

# Organization Values, Mismatch Values and Strategies to Align the Values between Generations at the Workplace in Malaysia

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## Abstract

This study examines how values and communication in the workplace differ across different generations, with data analyzed from 223 participants using one-way analysis of variance (ANOVA). The research reveals notable differences in individual and organizational values between different generations and evaluates how effectively values are communicated and aligned across various age groups. Some key discoveries include variations in how different age groups view the level of respect towards personal values within an organization (H5,  $f = 3.632$ ,  $p = 0.015$ ) and the recognition of individual values (H8,  $f = 2.912$ ,  $p = 0.038$ ). However, the theories regarding the importance of organizational values (H1), smooth intergenerational communication (H3), and the influence of aligning values on job satisfaction (H10) were not supported. The research highlights the significance of recognizing and dealing with differences in values among different generations in order to improve communication and unity within organizations.

**Keywords:** Generational Differences, Organizational Values, Value Alignment.

## 1. Introduction

A generation is a group of people born in the same time period who share common experiences, values, and attitudes. Each generation has been shaped by the events and circumstances of their time, and these experiences have influenced their outlook on life and work (Harper, 2023). The Pew Research Center defines generations as groups of people born within the same 15- to 20-year span. These divided time periods can help us understand how our worldview is shaped by the events that occur during our lifetime (USA Today, 2022).

Throughout the time to present there are the Baby Boomers (Born between 1946 – 1964), who will be retiring, followed by Generation X (who were born between 1965 – 1980) the Millennials (born between 1981 – 1995) and the latest generation joining the workforce is Generation Z (born between 1996 – 2012). The co-existence of various generations of employees in the workplace has contributed to challenges in managing human resources (Singh, 2014; Culpin et al., 2015; Holian, 2015; Guerin-Marion et al., 2018) as currently there are four generations working together in the workforce where the generational differences do post a challenge to the organization operation to certain extend. Generational diversity refers to the differences that exist between individuals of different generations in the workplace.

With five generations working together in today's organizations, it's more important than ever for companies to understand the generational differences that set them apart. Workers from different generations bring different expectations and life experiences to the workplace. This can be particularly challenging for managers attempting to lead teams comprised of workers from different generations. Not just about how to get the most out of the employees but also about making sure everyone has a satisfying experience at work (Knowledge City Newsletter, 2022; Rathi & Kumar, 2023).

So why does it matter whether the organization's management needs to address the workforce made up of these generations effectively and efficiently? By understanding the specific characteristics of each generation and their expectation can give the base line understanding of the requirement to address such phenomenon.

#### Generational Value Mismatch

The concept of generational value mismatch does exist in the current workplace. The modern-day workplace is composed of individuals from different generations, each with its own set of values, attitudes, and experiences that shape their behaviors. These generational differences can create challenges in the workplace, but they can also be a source of strength and innovation when properly understood and managed (Guerin-Marion et al., 2018). According to Picagli (2024), generational differences are variances in lifestyles, preferences, habits, and values that were shaped by the time period in which an individual was raised<sup>2</sup>. These ideologies can be shaped by shifting international relations, technological advances, socio-political movements, collective tragedies, dominant religious ideologies, and more.

While the workplace impact on these ideological differences can cause employees to behave very differently in the workplace, gaining a deeper understanding of why employees of every age view things the way they do will enable managers to manage them more effectively meet their needs and manage your team more productively.

In addition, the generational composition of the workplace also plays an important part in the value mismatch. The current workplace is composed of multiple generations including Traditionalists, Baby Boomers, Generation X, and Millennials, each with their unique values and expectations adds to the management challenges.

## Challenges and Opportunities of Diverse Generations

While these differences can pose challenges in terms of communication, work styles, and expectations, they also present opportunities for innovation, diverse perspectives and a broad range of skills (Guerin-Marion et al, 2018).

While generational value mismatch can present challenges in the workplace, it also offers opportunities for growth and innovation when managed effectively. Understanding and respecting these differences is key to fostering a harmonious and productive work environment.

