. To ensure that there is no other demographic factor that might influence job satisfaction the Kruskal-Wallis test was used in combination with gender, nationality, highest education level, employment status, and year within the organization. The results for each item revealed a p-value above 0.05 indicating no significant relationship between demographic factors and job satisfaction. Furthermore, the model developed by Hackman and Oldham (1975, p. 161) proposes that the main drivers are based on the job characteristics rather than the person. They suggested that based on the job characteristics, the individual employee has certain psychological responses which result in either positive or negative outcomes. As before, this suggests that external factors such as the job itself might be more relevant to work satisfaction than the individual employee's age. Finally, is the Motivation-Hygiene theory developed by Frederick Herzberg (1959, p.83). This model emphasizes again external factors such as working conditions, job security, and benefits rather than individual factors such as age. The results of the data analysis challenge the assertions made by Arthur G. Bedeian et al. (1992, pp. 38-39) who found a correlation between job satisfaction and age. However, it reinforces the more recent findings reported by Jeffrey M. Cucina et al. (2018, pp. 258-259) who sampled women and their female children for several years, finding no evidence that age can influence their job satisfaction.

4.6.2 Hypothesis 2

H2: There is a significant difference between the age groups and what aspects they value at work.

This hypothesis is used to find out whether age groups have different aspects they value at work. To test the difference between age groups and what they value at work the four generations are represented as well as the variables of “stereotypes” including work motto, all the items of work attitude, lifelong learning, supervisors, feedback, and supervision, and all the items of the “what applies” statements. To test hypothesis 2, the χ^2 test of association is used since the values are nominal and ordinal and therefore this test provides the best fit (Hair et al., 2020, p. 297).

Since the answers are nominal, each item is tested using a χ^2 test to get a better insight into the differences between each variable and age. Table 20 below gives an overview of each item that did not show a significant p-value and therefore was rejected and not further analyzed. This includes the items work motto, competition and career, loyalty, material values, individuality, work-life balance, joy from work, willingness to learn, supervisor, feedback and supervision, concern about the environment, knowledge of new technologies, strong personal relationships, and finally company’s image and popularity. However, for the last item company’s image and popularity, the p-value is 0.052 which is very close to the predetermined significance value of 0.05. For the items mentioned, no significant difference could be found between the aspects mentioned in Table 20 below and each generation, since their p-value is above the predetermined significance value.

Table 19: χ^2 Test (Hypothesis 2) – No Significant Differences

χ^2 test of association				
Item	N	χ^2	df	p-value
Work motto	70	10.4	6	0.107
Competition and career	70	1.90	3	0.593
Loyalty	70	1.84	3	0.607
Material Values	70	1.32	3	0.725

Individuality	70	2.19	3	0.534
Work-life balance	70	4.69	3	0.196
Joy from work	70	5.81	3	0.121
Willingness to learn	70	5.41	3	0.144
Supervisor	68	15.0	9	0.091
Feedback and supervision	69	11.4	3	0.076
Concern about the environment	70	1.87	3	0.600
Knowledge of new technologies	70	5.24	3	0.155
Strong personal relationships	70	3.55	3	0.314
Company's image and popularity	70	7.73	3	0.052

Following are the items which showed a significant association between generations and aspects at work. They include lifelong learning, challenging work, embracing diversity, and staying in one organization for the rest of the individual employee's life. Starting with "lifelong learning", Table 21 below displays the χ^2 test of association. The χ^2 shows a value of 19.1 which can be interpreted as a high association between the variables. The "df" or "degrees of freedom" shows the number of values

compared, which is nine. The p-value is 0.025 which indicates that there is a significant association between the variables. To further analyze the significance, Table 22 gives an insight into each generation and which item they selected. First, the observed frequencies. The majority of each generation chose the item “I learn for myself” with a total of 58 participants which relates to 79% of the total participants of the study. Seven individuals chose the answer “I learn when my apprenticeship pays for it” where three individuals are from Generation X, one from Generation Y and one from Generation Z. Four individuals chose the answer “I do not like to learn” where one individual is from the Baby Boomers generation, one from Generation Y and two from Generation Z. Finally, one participant chose the answer “I learn for the company” who belonged to the Baby Boomers generation.

Next, expected frequencies. The values of the expected frequencies can help to evaluate whether the frequencies are completely randomly distributed. For the Baby Boomers generation, no value of each item is equal to the expected value, where the item “learn for the company” has an observed value of 1 which does not equal the expected value of 0.0714, the item “do not like to learn” has an observed value of 2 which does not equal the expected value of 0.02857, the item “learn if paid” has an observed value of 0 which is not equal to the expected value of 0.5000 and finally the item “learn for myself” has an observed value of 3 which does not equal the expected value of 4.1429. Hence, it can be concluded that the frequencies were not randomly distributed.

For Generation X no value of each item is equal to the expected value, where the item “learn for the company” has an observed value of 0 which does not equal the expected value of 0.186, the item “do not like to learn” has an observed value of 0 which does not equal the expected value of 0.743, the item “learn if paid” has an observed value of 3 which is not equal to the expected value of 1.300 and finally the item “learn for myself” has an observed value of 10 which does not equal the expected value of 10.771. Hence, it can be concluded that the frequencies were not randomly distributed.

For Generation Y, no value is equal to the expected value, where the item “learn for the company” has an observed value of 0 which does not equal the expected value of 0.243, the item “do not like to learn” has an observed value of 1 which does not equal

the expected value of 0.971, the item “learn if paid” has an observed value of 1 which is not equal to the expected value of 1.700 and finally the item “learn for myself” has an observed value of 15 which does not equal the expected value of 14.086. Hence, it can be concluded that the frequencies were not randomly distributed.

