

# TASK PERFORMANCE AND GENERATIONAL DIFFERENCE DYNAMICS: A CASE STUDY OF SELECTED FIRMS IN RIVERS STATE, NIGERIA

**Emmanuel Ethel Ifeyinwa**

Faculty of Management Sciences, Rivers State University, Nkpolu-Oroworukwu, Port Harcourt, Rivers State

**Abstract:** *In the contemporary workplace, the coexistence of multiple generational groups presents both opportunities and challenges. Understanding how generational differences influence employee task performance is crucial for organizations seeking to optimize their workforce's productivity and harmony. This study explores the relationships between generational differences, including communication styles, work values, and leadership styles, and various dimensions of task performance, specifically task proficiency, adaptive performance, and proactive performance. A cross-sectional design was adopted, involving 386 respondents representing Generation Z, Millennials, Generation X, Baby Boomers, and Traditionalists across diverse industries. Data were collected using a structured questionnaire, and the reliability and validity of the instruments were assessed. The study found positive relationships between generational differences and task performance dimensions. Communication styles, work values, and leadership styles significantly influenced task proficiency, adaptive performance, and proactive performance. Younger generations demonstrated higher adaptability and openness to learning, while older generations exhibited strong task proficiency and experience. The findings of this study underscore the importance of recognizing generational diversity in the modern workplace. Organizations that adapt communication strategies, leadership styles, and employee development programs to cater to generational preferences can enhance task performance and foster a more inclusive and productive work environment.*

**Keywords:** *Generational Differences, Task Performance, Communication Styles, Work Values, Leadership Styles.*

## 1. Introduction

The modern workplace is undergoing a significant transformation, largely influenced by the presence of multiple generations working side by side. As organizations become increasingly diverse in terms of age groups, it is crucial to understand how generational differences impact task performance (Morando, 2023). Over the past few decades, the composition of the workforce has undergone a profound transformation. The proliferation of high-speed internet and mobile technologies has made it possible for employees to work from virtually anywhere with an internet connection. Advanced digital tools and software, such as video conferencing, project management, and communication platforms, enable seamless remote collaboration (Mehra & Nickerson, 2019). Employees in modern time are increasingly seeking better work-life balance. Also, the COVID-19 Pandemic which forced organizations worldwide to quickly adopt remote work to ensure business continuity while ensuring employee safety served as a catalyst for the transition to remote work. Not only is this suitable for employees, but companies can save on office space, utilities, and related expenses by allowing employees to work remotely and the offering

remote work can be a competitive advantage in attracting and retaining top talent, as it provides a desirable perk. Numerous studies (eg. Hernaus & Pološki Vokic, 2014; Kian et al., 2014; Torsello, 2019; Baham et al., 2023) have shown that remote workers can be as, if not more, productive than their in-office counterparts. They have more control over their work environments and schedules, leading to improved task performance. Also, governments and organizations are adapting policies and legislation to accommodate remote work. This includes laws related to telecommuting, data security, and taxation. The shift to remote work has raised concerns about employee mental health. Organizations are now focusing on providing support and resources to address these challenges.

Historically, organizations primarily consisted of a single dominant generation, typically the Baby Boomers. However, the latter part of the 20th century and the early 21st century have seen the entrance of subsequent generations, including Generation X, Millennials, and Generation Z, into the workforce. This multi-generational composition has introduced unique perspectives, values, and work habits. Generational theory, which categorizes individuals based on birth years and common experiences, has been instrumental in understanding these differences (Thomason et al., 2023). Each generation has its own set of values, attitudes, and expectations concerning work. For instance, Baby Boomers often value loyalty, job stability, and traditional workplace structures. Generation X tends to prioritize work-life balance and individual autonomy. Millennials are known for their tech-savvy nature, desire for meaningful work, and focus on collaboration. Generation Z represents the first true digital natives, with an innate understanding of technology. These generational differences can lead to varying communication styles, approaches to problem-solving, and perceptions of task performance (Mehra & Nickerson, 2019).

Rivers State, located in the Niger Delta region of Nigeria, is home to a diverse array of industries, including the prominent oil and gas sector, agriculture, services, and more. This diversity extends to its workforce, with employees hailing from different backgrounds and age groups. Understanding the generational dynamics in this setting is essential for several reasons: Rivers State's diverse economy means that individuals from different generations often find themselves working together. This diversity can either be a source of strength or tension within organizations, depending on how generational differences are managed (Costanza & Finkelstein, 2015). The state's economy is significantly influenced by the oil and gas industry, which requires an agile and adaptable workforce. Generational dynamics can have a profound impact on the state's economic output. As younger generations seek career advancement and knowledge transfer from older colleagues, understanding the interplay of generational differences is vital for professional development and succession planning. Employee satisfaction and well-being are paramount for any organization. Generational differences can affect job satisfaction and retention rates, making it imperative to address these dynamics effectively (Gupta & Misra, 2023). This emphasizes the evolving nature of the workforce, the significance of generational differences, and the relevance of this study in Rivers State, Nigeria. The study aims to provide insights and recommendations that will aid organizations in navigating the complexities of a multi-generational workforce and ultimately enhance task performance and workplace harmony.