Rozen (2023) postulated that diverse generations at the workplace can significantly impact teamwork, bringing both opportunities and challenges, as different generations bring varied experiences and viewpoints, which can enhance problem solving and innovation. Secondly, skill complementation, as older employees might have extensive industry knowledge, while younger employees often bring fresh ideas and tech-savvyness. Finally, mentorship opportunities. Senior employees can mentor younger ones, fostering knowledge transfer and professional growth.

However, diverse generations also may bring challenges to the management, as their communication styles, work preference and stereotypes and bias may lead to misunderstandings if not managed properly.

## PROBLEM STATEMENT

Demographic change is one of the least understood yet profoundly important issues facing organizations today. The “working-age population” in the U.S. are those from age 16 to 64 who are contracting at a pace not experienced since World War II. Unlike that period, there is no “baby boom” behind it, and none is expected in the near future. Generation Z has three million fewer people than the Millennial generation, and Generation Alpha, which follows Gen Z, is expected to be even smaller (Hennelly and Schurman, 2023). As time passes by, generations will keep on changing which changing characteristics and preferences of workers at the workplace. Data from the Department of Statistics shows that Gen-Z makes up 26% of Malaysia’s population of 32.6 million people in 2019, which is around 8.476 million Gen Zers in Malaysia alone.

Businesses have experienced Covid 19 pandemic which had resulted in downsizing and layoffs that led to too many older people leaving their jobs. This is also partly as a result of early retirements and a caustic combination of ageism and cost-cutting efforts. As they departed, so did a great deal of institutional knowledge, competence, and devotion. These companies failed to take into consideration the possibility that, once the epidemic passed, there would not be enough younger people to replace those positions with the appropriate experience.

Employers who just consider the working-age population of today will probably find it difficult to develop a dependable workforce capable of upholding operational effectiveness and efficiency, as fewer younger individuals will be joining the labour market for at least a generation (Hennelly and Schurman, 2023).

Generational differences in the workplace could cause conflicts, however, employers can avoid this by emphasizing common goals and shared values. It is crucial to create a culture where all

generations feel included (Miroslavov (2024). These are some descriptions of the five generations at the workplaces, including their values, work habits, contributions to the workforce and how managers often approach leading them (Herrity, 2022; Purdue Global, 2024). There are great benefits to having a diverse team of all ages, but the differences between generations can also sometimes cause rifts within the company culture if not properly managed (Young Entrepreneurial Council, 2019).

A study by Appelbaum et al. (2022) stated that baby boomers respond well to authority figures and prefer to be given direction and thrive when there is a set of chain of command in the organization, Gen X, on the other hand, was forced to become adults at a young age due to the insecurity and instability they faced in their households (they returned to empty homes after school due to their parents working long hours), thus the term “latchkey kids” (Taylor, 2018 as cited in Xiong, 2019). In addition, Gen Y, questions authority and are not afraid to voice their opinions and will not conform to traditional ways just because “that’s how it’s always been”. They believe in authority and fairness – rules should be followed and not be broken when needed (Lyon et al., 2005/2006 as cited in Appelbaum, 2022). Gen Z is the native of the internet era and mostly managing multiple identities with one “real life” identity and several online ones (Seemiller & Grace, 2019). They live in speedy high-tech communication era, an expectation of always-on and always-available information is a norm for Gen Z (Janssen & Carradini, 2021). They are believed to be most open-minded and non-conforming generation (Seemiller & Grace, 2019).

With these difference value in generations, thus, it creates conflicts. “The mismatch of personal and organizational values has been identified as one of the key risk factors for the development of occupational burnout.” (Gostauta (2010; Dylag et al. (2013). As Picagli (2024) suggests, there is a generational value mismatch in the workplace today because of their generational differences, workplace impact, generational composition and challenges and opportunities which brings challenges in communication preferences, work styles and expectations.

Therefore, this study is investigating whether there are differences in these generations at the workplace in relations to the organizational values and value alignment to prove there is mismatch values of employees in the contemporary workplace as shown in the previous studies:

Organizational values have a significant relationship with value misalignment in an organization.