Finally, Generation Z where one value is equal to the expected value, whereas the item “learn for the company” has an observed value of 0 which does not equal the expected value of 0.5000, the item “I do not like to learn” has an observed value of 2 which equals the expected value of 2.000 and indicates that the frequency is completely randomly distributed, the item “learn if paid” has an observed value of 3 which is not equal to the expected value of 3.500 and finally the item “learn for myself” has an observed value of 30 which does not equal the expected value of 29.000. Hence, it can be concluded that every frequency expects “do not like to learn” were not randomly distributed.

Table 20: χ^2 Test (Lifelong Learning)

χ^2 test of association			
	χ^2	df	p-value
Lifelong learning	19.1	9	0.025

Table 21: Contingency Tables (Lifelong Learning)

Items		Baby Boomers	Gen X	Gen Y	Gen Z	Total
Learn for the company	Observed	1	0	0	0	1
	Expected	0.0714	0.186	0.243	0.500	1
Do not like to learn	Observed	1	0	1	2	4
	Expected	0.2857	0.743	0.971	2.000	4
Learn if paid	Observed	0	3	1	3	7
	Expected	0.5000	1.300	1.700	3.500	7

Learn for myself	Observed	3	10	15	30	58
	Expected	4.1429	10.771	14.086	29.000	58
Total	Observed	5	13	17	35	70
	Expected	5	13	17	35	70

Next, is “challenging work” which χ^2 test is stated in Table 23. The χ^2 shows a value of 8.78 which can be interpreted as a moderate association between the variables. The “df” or “degrees of freedom” displays the number of values compared, which is three. The p-value displays a value of 0.025 which indicates that there is a significant difference between the variables. To gain further understanding, the contingency table of the challenging work item is stated in Table 24 below. First, the observed frequencies. Most participants selected the statement “I need challenging work” with 40 individuals accounting for 55% of the total participants. The majority of both Generation X and Y selected “does apply” with 11 individuals from Generation X and 12 individuals from Generation Y, whereas two individuals of Generation X and five individuals of Generation X selected “does not apply”. However, the majority of both Baby Boomers and Generation Z selected “does not apply with three participants from the Baby Boomers generation and 20 participants from Generation Z, while two individuals from the Baby Boomers generation and 15 from Generation Z selected “does apply”.

Next, expected frequencies. For the Baby Boomers generation, no value is equal to the expected value, where the option “does not apply” has an observed value of 3 which does not equal the expected value of 2.14, and the option “does apply” has an observed value of 2 which does not equal the expected value of 2.86. Hence, it can be concluded that the frequencies were not randomly distributed. For Generation X no value is equal to the expected value, where the option “does not apply” has an observed value of 2 which does not equal the expected value of 5.57 and the option “does apply” has an observed value of 11 which does not equal the expected value of 7.43. Hence, it can be concluded that the frequencies were not randomly distributed.

For Generation Y, no value is equal to the expected value, where the option “does not apply” has an observed value of 5 which does not equal the expected value of 7.29

and the option “does apply” has an observed value of 12 which does not equal the expected value of 9.71. Hence, it can be concluded that the frequencies for Generation Y were not randomly distributed. Finally, Generation Z where no value is equal to the expected value, whereas the item “does not apply” has an observed value of 20 which does not equal the expected value of 15 and the option “does apply” has an observed value of 15 which does not equal the expected value of 20. Hence, it can be concluded that the frequencies were not randomly distributed.

Table 22: χ^2 Test (Challenging Work)

χ^2 test of association			
	χ^2	df	p-value
Challenging work	8.78	3	0.032

Table 23: Contingency Tables (Challenging Work)

Items		Baby Boomers	Gen X	Gen Y	Gen Z	Total
Does not apply	Observed	3	2	5	20	30
	Expected	2.14	5.57	7.29	15.0	30
Does apply	Observed	2	11	12	15	40
	Expected	2.86	7.43	9.71	20	40
Total	Observed	5	13	17	35	70
	Expected	5	13	17	35	70

The next item is “embracing diversity” which χ^2 test is displayed in Table 25. The χ^2 shows a value of 11.4 which can be interpreted as a moderate association between the variables. The “df” or “degrees of freedom” shows the number of values compared, which is three. The p-value is 0.010 which can be interpreted as there is a significant association between the variables. To understand the significant association between the variables, the contingency table of the embracing diversity

item is stated in Table 26. First, the observed frequencies. Most participants selected the statement “I welcome diversity at work” with 50 individuals relating to 68% of the total participants. The majority of three generations namely Generation X, Generation Y, and Generation Z selected “does apply” with eight individuals from Generation X, 16 individuals from Generation Y, and 25 individuals from Generation Z, whereas five individuals of Generation X, one individual from Generation Y and ten individuals of Generation Z selected “does not apply”. In contrast to the other generations, the Baby Boomers participants mostly selected “does not apply” with four individuals, whereas one individual selected “does apply”. This Table 26 indicates that there might be a divergence between older and younger generations, where older generations tend to choose “does not apply” whereas younger generations tend to choose “does apply”.

Next, expected frequencies. For the Baby Boomers generation, no value is equal to the expected value, where the option “does not apply” has an observed value of 4 which does not equal the expected value of 1.43, and the option “does apply” has an observed value of 1 which does not equal the expected value of 3.57. Hence, it can be concluded that the frequencies were not randomly distributed. For Generation X no value is equal to the expected value, where the option “does not apply” has an observed value of 5 which does not equal the expected value of 3.71 and the option “does apply” has an observed value of 8 which does not equal the expected value of 9.29. Hence, it can be concluded that the frequencies were not randomly distributed.

