FAST FACTS
Generational Differences in Work-Family Values in the United States

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<u>What are the major generational divides in the United States?</u>

- **Fact 1:** "Generations, as they have generally been written about, refer to groups of individuals (i.e., cohorts) based on shared experiences at similar ages. The idea is that common experiences shared by individuals of a particular age at a particular point in time create similarities (e.g., attitudes, political orientations, general dispositions) among those in the cohort" (Costanza et al., 2012: pp. 376).

<u>How much does generational positioning shape work-family values?</u>

- **Fact 1:** "Overall, we found little support for differences between groups of individuals based on generational membership" (Costanza et al., 2012: pp. 388).

- **Fact 2:** "Today's multi-generational workforce embodies a wide variety of different attitudes, values, motivations and beliefs; there is a significant body of academic literature cataloguing these varying characteristics and experiences" (Helyer & Lee, 2012: pp. 574).

- **Fact 3:** "While generational stereotypes are widely held and promulgated…empirical evidence backing them up has been mixed at best, and the research faces challenging conceptual, definitional, methodological, and statistical issues" (Costanza et al., 2012: pp. 376).

- **Fact 4:** "Despite the body of research on these generations, a lack of consensus exists among researchers about specific traits held by each generation and the validity of research on generational differences at all" (Hayes et al., 2018; pp. 846).

What characterizes the work-family values of the baby boom generation?

- **Fact 1:** "The generational boundaries for Boomers are generally set between 1945 and the mid-1960s with the decline in birth rates that signaled the end of the Baby Boom" (Cennamo & Gardener, 2008: pp. 892).

- **Fact 2:** "Boomers grew up in an era of shifting and blurring of gender roles (e.g., sexual liberation and the Women's Movement)." (Beutell, 2013: pp. 2546).

- **Fact 3:** "There were so many of them, they were trendsetters from birth and continue to be. They are powerful, highly motivated and, as a generation, self-absorbed" (Fisherman, 2016: pp. 255).

What characterizes the work-family values of generation X?
- **Fact 1:** "Generation X has starting years varying from 1961 to 1965 and continuing on to 1975 to 1981" (Costanza et al., 2012: pp. 377).

- **Fact 2:** "Generation Xers are more effectively motivated through external social rewards, for example, when a supervisor shows respect and recognition to their subordinates" (Mahmoud et al., 2021: pp. 205).

- **Fact 3:** "Generation X members seek work-life balance, making sure they have enough time to devote to their family" (Mahmoud et al., 2021: pp. 197).

- **Fact 4:** "Unlike the Baby Boomers who have a "live to work" mentality, Generation X individuals believe that they work to live" (Lapoint & Liprie-Spence, 2017: pp. 120).

What characterizes work-family values of generation Y (Millennials)?
- **Fact 1:** "Millennials were born between 1982 and 2000" (Fisherman, 2016: pp. 250).

- **Fact 2:** "Unlike employees from the Baby Boomer or Gen X groups, the millennials' results show no relationship between organizational commitment and workplace culture" (Stewart et al., 2017: pp. 48).

- **Fact 3:** "This generation feels empowered and wants to make changes for the better. Early in their lives, Millennials demonstrated concerns about others, about the environment and about global conditions" (Fisherman, 2016: pp. 251).

- **Fact 4:** "Compared to Generation X, the individuals in the Millennial generation tend to be more dependent on others than previous generations" (Lapoint & Liprie-Spence, 2017: pp. 120).

What characterizes the work-family values of generation Z?

- **Fact 1:** "Generation Z represents the youngest generation of employees who are entering the workforce with higher numbers every year" (Mahmoud et al., 2021: pp. 197).

- **Fact 2:** "Unlike other generations, Generation Z has not lived in a world without Internet" (Goh & Lee, 2018: pp. 21).

- **Fact 3:** "Generation Z employees tended to be more sensitive and reactive to off-putting situations than Generation X and Generation Y." (Mahmoud et al., 2021: pp. 204).

What can companies do to address the values and interests of a multi-generational workforce?

- **Fact 1:** "The findings should give caution to organizations looking to adopt interventions based on the assumption that generations differ in meaningful ways" (Costanza et al., 2012: pp. 391).

- **Fact 2:** "One solution is to use retirees to work with younger staff to share their knowledge after they have left the organization." (Massingham & Chandrakumara, 2019: pp. 492).

- **Fact 3:** "We suggest that service organizations with diverse generational composition, adopt new measures of workplace agility to survive interminable disruptions" (Mahmoud et al., 2021: pp. 205).

- **Fact 4:** "Managers need to reassess their HR policies and practices to address specific needs of the generational cohorts to motivate, attract and retain the workforce" (Singh et al., 2021: pp. 483

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