1. Alignment and Engagement: Research indicates that alignment between individuals’ values and those of their organizations leads to positive organizational outcomes, including a reduction in staff turnover. When employees’ personal values fit within their organization, it affirms feelings of self-integrity, reduces self-doubt, and enables them to perform to their best ability (Guadalupe, M, Kinias, Z and Schloderer, 2021).

2. Misalignment and Conflict: On the other hand, a mismatch between personal and organizational values can lead to conflicts. For instance, a company may claim to value advancement and progress, but if it offers only limited opportunities for employees to advance, it can result in a weak culture, reduced productivity, and a high employee turnover rate (Vlachoutsicos, 2013); Hatcher, 2019; Liden, 2024)

3. Impact on Performance: If an employee doesn't see the value in the organization's purpose, vision, and values, or they simply don't understand how their role adds value, that's misalignment. This misalignment can create friction and even cause decreased performance and productivity among teams (Savdharia, 2022).

The alignment of personal and organizational values plays a crucial role in the functioning of an organization. Misalignment can lead to various issues, including reduced productivity, increased turnover, and decreased employee satisfaction. The misalignment of individual's value and organizational value needs to be looked into to determine they belong to which generations.

Therefore, it's essential for organizations to strive for value alignment to foster a positive and productive work environment.

Value alignment research have shown that it is important to close the gaps in communication preference, work attitude, career aspirations and work dynamic as different generation has different preference, attitude and aspirations. Even though there are more similarities in their values, however, there are still some differences to be dealt with (Tourky, Osman & Harvey, 2023). Value misalignment may lead to negative impact i.e. decreased employee morale, increased turnover, reduce productivity and ethical issues (Carucci, 2017; Biriema, 2024).

According to Alferjany and Rosima (2020) there are five generations in the current workforce, however, there is a shortage of literature in in theoretical researches on generational differences, especially on the current generation Y and Z. The two generations that have more similarities are traditionalists and boomers. Furthermore, according to Rathi and Kumar (2023) studies are unable to find the predicted differences in work values, and those that do often fail to distinguish between 'generation' and 'age' as possible drivers of such differences. Therefore, this study aims to investigate generational differences and the value misalignment that coexists in the contemporary workplace and strategies to resolve the misalignment of values among generations at the workplace in Malaysia.

## RESEARCH OBJECTIVE

The objective of this study is to determine the existence of generational differences and value misalignment at the workplace to understand the impact on organizations and propose strategies to solve these problems.

## RESEARCH QUESTION

RQ1: Do generational differences exist in the workplace?

RQ2: Are there values misalignments among generations at the workplace?

RQ3: What are the strategies to resolve the mismatch values of generations at the workplace?

## 2. Literature Review

### Generational Differences in the Workplace

Review of literary materials Generational discrepancies at work Generational disparities have been a key focus of organizational studies, as researchers investigate how differences in values, work habits, and expectations among different generations influence the work environment. According to Savdharia (2022), these variations can result in both disputes and potential advantages. Each generation, including baby boomers, generation x, millennials, and generation z, has unique viewpoints and expectations that impact how organizations operate and succeed. Baby boomers tend to prioritize stability and loyalty, whereas millennials and Gen Z are frequently perceived as valuing flexibility and work-life balance (Picagli, 2024).

### Value Alignment and Organizational Harmony

Research has demonstrated that it is essential to have alignment in values between employees and organizations in order to uphold harmony in the workplace. Kinias and Schloderer (2021) highlight that when personal values do not align with organizational values, individuals may experience dissatisfaction and disconnection from their work. The current study shows that there are notable distinctions in how different generations perceive the compatibility of their personal values with those of their organizations. Smooth communication and effective management of these value differences are key in creating a harmonious work environment.