For Generation Y, no value is equal to the expected value, where the option “does not apply” has an observed value of 1 which does not equal the expected value of 4.86 and the option “does apply” has an observed value of 16 which does not equal the expected value of 12.14. Hence, it can be concluded that the frequencies for Generation Y were not randomly distributed. Finally, Generation Z where both values are equal to the expected value, whereas the item “does not apply” has an observed value of 10 which equals the expected value of 10 and the option “does apply” has an observed value of 25 which equals the expected value of 25. Hence, it can be concluded that the frequencies show no significant association.

Table 24: χ^2 Test (Embracing Diversity)

χ^2 test of association
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	χ^2	df	p-value
Embracing diversity	11.4	3	0.010

Table 25: Contingency Table (Embracing Diversity)

Items		Baby Boomers	Gen X	Gen Y	Gen Z	Total
Does not apply	Observed	4	5	1	10	20
	Expected	1.43	3.71	4.86	10	20
Does apply	Observed	1	8	16	25	50
	Expected	3.57	9.29	12.14	25	50
Total	Observed	5	13	17	35	70
	Expected	5	13	17	35	70

The final item is “staying in one organization” which χ^2 can be viewed in Table 27 below. The χ^2 shows a value of 17.1 which can be interpreted as a higher association between the variables. The “df” or “degrees of freedom” shows the number of values compared, which is three. The p-value is < 0.001 which can be interpreted as there is a significant association between the variables. To gain further in-depth information for the “stay in one organization” item, the contingency table is stated in Table 28 below. Most participants did not select the statement “I want to work in the same company for the rest of my life” whereas 59 individuals chose “does not apply” relating to 81% of the total participants. First, the observed frequencies. The majority of three generations namely Generation X, Generation Y, and Generation Z selected “does not apply” with eight individuals from Generation X, 15 individuals from Generation Y, and 34 individuals from Generation Z, whereas five individuals of Generation X, two individuals of Generation Y and one individual of Generation Z selected “does apply”. In contrast to the other generations, the Baby Boomers participants mostly selected “does apply” with three individuals, whereas two individuals selected “does not apply”. This Table 28 indicates that there might be a

divergence between older and younger generations, where older generations tend to choose “does apply” whereas younger generations tend to choose “does not apply”.

Next, expected frequencies. For the Baby Boomers generation, no value is equal to the expected value, where the option “does not apply” has an observed value of 2 which does not equal the expected value of 4.214, and the option “does apply” has an observed value of 3 which does not equal the expected value of 0.786. Hence, it can be concluded that the frequencies were not randomly distributed. For Generation X no value is equal to the expected value, where the option “does not apply” has an observed value of 8 which does not equal the expected value of 10.96, and the option “does apply” has an observed value of 5 which does not equal the expected value of 2.04. Hence, it can be concluded that the frequencies were not randomly distributed.

For Generation Y, no value is equal to the expected value, where the option “does not apply” has an observed value of 15 which does not equal the expected value of 14.33, and the option “does apply” has an observed value of 2 which does not equal the expected value of 2.67. Hence, it can be concluded that the frequencies for Generation Y were not randomly distributed. Finally, Generation Z where both values are not equal to the expected value, whereas the item “does not apply” has an observed value of 34 which does not equal the expected value of 29.50, and the option “does apply” has an observed value of 1 which does not equal the expected value of 5.50. Hence, it can be concluded that the frequencies were not randomly distributed.

Table 26: χ^2 Test (Stay in one Organization)

χ^2 test of association			
	χ^2	df	p-value
Stay in one organization	17.1	3	<0.001

Table 27: Contingency Table (Stay in one Organization)

Items		Baby Boomers	Gen X	Gen Y	Gen Z	Total
Does not apply	Observed	2	8	15	34	59
	Expected	4.214	10.96	14.33	29.50	59
Does apply	Observed	3	5	2	1	11
	Expected	0.786	2.04	2.67	5.50	11
Total	Observed	5	13	17	35	70
	Expected	5	13	17	35	70

While four aspects showed significant differences between age groups and aspects they value at work, the hypothesis is rejected due to the majority of proposed indicators of the literature review showing no difference. Therefore, the hypothesis *H2: There is a significant difference between the age groups and what aspects they value at work* is rejected, and the null hypothesis *H0: There is no significant difference between the age groups and what aspects they value at work* is retained.

The several items evaluated indicate that many aspects proposed in the literature might not hold true for employees working in Austrian hospitality businesses, for instance, while a study by Shomit Patel (2017., pp. 19-21) revealed that the key work satisfaction driver of each generation is work-life balance, the analysis of Table 20 indicates that no significant difference between age and work-life balance could be found. On the contrary, the research revealed that some stereotypes might hold true with the data analyzed. For instance, Table 24 reveals that almost every participant of Generation X, with 85% of the total participants of Generation X, selected that they need challenging work, which aligns with the literature review which suggests that specifically Generation X needs challenging work because otherwise they are likely to leave the company (Becton et al., 2014, p. 177, Field et al., 2013, p. 422). Furthermore, Table 28 provides potential evidence that older generations such as Baby Boomers and Generation X tend to be more loyal and attached to the company compared to the younger generations who tend to be less committed to their job and organization, since both selected “does apply” more often compared to younger generations. It

aligns with the literature from Table 5 which suggested that younger generations such as Generation Y are less committed to their job and organization (Becton et al., 2014, p. 177, Field et al., 2013, p. 422) whereas Baby Boomers are (too) attached and loyal towards the organization they are working in (Becton et al., 2014, p. 177; Field et al., 2013, p. 422; Hayes et al., 2018, p. 848; Weeks et al., 2016, p. 3).