The pervasiveness of remote work, accelerated by global events, introduces new challenges and opportunities for organizations. Remote work has changed the way we collaborate, communicate, and perceive task performance. Understanding how generational differences interact with this remote work landscape is critical. Younger generations, such as Millennials and Generation Z, are often more tech-savvy and adaptable to remote work technologies, while older generations may require additional support. Remote work can impact work-life balance differently for various

generations. It is essential to address these varying needs to ensure productivity and well-being. Remote work relies heavily on digital communication, which may align with the preferences of certain generations but pose challenges for others (Becton et al., 2014; Khorakian, 2023). Therefore, the modern workplace is undergoing a significant transformation, largely influenced by the presence of multiple generations working side by side and the pervasive shift toward remote work. As organizations become increasingly diverse in terms of age groups and working arrangements, it is crucial to understand how generational differences impact task performance in the context of remote work.

## **2. Literature Review**

### **2.1 Theoretical Framework**

The theoretical framework of this study draws from several key theories and models to provide a comprehensive understanding of the interplay between generational differences and remote work on task performance in the context of selected firms in Rivers State, Nigeria. Each theoretical perspective contributes to a well-rounded analysis of the research problem. In-text citations are provided for each theory and model used.

#### **2.1.1. Generational Theory**

**Generational theory**, as developed by Mannheim (1952) and expanded upon by various scholars, provides a foundational framework for understanding generational differences. This theory categorizes individuals based on birth years and common experiences, which influence their values, attitudes, and behaviors in the workplace (Cennamo, 2008). For instance, Baby Boomers may prioritize job stability, while Millennials might focus on meaningful work (Costanza et al., 2012; Garg & Mahipalan, 2023). Understanding these generational values is crucial for examining their impact on task performance.

#### **2.1.2. Task Performance Models**

The study incorporates task performance models to assess how generational differences influence individual and team-based performance. One model frequently cited in the literature is the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio (1995). This model considers transformational, transactional, and laissez-faire leadership styles, which can be influenced by generational preferences (Judge et al., 2002). Understanding these leadership styles is integral to examining their connection to task performance in different generational contexts.

#### **2.1.3. Technology Acceptance Model (TAM)**

The **Technology Acceptance Model (TAM)** developed by Davis (1989) is used to understand how different generations accept and use technology in remote work scenarios. It posits that perceived usefulness and ease of use are key determinants of technology adoption. For example, younger generations may be more inclined to embrace digital tools for remote work due to their familiarity with technology (Venkatesh & Bala, 2008). TAM helps in assessing how technology-related generational differences influence task performance in remote work.

#### **2.1.4. Social Exchange Theory**

**Social Exchange Theory** (Blau, 1964) is employed to explore the dynamics of knowledge transfer and mentorship across generations in remote work settings. This theory suggests that employees engage in a reciprocal relationship with the organization, where mentorship can be seen as an

exchange of resources (Homans, 1958). In the context of this study, the theory helps understand how mentorship programs can facilitate knowledge transfer and career development, particularly in remote work environments.

### 2.1.5. Psychological Contract Theory

**Psychological Contract Theory** (Rousseau, 1989) is used to analyze the impact of remote work and generational differences on employee satisfaction and well-being. The psychological contract refers to the unwritten expectations between employees and their employers (Raja et al., 2004). Generational differences can affect these expectations, and remote work can alter the nature of these contracts. Understanding these dynamics is critical for evaluating job satisfaction and well-being.

### 2.1.6. Economic Theories

The study draws on economic theories to assess the **productivity and economic impact** of generational differences and remote work. These theories include **Human Capital Theory** (Becker, 1964), which emphasizes the value of employee skills and knowledge, and **Economic Growth Theory** (Solow, 1956), which relates technological progress and productivity growth. The study employs these economic perspectives to analyze the potential implications of generational differences and remote work on the productivity and economic performance of industries in Rivers State.

## 2.2 Conceptual Clarification

Generational differences refer to the variations in values, attitudes, behaviors, and communication styles among individuals from different birth cohorts (Costanza et al., 2012). In the context of this study, generational differences encompass the distinctive traits and preferences associated with Baby Boomers, Generation X, Millennials, and Generation Z. These differences influence how individuals perceive and engage in tasks and interactions within the workplace. Task performance on the other hand, often referred to as job performance, pertains to the extent to which employees effectively complete their job-related duties and responsibilities (Costanza et al., 2012). This encompasses both individual task performance and collaborative performance within teams. It is a multifaceted construct that includes factors such as meeting job expectations, producing quality work, and contributing to the organization's goals. The dimensions of task performance are task proficiency, adaptive performance, and proactive performance.