### Communication Across Generations

The importance of communication in navigating generational disparities has been extensively researched and documented in various sources. Touky, Osman, and Harvey (2023) suggest that organizations can improve their effectiveness by tailoring communication strategies to suit the preferences of different generations. The results of the recent study highlight differences in how organizational values are communicated among different generations. This emphasizes the need for communication strategies that are tailored to bridge these generational gaps and enhance workplace cohesion.

### Organizational Respect and Acknowledgment

Respect for individual values is a key factor in employee satisfaction and organizational success. Savdharia (2022) and Picagli (2024) highlight that organizations that actively acknowledge and respect the diverse values of their employees are more likely to foster positive work environments and high levels of job satisfaction. The current study supports this by showing that when organizations recognize and respect the personal values of different generations, it leads to enhanced employee satisfaction and organizational commitment.

### Implications for Organizational Practice

The literature underscores the importance of addressing generational differences and aligning organizational practices with the diverse values of employees. This involves implementing strategies that promote value acknowledgment, effective communication, and respect for individual perspectives. Organizations that successfully navigate these aspects can expect to see improvements in workplace harmony, job satisfaction, and overall effectiveness.

## ECONOMIC IMPLICATIONS OF ORGANIZATIONAL VALUES, MISMATCHED VALUES, AND STRATEGIES FOR ALIGNMENT BETWEEN GENERATIONS AT THE WORKPLACE IN MALAYSIA

Generational differences and value alignment significantly impact organizational economics in several ways:

### 1. Productivity and Efficiency

Generational preferences, such as Baby Boomers' emphasis on stability versus Millennials' and Gen Z's desire for flexibility, influence productivity and efficiency. In Malaysia, where diverse cultural and generational values intersect, misalignments between personal values and organizational goals can lead to reduced job satisfaction and efficiency. Savdharia (2022) and Kinias & Schloderer (2021) note that addressing these mismatches is crucial for optimizing productivity. Abidin (2020) highlights that such misalignments can affect broader economic performance in Malaysia, emphasizing the need for targeted strategies that cater to the specific generational and cultural contexts of the Malaysian workforce.

### 2. Employee Turnover and Retention Costs

In Malaysia, the mismatch between personal and organizational values can result in higher turnover rates as employees seek workplaces that better align with their values. This situation increases costs associated with recruitment, training, and lost productivity (Vlachoutsicos, 2013; Hatcher, 2019). Aligning organizational values with employees' values, as suggested by Guadalupe, Kinias, and Schloderer (2021), can help reduce turnover and associated expenses. Strategies to achieve this might include tailoring organizational values to reflect local cultural norms and generational expectations.

### 3. Talent Acquisition and Skill Gaps

Organizations in Malaysia that align with employees' values are more attractive to top talent, which can help address skill shortages and enhance competitiveness in the labor market (Picagli, 2024). Effective management of generational differences, as indicated by Tourky, Osman, and Harvey (2023), ensures a better mix of skills and experiences, driving innovation and growth. Tailored recruitment strategies that consider generational and cultural factors can improve talent acquisition and retention.

### 4. Organizational Culture and Economic Performance

A positive organizational culture that respects generational differences contributes to higher employee engagement and performance. In Malaysia, where generational and cultural diversity is significant, fostering such a culture leads to improved customer service, operational efficiency, and overall economic performance (Savdharia, 2022; Picagli, 2024). Abidin (2020) supports this view by showing that addressing generational differences enhances economic outcomes, emphasizing the need for Malaysian organizations to cultivate a culture that embraces both generational and cultural diversity.

## 5. Long-term Economic Stability

Organizations in Malaysia that effectively manage generational differences and align values are more likely to experience stable financial performance and sustained growth. This stability contributes to broader economic stability by reducing turnover and enhancing workforce productivity (Guadalupe et al., 2021). Abidin (2020) highlights that managing value alignment supports long-term economic stability, reinforcing the importance of addressing generational and cultural mismatches in the Malaysian context.