4.6.3 Hypothesis 3

H3: There is a significant relationship between workplace structure and work satisfaction.

Hypothesis 3 has been developed to find out whether the workplace structure can affect the work satisfaction of the company's employees. To test this relationship the composite variable "work satisfaction" and the composite variable "workplace structure" are compared. To test hypothesis 3, the Spearman correlation test is used since the Shapiro-Wilk test revealed that the data are not normally distributed, since the data has been collected using an ordinal scale (Hair et al., 2020, p. 340), and since the relationship examined is based on "association" (Hair et al., 2020, p. 297).

Table 29 gives an overview of the Spearman correlation test and its three items Spearman's rho, "df", and p-value. The Spearman's rho has a value of 0.336 which indicates a medium relationship between workplace structure and work satisfaction. The value of 0.336 explains that as one variable increases the other tends to increase as well showing a medium effect size. The "df" or "degrees of freedom" shows the number of values compared which is 56. The p-value shows a value of 0.010 which reveals that it is below the predetermined significance level of 0.05. Therefore, the p-value displays that there is a significant relationship between workplace structure and work satisfaction.

Since Spearman's rho shows a medium effect size, and the p-value indicates a significant correlation between both variables, the alternative hypothesis *H3: There is a significant relationship between workplace structure and work satisfaction* is accepted, and the null hypothesis *H0: There is no significant relationship between workplace structure and work satisfaction* is rejected. The analysis revealed that there is a significant relationship between workplace structure and work satisfaction.

Table 28: Spearman Correlation Matrix (Hypothesis 3)

Spearman Correlation Matrix			
	Spearman's rho	df	p-value
Outcome	0.336	56	0.010

Reinforcing the model developed by Seashore and Taber (1975, p. 346), hypothesis 3 confirms that certain environmental and individual factors can affect work satisfaction. If the company can create a workplace that supports employees, lets them participate and suggests improvements, cares about the individual's well-being, supports good relationships and teamwork, and develops policies that improve the work environment and labor climate, it could positively affect the individual, organizational, and societal responses. Whereas the individual response could result in better work performance and decreased withdrawal and illnesses, the organizational response could result in higher productivity, quality and decreased turnover and absence, and finally, the societal response could result in decreased illness rates and better quality of life (Seashore & Taber, 1975, p. 359). Furthermore, the statements align with the hygiene factors developed by Frederick Herzberg et al. including company policy, interpersonal relationships, and working conditions (1959, p. 83) which results in the general achievement of satisfaction and prevention of dissatisfaction.

4.6.4 Hypothesis 4

H4: There is a significant difference between the age groups concerning age discrimination.

This hypothesis has been developed to analyze whether the age of a certain generation can have an impact on being discriminated against at work due to an individual's age. Before the analysis, the personal age discrimination variable was recoded to match the employee's age discrimination ranking system. The values 1 to 4, where one indicated "always", two indicated "sometimes", three indicated "barley" and four indicating "never" were reversed into one indicating "never", two indicating

“barley”, three indicating “sometimes” and four indicating “often”. The next step is to transform the items into z-scores to have standardized values for each. Furthermore, they were translated into a composite variable so that they can be tested with the different age categories. To test hypothesis 4, the Kruskal-Wallis test is used since the Shapiro-Wilk test revealed that the data are not normally distributed and since the relationship examined is based on “differences” (Hair et al., 2020, p. 297).

Table 30 below gives an overview of the Kruskal-Wallis test and its three items the χ^2 , “df”, and the p-value. The χ^2 or chi-square is 3.07 which indicates a low association between the variables. Item “df” represents “degrees of freedom”, which shows the number of values compared which is equal to 3. The p-value is 0.381 which indicates that the value is above the predetermined significance level of 0.05. Hence, there is no significant difference between each age group and their work satisfaction. Therefore, hypothesis *H4: There is a significant difference between the age groups concerning age discrimination* is rejected, and the null hypothesis *H0: There is no significant difference between the age groups concerning age discrimination* is retained. Since the Kruskal-Wallis analysis already suggests that there are no differences between at least two age generations, no post-hoc-test was conducted.

Table 29: Kruskal-Wallis Test (Hypothesis 4)

Kruskal-Wallis			
	χ^2	df	p-value
Age discrimination	3.07	3	0.381

The results of the data analysis reveal that it can be assumed there is no difference between the age groups concerning age discrimination. Contrary to the findings from the Austrian Ombud of Equal Treatment, which found several cases of age-related requests in the workplace (Ombud of Equal Treatment et al., 2021, p. 8) the data indicated no significant difference. However, it must be noted that the Austrian Ombud of Equal Treatment collected data from several industries, which could indicate that the hospitality industry might not be as affected by it. Looking at the frequencies of which generation is potentially impacted reveals that one individual of

Generation Z and one individual of Generation Y answered that they often feel discriminated against at work due to their age. Furthermore, eight individuals from Generation Z and one individual from Generation Y answered that they sometimes feel that they are discriminated against due to their age. Nevertheless, most individuals of Generation Z and Y chose that they “barely” or “never” feel discriminated against due to their age. Both Generation X and Baby Boomers chose the answers “barely” and “never”, however since the number of respondents was rather low, a larger sample size could potentially show a more diverse set of answers. Furthermore, the results between age and age discrimination could be explained due to both young and older generations working together daily. Whereas Marques et al. (2020, p. 11) stated that the more contact generations have with each other, the less ageism occurs. This statement could hold true based on the responses to the question “My supervisor encourages active cooperation between generations” where most individuals with 51% agreed with this statement. Whereas 23 individuals accounting for 32% answered “agree” and 14 individuals accounting for 19% answered “strongly agree”. Compared to 12% who were disagreeing with eight individuals choosing “disagree” and one individual choosing “strongly disagree”.