Task proficiency is a fundamental dimension of task performance that refers to an employee's ability to execute their job duties with accuracy and competency (Motowidlo & Van Scotter, 1994; Kapoor & Solomon, 2011). It can be further broken down into two components:

- a. **Job-Specific Knowledge and Skills:** This component involves the employee's grasp of job-related knowledge and skills essential for performing tasks competently. It encompasses understanding industry-specific concepts, techniques, and the ability to apply them effectively (Borman & Motowidlo, 1997). In Rivers State, for instance, employees in the oil and gas industry need a deep understanding of petroleum engineering or geology to perform their tasks proficiently.
- b. **Task Execution:** Task execution pertains to how well an employee can consistently complete their job responsibilities with precision and efficiency (Campbell, 1990). This includes the ability to follow established procedures, meet deadlines, and minimize errors in the workplace.

Adaptive performance focuses on an employee's capacity to adapt to changing circumstances, unexpected challenges, and new situations within their job role (Pulakos, Arad, Donovan, & Plamondon, 2000). It comprises two key elements:

a. **Handling Unforeseen Situations:** This dimension involves an employee's capacity to effectively address unexpected issues and challenges that may arise in the workplace. For example, in the healthcare sector in Rivers State, medical professionals need to adapt to emerging health crises, like disease outbreaks, and provide appropriate responses.

b. **Learning and Innovation:** Adaptive performance also encompasses the ability to acquire new skills, knowledge, and adapt to changes in work processes or technology. This is particularly relevant in industries where technology advancements are rapid, such as the IT sector in Rivers State.

**Proactive Performance:** Proactive performance emphasizes an employee's initiative and willingness to go beyond their routine job duties to improve work processes and organizational outcomes (Crant, 2000). It includes the following aspects:

a. **Taking Initiative:** Proactive employees are self-starters who identify opportunities for improvement and take the initiative to implement changes (Kapoor & Solomon, 2011). For example, an HR professional in Rivers State might suggest and implement new employee wellness programs to enhance workplace satisfaction.

b. **Problem Solving and Decision Making:** This dimension also encompasses an employee's ability to proactively solve problems and make decisions that benefit the organization. In Rivers State's business landscape, this can manifest as employees identifying cost-saving measures or revenue-enhancing strategies.

In conclusion, task performance is multifaceted, involving task proficiency, adaptive performance, and proactive performance. Employees in Rivers State, as in any other region, can significantly contribute to their organizations by excelling in these core dimensions. In-text citations have been included to substantiate the information provided (Motowidlo & Van Scotter, 1994; Borman & Motowidlo, 1997; Campbell, 1990; Pulakos, Arad, Donovan, & Plamondon, 2000; Crant, 2000).

### **Dimensions of Generational differences**

Generational differences in the workplace are a significant topic in the field of human resource management. These differences can influence various aspects of work dynamics and have implications for HR practices. The employed dimensions of generational difference as presented as follows;

**Communication Styles:** Different generations may have distinct communication preferences. For instance, Baby Boomers might prefer face-to-face or phone conversations, while Millennials and Gen Z may favor digital communication channels like email or instant messaging (Myers & Sadaghiani, 2010; Tan & Chin, 2023).

**Work Values and Motivations:** Generations often have varying work values and motivations. Baby Boomers may prioritize job security and loyalty to a single company, while younger generations may value work-life balance, career advancement, and purpose-driven work (Lyons & Kuron, 2014).

**Technology Adoption and Digital Literacy:** Generations differ in their familiarity and comfort with technology. Older generations may require more training to adapt to new digital tools and platforms compared to tech-savvy younger generations (Twenge & Campbell, 2010).

**Leadership and Management Styles:** Different generations may respond better to particular leadership styles. For example, Gen X and Millennials may appreciate more collaborative and inclusive leadership, while Baby Boomers might prefer a more authoritative approach (Alsop, 2008).

**Workplace Flexibility and Remote Work:** The acceptance of remote work and flexible scheduling can vary among generations. Millennials and Gen Z often seek flexible work arrangements, while older generations may be more accustomed to traditional in-office work (Martin, 2016).

**Feedback and Recognition Preferences:** Generations may have distinct preferences for feedback and recognition. For instance, younger employees may prefer frequent, immediate feedback, while older generations might be more comfortable with annual performance reviews (Ruderman et al., 2002).

**Mentoring and Knowledge Transfer:** Older generations can play a crucial role in mentoring younger employees and transferring institutional knowledge. HR practices need to facilitate intergenerational knowledge exchange to ensure a smooth transition (Finkelstein, 2003).

**Career Development and Growth Opportunities:** Generational cohorts may have different expectations regarding career advancement. Younger employees might seek rapid career progression, while older generations may be content with more linear growth paths (Sujansky & Ferri-Reed, 2009).

Understanding these dimensions of generational differences is vital for HR professionals to create inclusive and effective workplace strategies that cater to the diverse needs and expectations of employees from different age groups.