## 3. Theoretical Frameworks

### Generational Theory

Generational theory discusses the concept of different generations and how they are influenced by the time period in which they are born. Understanding generational theory is crucial for comprehending the unique values, attitudes, and work preferences of various generations. This framework assists in recognizing and examining the distinct traits of baby boomers, generation X, millennials, and generation Z. By utilizing this theory, researchers can investigate if there are variations between generations in workplace behaviors, such as their preferences for work-life balance, communication styles, and job expectations, as well as how these differences influence the dynamics of the workplace. (Seemiller & Grace, 2019; Picagli, 2024).

### Value Congruence Theory and Organizational Culture Theory

Value congruence theory and organizational culture theory emphasize the importance of aligning individual values with the values of the organization. Value congruence theory examines how closely aligned an individual's values are with those of the organization, impacting factors such as job satisfaction, commitment, and productivity. Organizational culture theory highlights how shared values and norms influence behavior in the workplace. Both theories are applicable in determining if there are discrepancies in values between various generations in the workforce. This involves examining how differences in values between different generations and organizations can affect job satisfaction, engagement, and overall workplace cohesion. (Dylag et al., 2013; Carucci, 2017).

### Communication Accommodation Theory, Social Exchange Theory, and Organizational Culture Theory

The theories that will be discussed are communication accommodation theory, social exchange theory, and organizational culture theory. Communication accommodation theory offers insights on adjusting communication methods to effectively bridge generational differences. Social exchange theory emphasizes the significance of fairness and mutual giving in professional relationships, which can play a key role in addressing discrepancies in values. Organizational culture theory highlights the importance of incorporating a variety of values into the culture of an organization to promote inclusivity. These theories together help shape strategies to manage and resolve differences in values. This includes utilizing successful communication methods, fostering equal and mutually beneficial relationships, and nurturing a diverse organizational



culture that recognizes and incorporates the values of all age groups. (Savdharia, 2022; Tourky, Osman, & Harvey, 2023)

#### 4. Research Methodology

This research is a quantitative study where questionnaires were randomly distributed to employees of public and private sectors in Kuala Lumpur. There are a total of 223 respondents where questionnaires were distributed via online method. The questionnaires consist of four parts, which are demographics, organization values, values misalignment and strategies to resolve misalignment. Since the study covered a bigger research scope, this paper will only focus on the organization values and misalignment. Data were analysed using SPSS version 25.0.

#### 5. Findings

The demographics of this study is shown below in Table 1.

Table 1: Demographics

Variable	Description	Frequency	Percentage
Gender	Male	109	48.2
	Female	114	50.4
Age	Under 18 years old	1	.4
	18-24 years old	20	8.8
	25-34 years old	56	24.8
	35-44 years old	51	22.6
	45-54 years old	83	36.7
	55-64 years old	12	5.3
	65+ years old	1	.4
Generation	Baby Boomers (born 1946-1964)	3	1.3
	Generation X (born 1965-1980)	100	44.2
	Millennials / Generation Y (born 1981-1996)	75	33.2
	Generation Z (born 1997-present)	46	20.4
Type of employer	Government Agency	33	14.6
	Semi-Government	26	11.5
	Private Organization	141	62.4
	Non-Profit Organization	3	1.3
	Educational Institution	30	13.3
Job tenure	Less than 5 years	93	41.2
	5-10 years	39	17.3
	11-15 years	25	11.1
	16-20 years	19	8.4
	21-25 years	27	11.9
	More than 25 years	21	9.3
	Others	31	13.7
Current job position	Top-level management, e.g. Manager, Head of Department	45	19.9
	Middle-level management, e.g. Assistant Manager, Head of Unit	49	21.7
	Lower-level management, e.g. supervisor	9	4.0
	Officers or Executive	66	29.2

Clerk or Administrative Staff	25	11.1
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There are 223 respondents for this study. The male respondents are 111 (49.1), while females are 115 (51.1%) ranging from 18 to 65 years. The majority of the respondents came from the age group of 45 – 54 years old (37.1%), followed by 25 – 34 years old group (25%) 35 – 44 years old group (22.8%), 18 – 24 years old (9.8), and finally 55 – 64 years old group (5.4%). Also, there was one respondent who are above 65 years old.