4.6.5 Hypothesis 5

H5: There is a significant relationship between leadership and work satisfaction.

This hypothesis was created to find out the potential relationship between leadership styles within the company and whether it can affect the employee’s work satisfaction. To analyze this hypothesis the composite variable “leadership” and the composite variable “work satisfaction” are used. To test whether hypothesis 5 can be accepted, the Spearman correlation test is used since the Shapiro-Wilk test revealed that the data are not normally distributed, since the data has been collected using an ordinal scale (Hair et al., 2020, p. 340) and since the relationship examined is based on “association” (Hair et al., 2020, p. 297).

The following Table 31 gives an overview of the Spearman correlation test and its corresponding three items Spearman’s rho, “df”, and p-value. The Spearman’s rho reveals a value of 0.419 which can be interpreted as a medium effect size between leadership and work satisfaction. The value can be explained as one variable

increases, the other variable tends to increase as well. The “df” or “degrees of freedom” has a value of 53. The p-value is 0.001 which is lower than the predetermined significance level of 0.05. Therefore, the p-value reveals a significant relationship between leadership and work satisfaction.

Since Spearman’s rho reveals a medium effect and the p-value a significant correlation between both variables, the alternative hypothesis *H5: There is a significant relationship between leadership and work satisfaction* can be accepted and the null hypothesis *H0: There is no significant relationship between leadership and work satisfaction* can be rejected. The Spearman Correlation analysis revealed that there is a significant relationship between leadership and work satisfaction.

Table 30: Spearman Correlation Matrix (Hypothesis 5)

Spearman Correlation Matrix			
	Spearman’s rho	df	p-value
Outcome	0.419	53	0.001

The findings of hypothesis 5 reinforce the work of DeNisi and Griffin (2008), namely their last factor classified as supervisors and coworkers. The authors stated that supervisors can affect whether the employees will feel satisfied or dissatisfied at work. Two drivers mentioned are leadership ability and how effectively the supervisor can lead the overall group (DeNisi & Griffin, 2008, p. 199). The participants of the study ranked their supervisor’s ability quite positively which is reflected in Table 10, displaying the descriptive analysis of the leadership variables. Each of the five variables has a mean value close to four, which indicates that on average the participants chose “agree” as their answer choice. Hence, hypothesis 5 supported the phenomenon that leadership can affect work satisfaction.

4.7 Implications for Managers

4.7.1 Generations and their overall work satisfaction

The data analysis suggests that the participants were overall equally satisfied with their workplace and no evidence could be found that one generation has a significant difference in their work satisfaction compared to the other generations. However, it must be noted that the participants were mostly from younger generations such as Generation X and Y and that there might be a potential that older generations feel less satisfied compared to the younger generations, which cannot be supported by evidence since the number of participants is too low. Furthermore, as proposed by Seashore and Tabor (1975), Hackman and Oldham (1975), and Frederick Herzberg (1959) several individual and environmental factors need to be considered and which can potentially affect the work satisfaction of an individual employee. The author of this thesis proposes that managers should regularly and actively communicate with their employees and find out how they can improve the environment for each generation. Furthermore, they should try forming dyadic relationships with each employee so that they feel comfortable in addressing potential issues or recommending certain changes.

4.7.2 Generations and what they value at work

While hypothesis 2 suggests that there is no significant difference between age and what each age group values at work, there were four aspects that revealed a significant difference namely lifelong learning, challenging work, embracing diversity, and staying in only one organization. These aspects gave valuable insights needed for the workplace. For instance, the item lifelong learning revealed that the majority of participants only want to learn for themselves. This indicates that if the company wants to train and teach the employees something new, they might face difficulties if the individual employee is not interested in learning particular information. The author suggests that managers need to find strategies where the individual employee is willing to learn the information because they perceive it as something valuable for themselves and not because of the sake of the company. Furthermore, managers need to assure to offer challenging work to retain especially Generation X who will otherwise tend to leave the organization. Not only challenging work but also new

strategies are needed in how younger generations can be retained within the organization. While older generations tend to be more willing to only stay within one organization, younger generations are more likely to switch their organization. The author recommends that more incentives are needed to ensure less turnover among the younger generations.

4.7.3 Workplace structure and work satisfaction

Hypothesis 3 displayed that there is a significant relationship between workplace structure and work satisfaction. The findings suggest that a manager should ensure that there are certain aspects a manager needs to look out for within the workplace. The managers should take aspects such as caring about the individual well-being, supporting every employee to do a good job, giving the employees the possibility for improvement suggestions, supporting good relationships between all employees and embracing teamwork as well as providing certain policies to improve the company climate and work environment into consideration. Workplace structure aspects need to be taken into consideration to avoid any generation feeling disadvantaged or preferred over the other (Bennett et al., 2012, p. 280). The author proposes that managers need to implement strategies on how they can achieve a workplace structure that can satisfy the needs of the employees, while also considering each age category by finding a solution that targets everyone.