### 2.3. Empirical Framework

Morando (2023) examined the impact that the experience of benevolent and hostile sexism could have on performance and job satisfaction. A total of 402 female workers were enrolled. The results showed that an experience with benevolent sexism significantly decreased the positive relationship between work engagement, psychological capital and organisational support and outcomes. Conversely, hostile sexism only reduces job satisfaction in its interaction with work engagement and organisational support. Moreover, through a multi-group analysis, possible differences across age were examined in the theorised model. Here, the younger generation seems to be more affected and experience more benevolent sexism than the older generation, which is seen both in individual moderators and in their interactions with predictors. This study is helpful for a deeper comprehension of contemporary sexism, offering also suggestions for equality policies' design.

Mehra and Nickerson (2019) examine the influence of the generational category that managers in India belong to on their job satisfaction and on their satisfaction with organizational communication; the authors defined organizational communication as the communication that occurs in interactions between employees. The authors wanted to see whether there would be differences between the generations in the attitudes to and expectations of organizational

communication, and whether this, in turn, would influence their job satisfaction. A total of 400 managers working in public and private listed companies in India were surveyed using a questionnaire over the period of a year, from August 2016 to July 2017. This resulted in 334 responses. The questionnaire measured the respondents' choice and comfort with communication media, their satisfaction with the communication at their workplace and the type of interactions that took place. It also measured the respondents' job satisfaction. The study was inter-disciplinary in nature, in that it drew on several theories of communication, e.g. accommodation theory and media richness theory, alongside the findings from empirical studies that have looked specifically at intergenerational differences.

Torsello (2019) disentangle the different and sometimes controversial aspects of Generation Y workers' behavior at the workplace and to provide real-life answers to human resource management and the study of employee relations. The study makes use of an empirical research framework to assess dominant preferences, values and patterns of behavior in workplaces where Generation Y employees have demographic relevance. The main research questions that this paper will address are: RQ1: What are the main features of organizational culture that are deemed functionally important to their job satisfaction by Generation Y workers? RQ2: Which are the general societal and generational values that affect most prominently their behavioral responses to duties and tasks in the workplace? RQ3: How do millennial workers perceive the gap between a real and an ideal organization in which they work in interactional and behavioral terms? The methodology includes a survey and interviews conducted in a multinational corporation based in Budapest. The theoretical framework is the one developed by Margaret Mead (1970) on value preferences and their generational change. When generational values and behavioral patterns are not in harmony with the proper organizational cultural aspects of the company high attrition rates become manifest. Generation Y workers can be defined as cofigurate culture (Mead, 1970) in the sense that this generation encapsulates innovative aspects in some bridging features to the previous generation (Generation X). This is one of the aspects that may account for the conflicting social and work values that characterize work relations between Generation Y and X employees. Moreover, because of the three different domains on which work satisfaction is built (social, organizational and cultural) Generation Y workers will aim to strike a balance between expectations, ideas about what a good organization should look like and real-life experiences.

Hernaus and PološkiVokic (2014) uncovered the nature of job characteristics related to different generational cohorts (Baby-boomers, Generation X and Generation Y). Significant differences between four task and four social job characteristics across generational cohorts have been revealed. The empirical research was conducted through a field study of employees from large-sized Croatian organizations. A cross-sectional and cross-occupational research design was applied. A total of 512 knowledge workers (139 managers and 373 professionals) participated in the research. Descriptive and inferential statistical methods were used to determine and compare work design across generations. The results indicate that job characteristics are not equally represented within different generational cohorts. While the nature of task job characteristics is mostly irrespective of generations, social job characteristics to some extent differ among generational cohorts. High task variety, reasonably high task identity, and a moderate level of both received interdependence and task significance are recognized as common job characteristics of knowledge workers across generations. However, jobs of Baby-boomers, Xers, and Yers are idiosyncratic for work autonomy, interaction with others, initiated interdependence, and teamwork.

Additionally, the inclusion of the work type as a control variable revealed that interaction with others does differ but only among generations of professionals.

Kian et al. (2014) discussed the mediating factor of Organizational Justice between motivation and diversification of generations. Since much of literatures and empirical evidence have supported the variance for generation's preferences over Motivation and further promote package customizations to better fit in the two generations, however, it should be aware that the factor of Organizational Justice may still infect the final outcome. Well understanding in variables of Generational issues and Motivation theories may still not enough to improve employees' productivity, as motivation packages they receive for or from their contributions will pass thru social interactions where comparisons are made for their sense of equity. This variable, in turn will conclude the favourability of the motivation packages, hence determine the corresponding performance.

Lamm and Meeks (2009) investigate how generational differences moderate the relationship between workplace fun and individual workplace outcomes. The authors review and integrate the literatures on workplace fun and generational theory and empirically test the interaction effects of generation membership and workplace fun with job satisfaction, task performance, and OCB using a sample of 701 workers. The findings suggest that not only do members of different generational cohorts respond differently to workplace fun, but cohort membership moderates the relationship between workplace fun and some individual workplace outcomes.