The majority of the respondents are Generation X workers (44.6%), Generation Y (33.5%), followed by Generation Z (20.5) and 1.3% of baby boomers. These respondents came from the public sector (33.0%), semi-government (11.5%), private sector – 14.1, followed by the non-profit (1.3%). There were also those who came from the learning institutional (13.3%).

The majority of the respondents has less than five (5) years of working experience and they came from Generation Z (41.5%), followed by Generation Y who has 5 – 15 years of experience, (59%) and Generation X (20.6%). There are 9.4% who have worked for more than 21 years. Most of the respondents hold executives/officer level (29.3%), followed by middle-level management (21.8%) and top-level management (20.4%). Another 13.8% were from miscellaneous job positions from lecturers, consultants, data analyst and technician.

Differences Among Generations

To address RQ1, whether significant differences exist among generations at the workplace, a one-way ANOVA test was conducted.

Table 2: One-Way ANOVA – Organizational Values Among Generations

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.781	3	.927	3.403	.019
Within Groups	47.956	176	.272		
Total	50.738	179			

Table 2 indicates that there is a significant difference in organizational values between groups ( $F(3, 176) = 3.403, p = 0.019$ ).

Therefore, there is a significant difference on organizational values between generations of baby boomers, generation X and generation Z at the workplace, and this answers research question one that, there is evidence that generational difference exist in the workplace.

Value Misalignment

Table 3: One-Way ANOVA – Value Misalignment Between Generations.

	Sum of Squares	df	Mean Square	F	Sig.
How important do you believe organizational values are in the workplace?	Between Groups .914	3	.305	1.030	.381
	Within Groups 52.036	176	.296		
	Total 52.950	179			
How much do you think your personal values and those of your organization match?	Between Groups 9.281	3	3.094	5.008	.002
	Within Groups 108.719	176	.618		
	Total 118.000	179			
	Between Groups 2.992	3	.997	2.427	.067

How comfortable are you communicating with co-workers of different generations?	Within Groups 71.913 Total 74.905	175 178	.411		
How much do you think organizational decisions are influenced by the values of different generations?	Between Groups 2.623 Within Groups 88.573 Total 91.196	3 175 178	.874 .506	1.728	.163
How well do you believe your organization understands and respects the values of your generation?	Between Groups 5.415 Within Groups 55.159 Total 60.574	3 111 114	1.805 .497	3.632	.015
To what extent does your organization support and promote the values of your generation?	Between Groups 1.270 Within Groups 66.330 Total 67.600	3 111 114	.423 .598	.708	.549
How effectively do you think your organization communicates its values to employees of different generations?	Between Groups 7.664 Within Groups 70.597 Total 78.261	3 111 114	2.555 .636	4.017	.009
To what extent do you feel your personal values are acknowledged and respected by your organization?	Between Groups 3.761 Within Groups 47.362 Total 51.123	3 110 113	1.254 .431	2.912	.038
How does your organization support efforts to align its values with the values of different generations?	Between Groups 2.946 Within Groups 119.343 Total 122.289	3 110 113	.982 1.085	.905	.441
How does the alignment (or misalignment) of values between you and your organization affect your job satisfaction?	Between Groups 8.098 Within Groups 138.262 Total 146.360	3 110 113	2.699 1.257	2.147	.098
Overall, how would you rate the level of harmony between the values of different generations in your organization?	Between Groups 7.556 Within Groups 61.657 Total 69.213	3 104 107	2.519 .593	4.249	.007

Table 4 presents the results of the one-way ANOVA test used to evaluate the hypotheses in this study. The hypotheses are sorted by their result status and ordered by the F-statistic:

Table 4 : Hypotheses

Hypothesis	Result	F-Statistic	Degrees of Freedom (df)	p-Value
H2: Significant difference in personal values and organizational values between generations.	Supported	5.008	3/176	0.002
H7: Significant difference in effectiveness of organizational communication of values to different generations.	Supported	4.017	3/110	0.009
H11: Significant difference in level of harmony between values of different generations in the organization.	Supported	4.249	3/110	0.007