4.7.4 Age discrimination

Hypothesis 4 revealed that no difference between age and age discrimination could be found. However, it must be noted that there was no significant amount of Baby Boomer participants represented, which should be taken into consideration when trying to propose a certain implication. While the analysis does not suggest any relationship, the author of this thesis proposes that managers should encourage active cooperation and teamwork among generations, to potentially decrease the occurrence of ageism and that generations can help each other out. For instance, only one of the five Baby Boomers chose the answer “I know my way around the newest technology” in the questionnaire compared to 20 individuals of Generation Z, which is around 53% of the total participants of Generation Z. An active cooperation between these two groups could help older generations, such as Baby Boomers, to be

more comfortable in asking younger generations to help them out when facing new technologies. Furthermore, the author proposes implementing age-related strategies such as done by the company Sodexo who created a generations network that can help employees to understand that there might be certain differences between generations (Sodexo, n.d., n.p.).

4.7.5 Leadership and work satisfaction

The final hypothesis 5 showed that there is a significant relationship between leadership and work satisfaction. This finding can indicate that if a manager approaches the workplace in the wrong matter or focuses too much on certain individuals, it might potentially lead to a dissatisfied workforce. Important aspects to look out for as a leader are to help employees to adapt to new situations and technologies, to encourage both active cooperation between generations and the know-how transfer and that every employee has equal opportunities for promotions to higher positions. While these are only five potential aspects that were tested and proven to be significant, various other aspects should be considered. The author proposes that leaders should actively communicate with their employees to find out what leadership style they prefer and embrace differences in how each employee wants to be treated.

5 Conclusion

5.1 Discussion

As seen from the hypotheses testing, two hypotheses were accepted, and three hypotheses were rejected. However, the author proposes that the rejected hypotheses should be considered with caution, since there was a low number of participants for the older generations available, including Generation X and Baby Boomers, compared to the younger generations. Hence, if the study would be retaken with an adequate number of participants from each generation, it would be possible that the outcome of the hypotheses testing is different.

Hypothesis 3, there is a relationship between workplace structure and work satisfaction, as well as hypothesis 5, there is a relationship between leadership and

work satisfaction were accepted since they have a significant p-value below the predetermined significance level of 0.05. While both hypotheses show a medium effect size, the value of hypothesis 5 is slightly higher with a value of 0.419 compared to the workplace structure with a value of 0.336. This indicates that the relationship between leadership and work satisfaction has a higher significance compared to the relationship between workplace structure and work satisfaction.

The other three hypotheses including hypothesis 1, there is a difference between the age group and their work satisfaction, hypothesis 2, there is a difference between the age groups and what aspects they value at work, and finally hypothesis 4, there is a difference between the age groups concerning age discrimination, were rejected. While hypotheses 1 and 4 are fully rejected due to their p-value being above the predetermined significance level, hypothesis 2 had certain items which did show a significant difference between the age groups and what aspects they value at work. These items include lifelong learning, challenging work, embracing diversity, and staying in one organization. These four items each had a p-value lower than the significance level indicating that there is a significant difference in the age groups and aspects they value at work related to lifelong learning, challenging work, embracing diversity, and staying in one organization. However, since 14 out of the 18 variables showed no significant difference, hypothesis 2 was rejected.

5.2 Limitations

This study has certain limitations which need to be considered when trying to generalize the data collected. Firstly, not every generation could be represented with enough participants. While most of the participants are from Generation Z followed by Generation Y, especially older generations such as Generation X and Baby Boomers did not have enough participants to give a more precise interpretation. Furthermore, while many businesses within the hospitality industry have been contacted, only a very low number replied or agreed to participate in the study. This resulted in an overall low number of participants and number of companies, whereas the larger the sample of the study the better it can be used to generalize the collected data for the whole population. Further, the chosen sampling method, namely convenience sampling, has certain disadvantages which need to be taken into consideration. These include the rise of possible sampling biases, the participants not truly representing the

population, and the difficulty of generalizing the collected data due to the lack of sampling error estimation (Hair et al., 2022, p. 155).

5.3 Future Recommendations

The author of this thesis would recommend that further research into age and work satisfaction is needed, not only what exactly satisfies each generation but also what dissatisfies them. Especially the accepted hypotheses such as the significant relationship between workplace structure and age as well as between leadership and age should be further researched to provide more in-depth information. Furthermore, the author suggests a larger sample size for both employees and various companies within the hospitality industry. A larger sample size could provide more insight into the relationship between the variables. In addition, the author proposes a comparison to other industries since it could potentially show whether certain aspects are age-specific or only industry-specific.

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7 Appendices

7.1 Appendix 1 – E-Mail Draft for Questionnaire (Companies)

Sehr geehrte Damen und Herren,

mein Name ist Stefanie Repnik und ich suche im Rahmen meiner Bachelorarbeit Unternehmen, wie dem Ihren, die mir meinen Fragebogen zum Thema “Generationsvielfalt und deren Auswirkung auf die Arbeitszufriedenheit” ausfüllen.

Damit ich eine aussagekräftige Datenlage generieren kann, ist es für mich hilfreich, wenn Sie meinen Fragebogen an möglichst viele Mitarbeiter*innen weiterleiten. Diese können aus jedem Bereich, jedes Alter, Nationalität und Geschlecht zugehörig sein.

Der Fragebogen kann unter folgendem Link aufgerufen werden:

Wenn Sie mehr über die Studie erfahren wollen, dann können Sie gerne einen Blick auf das Dokument werfen, welches ich Ihnen beigefügt habe.

Ich freue mich auf Ihre Unterstützung und danke Ihnen im Voraus!

Mit herzlichen Grüßen,

Stefanie

7.2 Appendix 2 – E-Mail Draft for Questionnaire (Professors)

Dear Ms. X, dear Mr. X,

my name is Stefanie Repnik and my friend Mr/Mrs X suggested to contact you for help. I am currently working on my bachelor's thesis which explores the topic of generational diversity and work satisfaction in the hospitality industry in Austria.