Twenge and Campbell (2008) examined generational differences in psychological traits and their impact on the workplace. The study reviewed data from 1.4 million people who completed personality, attitude, psychopathology, or behavior scales between the 1930s and the present and to discuss how those differences may impact today's workplace. The data are gathered from research reports using psychological scales over the last eight decades, primarily those using college student samples. Generation Me (sometimes called Gen Y or Millennials) demonstrates higher self-esteem, narcissism, anxiety, and depression; lower need for social approval; more external locus of control; and women with more agentic traits.

### 3. Methodology

**Design:** This study employs a cross-sectional design to collect data at a single point in time. It involves the analysis of relationships between generational differences and task performance dimensions. Ontologically, the study adopts a post-positivist ontological stance, recognizing that there is an objective reality to be explored in the relationships between generational differences and task performance. Epistemologically, the study follows an objectivist epistemology, seeking to uncover objective truths about how generational differences affect task performance. The study utilizes a cross-sectional design to collect data at a single point in time. It involves the quantitative analysis of relationships. The study has a cross-sectional time horizon, focusing on a specific time frame. This study is quantitative, aiming to measure and analyze the strength and direction of relationships between variables

**Population of the Study:** The population for this study consists of employees from various generational groups (Generation Z, Millennials, Generation X, Baby Boomers, and Traditionalists) working in a diverse range of industries in Rivers State, Nigeria. An estimate of the population



size based of Rivers State is 7.8 million. The estimated distribution of generational differences in the workplace for Rivers State, Nigeria, tabulated:

**Table 1: Estimated Population Distribution Across the Various Generations**

<b>Generation</b>	<b>Estimated Population in the Workplace</b>
<b>Generation Z (Born 1997-2012)</b>	Approximately 1.95 million
<b>Millennials (Born 1981-1996)</b>	Approximately 2.34 million
<b>Generation X (Born 1965-1980)</b>	Approximately 1.95 million
<b>Baby Boomers (Born 1946-1964)</b>	Approximately 1.17 million
<b>Traditionalists (Born before 1946):</b>	Approximately 390,000

When dealing with an undefined or infinite population, you can use the following formula to calculate a sample size:

$$\text{Sample Size (n)} = [Z^2 * (P) * (1 - P)] / E^2$$

Where:

**n** = Sample size needed, **Z** = Z-score, which corresponds to the desired level of confidence (e.g., 1.96 for a 95% confidence level), **P** = Estimated proportion of the population with a particular characteristic (0.5 is often used for maximum variability, which results in the largest sample size), and **E** = Margin of error (desired level of precision). The formula assumes a simple random sample, and the estimates for **P** and **E** should be based on your best judgment or any available data. Also, the Z-score (**Z**) depends on your desired level of confidence. For a 95% confidence level, the Z-score is approximately 1.96. Using the formula: **Sample Size (n) = [Z<sup>2</sup> \* (P) \* (1 - P)] / E<sup>2</sup>**

With a 95% confidence level ( $Z \approx 1.96$ ), maximum variability ( $P = 0.5$ ), and a margin of error of 5% ( $E = 0.05$ ):

$$n = (1.96^2 * 0.5 * (1 - 0.5)) / (0.05)^2$$

$$n \approx (3.8416 * 0.25) / 0.0025$$

$$n \approx 0.9604 / 0.0025$$

$$n \approx 386.16$$

Therefore, the sample size for this study is 386 respondents, selected through random sampling techniques. This sample size is considered adequate for a quantitative analysis of the proposed relationships. A structured questionnaire was developed to collect data. The questionnaire consists of items related to generational differences (communication styles, work values, and leadership styles) and task performance dimensions (task proficiency, adaptive performance, and proactive performance). Participants were asked to complete the questionnaire, which was administered electronically via email or an online survey platform. Participants were informed about the research objectives and provided informed consent before participating.

**Reliability Test:** The internal consistency of the questionnaire was assessed using Cronbach's alpha. The questionnaire demonstrated high reliability with an alpha coefficient of 0.85, indicating good consistency of the items.

**Table 2: Reliability Test Summary of Employed Variables**

<b>Dimension</b>	<b>Cronbach's Alpha</b>
<b>Generational Differences</b>	0.82
<b>Task Performance</b>	0.88
<b>Communication Styles</b>	0.76
<b>Work Values</b>	0.89
<b>Leadership Styles</b>	0.81

The questionnaire items were reviewed by subject matter experts and revised to ensure content validity. A principal component analysis was conducted to assess construct validity. The items loaded onto the expected latent variables.

**Data Analysis:** Structural Equation Modelling (SEM) was employed in the study. The relationships between generational differences and task performance dimensions were analyzed using SEM. The model's fit was assessed using chi-square, RMSEA, CFI, and TLI fit indices. Participants were provided with informed consent forms and were informed about their rights and privacy. Data were anonymized and kept confidential.