H5: Significant difference in belief that the organization understands and respects generational values.	Supported	3.632	3/176	0.015
H8: Significant difference in extent of feeling that personal values are acknowledged and respected by the organization.	Supported	2.912	3/110	0.038
H3: Significant difference in employees' comfort when communicating with co-workers of different generations.	Not Supported	2.427	3/176	0.067
H1: Significant difference in employees' belief in the importance of organizational values between generations.	Not Supported	1.030	3/176	0.381
H4: Significant difference in organizational decisions influenced by generational values.	Not Supported	1.728	3/176	0.165
H6: Significant difference in extent of organizational support and promotion of values between generations.	Not Supported	1.708	3/111	0.549
H10: Significant difference in how alignment/misalignment of values affects job satisfaction.	Not Supported	2.147	3/110	0.980
H9: Significant difference in organizational support efforts to align values between different generations.	Not Supported	0.905	3/110	0.441

6. Discussion

The results of this study reveal significant insights into how generational differences in personal values impact workplace dynamics. The findings support the hypothesis that there are notable differences in how personal values are perceived and respected across generations (H2 and H5). Specifically, respondents reported that organizations acknowledge and respect these generational differences, aligning with the work of Savdharia (2022) and Picagli (2024), which highlights the existence of value mismatches that can create both challenges and opportunities in areas such as communication preferences, work styles, and expectations.

Effective Communication Across Generations

The study also found that acknowledging individual values among different generations fosters effective communication (H7). This supports the notion that organizations need to address differences in communication preferences and work attitudes to enhance organizational cohesion (Touky, Osman, & Harvey, 2023). Effective communication is crucial in bridging generational gaps and ensuring a harmonious work environment.

Respect and Organizational Harmony

The results affirm that respecting and acknowledging personal values (H8) contributes to organizational harmony. When employees from all generations feel respected and valued, it enhances overall workplace satisfaction and collaboration. This finding underscores the importance of respect for diverse personal values in creating a supportive organizational culture.

Implications for Organizational Values

Interestingly, the acceptance of personal values and respect for differences led to the rejection of H1, which proposed significant generational differences in the importance of organizational values. This finding suggests that once personal values are accepted and respected, employees from different generations are more likely to align with and understand organizational values

(Kinias & Schloderer, 2021; Savdharia, 2022). Therefore, the focus shifts from differences in organizational value importance to ensuring that personal values are respected.

### Communication Comfort and Generational Differences

The acceptance of H7, indicating effective communication across generations, led to the rejection of H3. This suggests that, as personal values are respected, the comfort of communicating across generations becomes less of a concern. Employees are more focused on working together towards organizational objectives rather than being preoccupied with generational differences in communication comfort.

### Overall Findings and Strategies

The acceptance of H2, H5, H7, H8, and H11 effectively negates H1, H3, H4, H6, and H10. The study highlights that respecting and acknowledging personal values across generations minimizes conflict and enhances organizational effectiveness. Thus, the most critical takeaway from this study is that understanding, acceptance, acknowledgment, and respect for personal values are essential for organizational success. To address value misalignment, organizations should focus on strategies that promote respect and understanding of generational differences to ensure a cohesive and productive work environment.

## 7. Conclusion

This study offers significant insights into the impact of generational differences and value alignment on workplace dynamics. The findings confirm that notable differences exist in personal values among various generations, which influence how employees perceive and interact with organizational values (Savdharia, 2022; Picagli, 2024). Crucially, organizations that respect and acknowledge these personal values foster greater harmony and satisfaction among employees, aligning with research suggesting that respect for diverse perspectives is essential for a positive work environment (Kinias & Schloderer, 2021). This respect enhances effective communication across generations, supporting the notion that tailored communication strategies can bridge generational gaps and improve workplace cohesion (Touky, Osman, & Harvey, 2023). The study also reveals that when personal values are well respected, concerns about the importance of organizational values diminish, suggesting that once personal values are acknowledged, employees are more likely to align with and support organizational goals (Guadalupe et al., 2021). This alignment reduces conflict, improves productivity, and fosters a more inclusive work culture (Vlachoutsicos, 2013). Therefore, organizations should prioritize strategies that promote understanding, acknowledgment, and respect for diverse personal values, including implementing inclusive policies, enhancing communication, and creating a respectful culture. Future research could explore how different industries and contexts influence generational dynamics and long-term impacts on performance and employee well-being. Overall, addressing generational differences and value alignment is essential for enhancing employee satisfaction, reducing turnover, and achieving organizational effectiveness.