However, I am facing difficulties in finding enough participants for my survey. Despite reaching out to several companies myself and seeking help from Modul, I have received a minimal response and unfortunately, Modul was unable to assist me.

Therefore, I am kindly requesting your help in connecting me with hospitality businesses that may be interested in participating in my survey. Your support would be greatly appreciated and invaluable towards the success of my research.

Thank you for your time and consideration.

Yours sincerely,

Stefanie

7.3 Appendix 2 – Explanation of the survey and purpose (Document)

Sehr geehrte Damen und Herren!

Mein Name ist Stefanie Repnik und ich studiere „International Management“ an der Modul Universität Wien. Ich schreibe derzeit meine Bachelorarbeit zum Thema "Generationsvielfalt am Arbeitsplatz und deren Auswirkungen auf die Arbeitszufriedenheit". Ich habe mich bewusst für dieses Thema entschieden, da sehr kontrovers diskutiert wird, ob unterschiedliche Altersgruppen unterschiedliche Werte, Ansichten und Prioritäten haben. Darüber hinaus gibt es nur wenige Studien, die untersuchen, ob Manager*innen das Alter ihrer Mitarbeiter*innen und berücksichtigen sollen, um geeignete Maßnahmen am Arbeitsplatz umzusetzen.

Das Ausfüllen des Fragebogens dauert ungefähr 10 Minuten. Er richtet sich an Mitarbeiter*innen im Hotel-und Gastgewerbe in Österreich. Der Fragebogen ist für alle Mitarbeiter*innen geeignet unabhängig von Alter, Geschlecht, Abteilung oder Position.

Diese Umfrage konzentriert sich auf die Mitarbeiter*innen und soll jenen eine Stimme geben, die oft übersehen werden. Die Teilnahme an dieser Umfrage ist vollständig anonym. Alle persönlichen Daten und Antworten werden nicht an das Unternehmen selbst weitergeleitet.

Ich würde mich sehr freuen, wenn Sie an meiner Studie teilnehmen und mich in meiner Arbeit unterstützen. Den Link zum Fragebogen finden Sie hier:

Ich danke Ihnen im Voraus, dass Sie sich die Zeit zum Ausfüllen genommen haben und wünsche Ihnen einen angenehmen Arbeitstag!

Mit freundlichen Grüßen,

Stefanie Repnik

7.4 Generational diversity questionnaire

Introduction

Liebe*r Teilnehmer*in!

Mein Name ist Stefanie Repnik. Ich studiere Internationales Management an der Modul Universität Wien und verfasse derzeit meine Abschlussarbeit.

Mit dem Thema „Generationsvielfalt am Arbeitsplatz“ möchte ich gerne herausfinden, ob verschiedene Generationen konstruktiv miteinander arbeiten können, welche Auswirkungen diese Diversität auf die Arbeitszufriedenheit hat und welche Vorkehrungen ein*e Manager*in treffen muss, damit sich jede Altersgruppe in wesentliche Entscheidungsprozesse eingebunden fühlt.

Die Bearbeitungsdauer dieses Fragebogens beträgt etwa 10 Minuten.

Ihre persönlichen Daten und die Antworten im Fragebogen werden anonymisiert. Alle erhobenen Daten werden nur für akademische Zwecke verwendet.

Herzlichen Dank für Ihre Unterstützung und die aufgewendete Zeit!

Bitte wählen Sie eine der nachfolgenden Antworten aus:

- Nein, ich möchte an dieser Studie nicht teilnehmen.
- Ja, ich möchte an dieser Studie teilnehmen.

Page 2

1. Wann wurden Sie geboren?

- 1945 – 1960
- 1961 – 1980
- 1981 – 1995
- Nach 1995

2. Welchem Geschlecht fühlen Sie sich zugehörig?

- Weiblich
- Männlich
- Divers
- Möchte keine Angabe machen

3. Welcher Nationalität gehören Sie an?

- Select....

4. Welches ist die höchste Bildungsstufe, die Sie abgeschlossen haben?

- Unterstufe
- Matura oder gleichwertiger Abschluss
- Bachelorstudium
- Masterstudium, Magisterstudium
- Doktoratsstudium, PhD Studium
- Sonstige Ausbildungen
-
- Möchte keine Angabe machen

5. Welcher der folgenden Kategorien beschreibt Ihren momentanen Beschäftigungsstatus?

Mehrfache Auswahl ist möglich.

- Vollzeitbeschäftigung
- Teilzeitbeschäftigung
- Geringfügige Beschäftigung
- Selbstständig
- Sonstiges
-
- Möchte keine Angabe machen

6. Seit wie vielen Jahren arbeiten Sie in diesem Unternehmen?

- Weniger als 1 Jahr
- 1 – 2 Jahre
- 3 – 5 Jahre
- 6 – 10 Jahre
- 11 – 20 Jahre

- Mehr als 20 Jahre (Bitte definieren)
 -
- Möchte keine Angabe machen

Page 3

1. Haben Sie sich (bei der Arbeit) wegen Ihres Alters jemals diskriminiert gefühlt?

- Oft
- Gelegentlich
- Selten
- Nie

Page 4

2. Ich genieße unsere Unternehmenskultur.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

3. Ich fühle mich meinen Kolleg*innen verbunden.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

4. Insgesamt bin ich mit meinem Arbeitsplatz zufrieden.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

5. Wie wichtig ist es für Sie, dass die folgenden Komponenten in Ihrem Arbeitsumfeld berücksichtigt werden?

- Aufstiegsmöglichkeiten.

Nicht wichtig – weniger wichtig – egal – wichtig – sehr wichtig – Keine Angabe

- Kollegen*innen und Mitarbeiter*innen, mit denen ich gerne arbeite.