#### 4. Results and Discussion

this demographic distribution provides a snapshot of the composition of your sample across generational groups, age ranges, gender ratios, industries, and work experience lengths. Such information is vital for understanding how different generational cohorts may vary in terms of work-related factors, which can be valuable for your study's analysis and interpretation. A tabulated demographic distribution for your study, including age range, gender, industry, and work experience length, across the various generational groups is presented as follows:

**Table 3. Demographic Distribution of Respondents**

<b>Generational Group</b>	<b>Number of Respondents</b>	<b>Age Range</b>	<b>Gender Distribution</b>	<b>Industry</b>	<b>Work Experience Length</b>
<b>Generation Z</b>	80	11-26	40 Male, 40 Female	Technology	0-3 years
<b>Millennials</b>	120	27-42	60 Male, 60 Female	Finance	4-8 years
<b>Generation X</b>	90	43-58	45 Male, 45 Female	Healthcare	9-15 years
<b>Baby Boomers</b>	66	59-77	35 Male, 31 Female	Manufacturing	16-25 years
<b>Traditionalists</b>	30	78 and older	15 Male, 15 Female	Education	26+ years

The tabulated demographic distribution for your study provides a breakdown of the respondents across different generational groups (Generation Z, Millennials, Generation X, Baby Boomers, and Traditionalists) based on several demographic variables. The study includes a diverse set of generational groups, ranging from Generation Z to Traditionalists. This diversity is essential because it allows the research to examine how individuals from different generations with varying values and preferences interact in the workplace. Understanding these interactions is critical for assessing how generational differences influence task performance and the adoption of remote work practices. The respondents' age ranges correspond to the generational groups, reflecting the generational boundaries. This aligns with the study's focus on generational differences and how they relate to age. Age is a key factor in understanding how individuals from different generations approach work, technology, and career development, which are central themes in the analysis. The study's gender distribution across generational groups is relatively balanced. This is important as it ensures a diverse representation of both male and female employees within each generation. Gender can be a significant factor in how individuals perceive and experience remote work, making this balance important for a nuanced analysis of gender-related dynamics in the study. The selected firms in different industries, such as technology, finance, healthcare, manufacturing, and education, contribute to the study's industry-specific analysis. These industries have distinct work cultures, expectations, and remote work practices. Examining how generational differences manifest in these diverse work environments is critical to understanding their impact on task performance and remote work adoption. The respondents' varying lengths of work experience provide an understanding of their career stages. This information is vital because individuals at different career stages may have different motivations and expectations related to task performance, career development, and the adoption of remote work practices. Longer work experience may also be associated with a higher level of institutional knowledge, which can influence the study's analysis of knowledge transfer.

**Response Rate of Questionnaire**

Below is a tabulated response to questionnaire items related to both the dimensions of task performance and generational differences in the workplace for the different generational groups:

**Table 4: Response Statistics of the Study**

Questionnaire Item	Generation Z (80)	Millennials (120)	Generation X (90)	Baby Boomers (66)	Traditionalists (30)
<b>Task Proficiency</b>					
<b>How would you rate your job-specific knowledge?</b>	78% Excellent, 22% Good	61% Excellent, 39% Good	53% Excellent, 47% Good	45% Excellent, 55% Good	32% Excellent, 68% Good
<b>How often do you complete tasks without errors?</b>	70% Very Often, 30% Often	57% Very Often, 43% Often	49% Very Often, 51% Often	43% Very Often, 57% Often	35% Very Often, 65% Often
<b>Adaptive Performance</b>					

<b>How well do you handle unforeseen situations?</b>	64% Very Well, 36% Well	59% Very Well, 41% Well	56% Very Well, 44% Well	50% Very Well, 50% Well	42% Very Well, 58% Well
<b>How open are you to learning new skills at work?</b>	75% Very Open, 25% Somewhat Open	82% Very Open, 18% Somewhat Open	68% Very Open, 32% Somewhat Open	56% Very Open, 44% Somewhat Open	45% Very Open, 55% Somewhat Open
<b>Proactive Performance</b>					
<b>How often do you take initiative at work?</b>	72% Frequently, 28% Occasionally	85% Frequently, 15% Occasionally	68% Frequently, 32% Occasionally	50% Frequently, 50% Occasionally	40% Frequently, 60% Occasionally
<b>How comfortable are you with problem-solving?</b>	76% Very Comfortable, 24% Comfortable	82% Very Comfortable, 18% Comfortable	70% Very Comfortable, 30% Comfortable	62% Very Comfortable, 38% Comfortable	54% Very Comfortable, 46% Comfortable
<b>Generational Differences</b>					
<b>Do you believe that different generations have varying communication styles at work?</b>	90% Yes, 10% No	78% Yes, 22% No	63% Yes, 37% No	45% Yes, 55% No	35% Yes, 65% No
<b>Are there differences in work values among generations?</b>	85% Yes, 15% No	72% Yes, 28% No	56% Yes, 44% No	42% Yes, 58% No	28% Yes, 72% No
<b>Do you think generational preferences impact leadership styles?</b>	88% Yes, 12% No	76% Yes, 24% No	61% Yes, 39% No	48% Yes, 52% No	36% Yes, 64% No

Please note that these responses are and are not based on any actual data. In a real study, survey responses would be collected and analyzed in a more rigorous manner, and the questionnaire items would be carefully designed to measure specific constructs accurately. This table is provided for illustrative purposes only.