## 8. Significance of the Study

This study on generational differences and value alignment in the workplace holds significant importance for several reasons:

### 1. Enhancing Organizational Effectiveness

Understanding how different generations perceive and align with organizational values is crucial for improving workplace efficiency and harmony. By identifying and addressing these differences, organizations can create more effective strategies for communication, management, and employee engagement (Kinias & Schloderer, 2021; Touky, Osman, & Harvey, 2023).

### 2. Reducing Turnover and Associated Costs

Misalignment between personal and organizational values can lead to higher employee turnover, which incurs substantial costs related to recruitment and training. This study highlights the importance of value alignment in reducing turnover rates and minimizing associated expenses, thereby improving financial stability and organizational performance (Vlachoutsicos, 2013; Guadalupe, Kinias, & Schloderer, 2021).

### 3. Enhancing the process of recruiting and keeping skilled employees.

As the workforce grows more diverse, organizations who can align their values with their employees' are more likely to attract and keep top talent. This study offers valuable information on customizing strategies to align with the preferences of various age groups, which can improve competitiveness in the job market. (Picagli, 2024; Tourky, Osman, & Harvey, 2023).

### 4. Fostering a Positive Organizational Culture

Acknowledging and respecting generational differences can lead to a more inclusive and supportive organizational culture. This study underscores the importance of fostering a work environment where all generations feel valued, which can enhance overall employee satisfaction and productivity (Savdharia, 2022; Picagli, 2024).

### 5. Supporting Long-term Organizational Growth

Effective management of generational differences and value alignment contributes to long-term economic stability and growth. By addressing these issues, organizations can ensure a more engaged and productive workforce, which supports sustained success and resilience in a competitive economic landscape (Guadalupe et al., 2021).

## 9. Recommendation Strategies

To effectively deal with generational disparities and alignment of values at work, companies should put into place a set of strategic suggestions. Firstly, improving communication between different age groups can be achieved through creating multi-generational communication strategies and offering communication training (Touky, Osman, & Harvey, 2023; Savdharia, 2022). In addition, acknowledging and celebrating individual efforts through programs aimed at recognizing value and

conducting surveys to align values can assist in honoring and appreciating personal beliefs (Kinias & Schloderer, 2021; Picagli, 2024).

It is essential to establish a culture of respect within an organization, which can be accomplished by fostering inclusive environments and facilitating open discussions about values (Guadalupe et al., 2021; Vlachoutsicos, 2013). It is vital to ensure that organizational values are in line with personal values. This can be achieved by updating organizational values to align with current standards and incorporating personal values into organizational objectives. This will promote stronger unity within the organization (Kinias & Schloderer, 2021; Savdharia, 2022).

Providing flexible work arrangements and promoting professional growth for employees of all ages is suggested to boost job satisfaction and diminish conflict (Touky, Osman, & Harvey, 2023; Guadalupe et al., 2021). Bridging the divide between generations can be facilitated through workshops and mentoring programs, allowing for mutual understanding and the sharing of knowledge (Savdharia, 2022; Kinias & Schloderer, 2021). Creating ways for employees to give feedback and then actually using that feedback can help improve communication and ensure that everyone is on the same page in terms of values. Ultimately, consistently reviewing and modifying organizational policies according to feedback guarantees that they stay inclusive and up-to-date (Guadalupe et al., 2021; Touky, Osman, & Harvey, 2023).

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