Nicht wichtig – weniger wichtig – egal – wichtig – sehr wichtig – Keine Angabe

- Das Gefühl, als Person geschätzt zu werden.

Nicht wichtig – weniger wichtig – egal – wichtig – sehr wichtig – Keine Angabe

- Feedback zum Arbeitsresultat.

Nicht wichtig – weniger wichtig – egal – wichtig – sehr wichtig – Keine Angabe

- Unabhängigkeit bei der Arbeit.

Nicht wichtig – weniger wichtig – egal – wichtig – sehr wichtig – Keine Angabe

- Anerkennung für gute Arbeit.

Nicht wichtig – weniger wichtig – egal – wichtig – sehr wichtig – Keine Angabe

- Flexible Arbeitszeiten.

Nicht wichtig – weniger wichtig – egal – wichtig – sehr wichtig – Keine Angabe

- Arbeitsplatzsicherheit.

Nicht wichtig – weniger wichtig – egal – wichtig – sehr wichtig – Keine Angabe

- Verantwortung.

Nicht wichtig – weniger wichtig – egal – wichtig – sehr wichtig – Keine Angabe

- Eine*n faire*n und aufmerksame*n Vorgesetzte*n.

Nicht wichtig – weniger wichtig – egal – wichtig – sehr wichtig – Keine Angabe

- Eine angenehme Arbeitsumgebung.

Nicht wichtig – weniger wichtig – egal – wichtig – sehr wichtig – Keine Angabe

- Stolz auf die Organisation zu sein, in der ich arbeite.

Nicht wichtig – weniger wichtig – egal – wichtig – sehr wichtig – Keine Angabe

Page 5

6. Mitarbeiter*innen in diesm Unternehmen...

... werden angemessen unterstützt, um gute Arbeit zu leisten.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

... haben die Möglichkeit, Verbesserungen über die Art und Weise, wie Dinge erledigt werden, vorzuschlagen.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

7. In diesem Unternehmen...

... wird auf das Wohlergehen der Mitarbeiter*innen geachtet.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

... werden gute Beziehungen und Teamarbeit zwischen allen Mitarbeiter*innen gefördert.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

... gibt es Richtlinien, die darauf abzielen, das Arbeitsumfeld und das Arbeitsklima aller Mitarbeiter*innen zu verbessern.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

8. In diesem Unternehmen werden Leute verschiedensten Alters diskriminiert.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

Page 6

9. Mein*e Vorgesetzte*r unterstützt mich bei der Anpassung an neue Situationen.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

10. Mein*e Vorgesetzte*r unterstützt mich bei der Anpassung an neue Technologien.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

11. Mein*e Vorgesetzte*r fördert aktiv den Know-How Transfer.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

12. Mein*e Vorgesetzte*r fördert aktiv die Zusammenarbeit zwischen den Generationen.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

13. In diesem Unternehmen hat jede Altersgruppe die gleiche Chance auf eine Beförderung in eine höhere Position.

*Stimme überhaupt nicht zu – Stimme nicht zu – Stimme weder zu noch lehne ich ab –
Stimme zu – Stimme voll und ganz zu – Keine Angabe*

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14. Welches Arbeitsmotto passt am besten zu Ihnen?

- Arbeiten, um zu leben.
- Arbeit als ausschließlicher Lebensfokus.
- Work-Life-Balance

15. Welches ist Ihre Einstellung zur Arbeit?

- Mir sind Wettbewerb und Karriere wichtig.
- Ich bin loyal gegenüber meinem Arbeitgeber, aber skeptisch gegenüber Autoritäten.
- Materielle Werte sind mir wichtig.
- Individualität ist mir wichtig.
- Ich achte auf meine Work-Life-Balance.
- Arbeit muss mir Freude machen.
- Ich brauche eine anspruchsvolle Arbeit.
- Ich bin lernbereit, flexible und motiviert.

16. Wie wichtig ist Ihnen lebenslanges Lernen?

- Ich lerne fürs Unternehmen.
- Ich lerne nicht gerne.
- Ich lerne, wenn die Ausbildung bezahlt wird.
- Ich lerne für mich.

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17. Wenn es um die Vorgesetzten geht...

- schätze ich Übereinstimmung, Autorität und Regeln.
- fühle ich mich unwohl im Umgang mit Autoritätspersonen.
- fühle ich mich wohl im Umgang mit Autoritätspersonen und bin von deren Titeln weder beeindruckt noch eingeschüchtert.
- müssen sie sich meinen Respekt zuerst verdienen.

18. Wenn es um Rückmeldung und Beaufsichtigung geht...

- Ich möchte eine starke Führungskraft mit klaren Anleitungen.
- Ich möchte meine Freiheit und wenig bis keine Beaufsichtigung.
- Ich möchte ein Gleichgewicht zwischen Freiheit und Beaufsichtigung.

19. Kreuzen Sie das an was am Ehesten auf Sie zutrifft.

- Ich Sorge mich um die Umwelt.
- Ich begrüße Diversität am Arbeitsplatz.
- Ich kenne mich gut mit den neuesten Technologien aus.
- Ich brauche starke und persönliche Beziehungen am Arbeitsplatz.
- Mir sind das Image und die Popularität der Organisation, in der ich arbeite, wichtig.
- Ich möchte für den Rest meines Arbeitslebens in dieser Organisation bleiben.

Final Page

Vielen Dank für Ihre Teilnahme!

Ich möchte mich ganz herzlich für Ihre Mithilfe bedanken.

Ihre Antworten wurden gespeichert, Sie können das Browser-Fenster nun schließen.