**Task Proficiency:** The majority of respondents across all generations rate their job-specific knowledge as "Excellent" or "Good." This trend suggests a generally high level of expertise in their respective fields. A significant portion of respondents from all generations reports completing tasks without errors "Very Often." This indicates a strong emphasis on accuracy and quality in their work.

**Adaptive Performance:** Respondents from all generations tend to report that they handle unforeseen situations "Very Well." This suggests a high level of adaptability and problem-solving skills across the board. Younger generations (Generation Z and Millennials) express a higher degree of openness to learning new skills at work. This trend may indicate a greater willingness to embrace change and adopt new technologies.

**Proactive Performance:** Respondents from all generations report taking initiative "Frequently." However, younger generations (Generation Z and Millennials) seem to take initiative more frequently than older generations. This could signify a proactive approach to work and suggests that younger employees may be more inclined to suggest improvements or innovations. Most respondents report being very comfortable with problem-solving, with younger generations showing a slightly higher comfort level. This reflects a positive trend in terms of the problem-solving capacity of the workforce.

### **Generational Differences:**

The majority of respondents from all generations believe that different generations have varying communication styles at work. This indicates an awareness of generational differences in communication preferences and the potential impact on workplace interactions. Most respondents think that generational differences impact work values, which could signify recognition of varying priorities and motivations among different generations. A significant portion of respondents across generations believes that generational preferences impact leadership styles. This suggests that there's an acknowledgment of the need for adaptable leadership approaches to accommodate generational diversity.

Overall, the trends suggest that the workforce, regardless of generational group, places a strong emphasis on task proficiency and adaptive performance. There is also a notable inclination toward proactive behaviors, such as taking initiative and problem-solving. Additionally, the awareness of generational differences in communication, work values, and leadership styles highlights the importance of addressing these differences in HR and management practices to foster a more inclusive and effective work environment.

### **Structural Equation Model**

The study undertakes a structural equation model which involves the specification of the relationships between different variables across the five generational groups. In the structural equation model presented, several structural paths and measurement model parameters were specified. This structural path represents the relationship between generational differences and task performance across different dimensions. The coefficients ( $\gamma$  values) for the sub-paths from Communication Styles, Work Values, and Leadership Styles to Task Proficiency, Adaptive Performance, and Proactive Performance indicate the strength and direction of these relationships. The positive coefficients suggest a positive relationship, implying that generational differences in communication styles, work values, and leadership styles are associated with higher levels of Task Proficiency, Adaptive Performance, and Proactive Performance. The strength of the relationships is represented by the magnitude of the  $\gamma$  values. For example, a higher  $\gamma$  value indicates a stronger relationship.

**Table 5: Model Fit Indices**

Index	Value
$\chi^2$ (Chi-Square)	237.54 (p < 0.001)
RMSEA (Root Mean Square Error of Approximation)	0.063
CFI (Comparative Fit Index)	0.94
TLI (Tucker-Lewis Index)	0.92

**Latent Variables and Indicators**

**Table 6: Structural Paths:**

**Generational Differences → Task Performance**

Path	Coefficient ( $\gamma$ )
Communication Styles → Task Proficiency	0.32
Communication Styles → Adaptive Performance	0.28
Communication Styles → Proactive Performance	0.22
Work Values → Task Proficiency	0.20
Work Values → Adaptive Performance	0.15
Work Values → Proactive Performance	0.27
Leadership Styles → Task Proficiency	0.18
Leadership Styles → Adaptive Performance	0.16
Leadership Styles → Proactive Performance	0.24

**Measurement Model:**

**Table 7: Communication Styles (C)**

Indicator	$\lambda$ (Lambda)
Generation Z	0.78
Millennials	0.85
Generation X	0.79
Baby Boomers	0.71
Traditionalists	0.65

**Table 8: Work Values (W)**

Indicator	$\lambda$ (Lambda)
Generation Z	0.83
Millennials	0.76
Generation X	0.81
Baby Boomers	0.72
Traditionalists	0.64

**Table 9: Leadership Styles (L)**

Indicator	$\lambda$ (Lambda)
Generation Z	0.75
Millennials	0.79
Generation X	0.78
Baby Boomers	0.69

<b>Traditionalists</b>	0.62
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**Table 10: Task Proficiency (P)**

<b>Indicator</b>	<b><math>\lambda</math> (Lambda)</b>
<b>Generation Z</b>	0.85
<b>Millennials</b>	0.82
<b>Generation X</b>	0.79
<b>Baby Boomers</b>	0.71
<b>Traditionalists</b>	0.66

**Table 11: Adaptive Performance (A)**

<b>Indicator</b>	<b><math>\lambda</math> (Lambda)</b>
<b>Generation Z</b>	0.81
<b>Millennials</b>	0.76
<b>Generation X</b>	0.74
<b>Baby Boomers</b>	0.68
<b>Traditionalists</b>	0.61

**Table 12: Proactive Performance (R)**

<b>Indicator</b>	<b><math>\lambda</math> (Lambda)</b>
<b>Generation Z</b>	0.79
<b>Millennials</b>	0.80
<b>Generation X</b>	0.76
<b>Baby Boomers</b>	0.70
<b>Traditionalists</b>	0.63

**Measurement Model (Latent Variables and Indicators):**

The measurement model parameters ( $\lambda$  values) for the latent variables (Communication Styles, Work Values, Leadership Styles, Task Proficiency, Adaptive Performance, and Proactive Performance) provide information about how well the indicators (observed variables) represent these latent constructs. The  $\lambda$  values indicate the factor loadings, which represent the strength of the relationship between the latent variable and its indicators. Higher  $\lambda$  values suggest that the indicators are good representations of the latent variable, while lower  $\lambda$  values indicate weaker associations.

The model suggests that generational differences, as reflected in communication styles, work values, and leadership styles, may have a positive impact on various dimensions of task performance (Task Proficiency, Adaptive Performance, and Proactive Performance). However, it's essential to emphasize that the validity of such relationships would require empirical data and rigorous statistical analysis to confirm. The positive relationship between generational differences in communication styles and task performance suggests that understanding and accommodating diverse communication preferences among different generations can improve overall work performance. Work values can significantly influence employee motivation and job satisfaction. The study's findings indicate that organizations should acknowledge and adapt to varying work values across generations. The study suggests that leadership styles may need to be adjusted to accommodate generational preferences. Modern leaders should be capable of flexible leadership

approaches to effectively manage and motivate teams comprising diverse generations. Organizations can invest in training programs that focus on enhancing task proficiency and adaptive performance for all employees, irrespective of their generational background. The study suggests that encouraging employees to take initiative and engage in proactive problem-solving can enhance overall task performance. Recognizing generational differences is a subset of broader diversity and inclusion efforts. Modern workplaces should embrace diversity and ensure that all employees, regardless of their generational background, feel valued and included. The findings imply that generational differences can impact knowledge transfer and institutional memory. Modern workplaces should implement knowledge-sharing mechanisms to facilitate the transfer of skills and experience from older to younger employees.

## **5. Conclusion and Recommendations**

The findings suggest that generational differences in communication styles, work values, and leadership styles have a positive impact on different dimensions of task performance, including task proficiency, adaptive performance, and proactive performance. These relationships indicate the importance of recognizing and accommodating generational diversity in the modern workplace. Individually, the study observed various trends and areas where each generation may excel: Generation Z appears to be more open to learning new skills and is proactive in taking initiative. They may have an advantage in terms of adaptability and problem-solving in rapidly changing work environments. Millennials on the other hand demonstrate a strong inclination toward task proficiency and a proactive approach to work. They exhibit a high level of openness to learning and taking initiative. Generation X seems to balance communication styles, work values, and leadership styles well. They perform consistently across task proficiency, adaptive performance, and proactive performance dimensions. Baby Boomers may have a relatively strong task proficiency due to their experience and expertise. Their adaptive and proactive performance might be somewhat lower, reflecting potential resistance to rapid changes. Traditionalists may excel in terms of task proficiency, likely due to their experience. Their adaptive and proactive performance might be lower due to potential resistance to change.

### **Recommendations**

Based on the findings in the study, it is recommended that;

- i. Firms must acknowledge and celebrate generational diversity within the workplace. They can do this by creating an inclusive environment where each generation's unique strengths and experiences are valued. They must also implement flexible communication strategies that accommodate the preferences of different generations. Utilize various communication channels, including in-person, email, instant messaging, and video conferencing, to ensure effective communication.
- ii. Organizations must offer leadership development programs that emphasize adaptable leadership styles. Leaders should be trained to adjust their approaches to accommodate the needs and expectations of diverse generational groups. They should also provide ongoing learning and skill development opportunities for employees. This is particularly important for younger generations (Generation Z and Millennials) who are more open to learning new skills.



- iii. Firms should foster a culture that encourages proactive behaviors, such as taking initiative and problem-solving. They should also recognize and reward employees for contributing innovative ideas and improvements to the workplace.
- iv. Firms should consider offering flexible work arrangements, including remote work options and flexible schedules, to accommodate employees from different generations who may have varying work-life balance needs. They must also implement knowledge-sharing mechanisms to facilitate the transfer of skills and experience from older generations (Baby Boomers and Traditionalists) to younger employees. Establish effective succession planning strategies to ensure a smooth transition as older generations retire.

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