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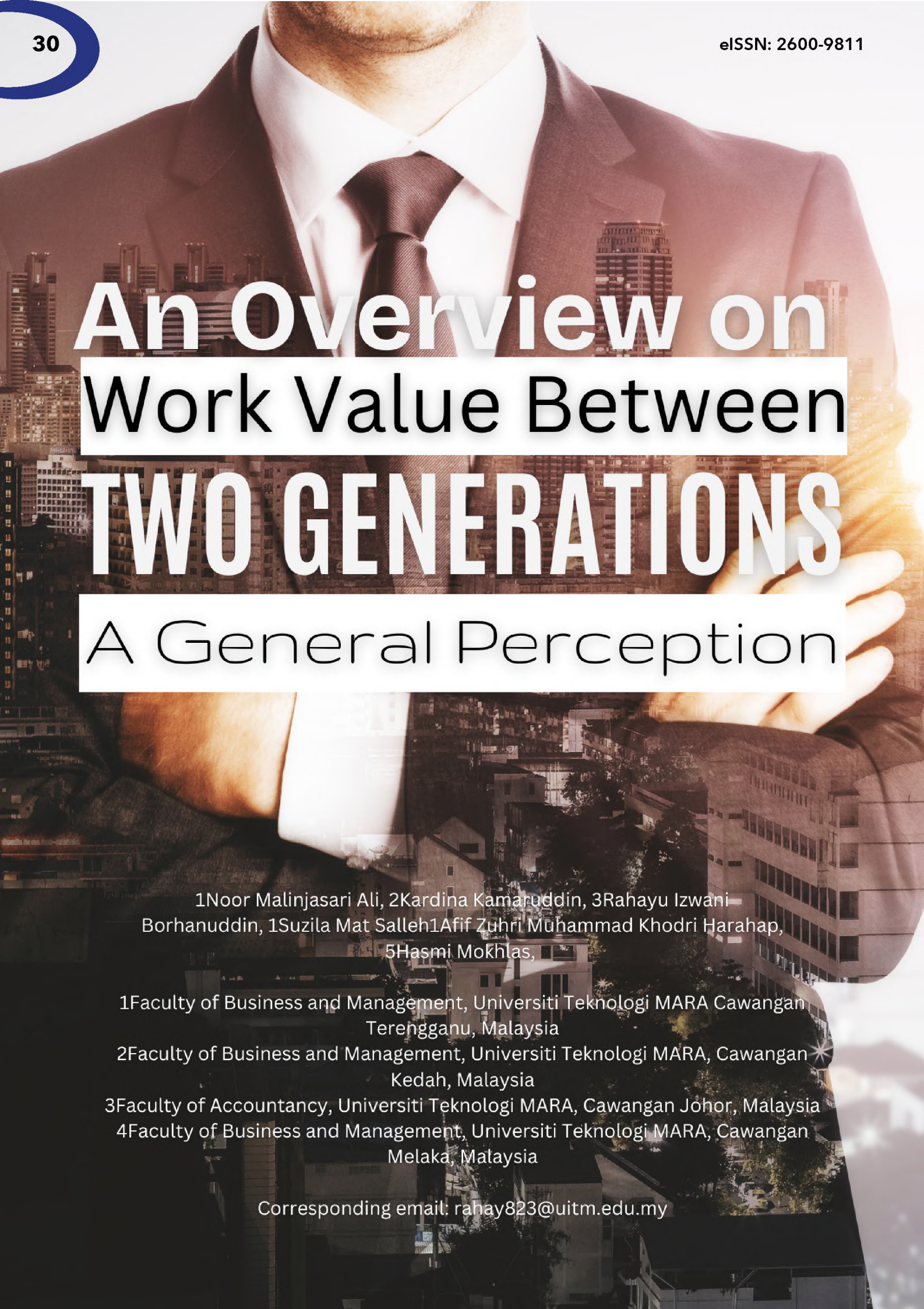
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An Overview on Work Value Between TWO GENERATIONS A General Perception

1Noor Malinjasari Ali, 2Kardina Kamaruddin, 3Rahayu Izwani
Borhanuddin, 1Suzila Mat Salleh1Afif Zuhri Muhammad Khodri Harahap,
5Hasmi Mokhlis,

1Faculty of Business and Management, Universiti Teknologi MARA Cawangan
Terengganu, Malaysia

2Faculty of Business and Management, Universiti Teknologi MARA, Cawangan
Kedah, Malaysia

3Faculty of Accountancy, Universiti Teknologi MARA, Cawangan Johor, Malaysia

4Faculty of Business and Management, Universiti Teknologi MARA, Cawangan
Melaka, Malaysia

Corresponding email: rahay823@uitm.edu.my

Employees place an importance on work values such as desirable work settings when looking for a job. Work values can be defined as concepts or beliefs about desirable end states in the work setting (Dogan & Buyruk, 2024, Kim, Kim & Lee 2024). Work values will act as a standard for employees to value and determine all kinds of events and actions related to work. These work values will then lead employees to desired state and behaviour at work (Chao & Chaoping, 2009; Dogan & Buyruk, 2024).

A large number of studies regarding work values show that work values can be categorized into certain categories. A study shows that work values can be categorized into two categories. One is intrinsic work values, and the other is extrinsic work values (Dogan & Buyruk, 2024). These two work values have a distinct comparison between them. Intrinsic values can be described as the value that something has in itself or for its own sake. Extrinsic value, however, can be described as value for the sake of something else, which can be achieved in some ways (Chan & Chaoping, 2009).

Intrinsic work value can be defined as the end-states that can be achieved through work itself such as opportunities of self-realization, having an interesting job (Chen & Lian, 2015) or developing new skills (Kim, et al., 2024). Compared to intrinsic work value, extrinsic work value focus on the end-states which arise irrespective to the content of work (Dogan & Buyruk, 2024). Examples of extrinsic work values are social influence and money. Another study classified work value into two types: intrinsic (i.e., interest or satisfaction from work itself, including personal growth and accomplishing challenging work)

and extrinsic (i.e., preference toward external rewards, such as pay, work environment, or recognition (Kim et al., 2024).

Generation Gap

The term "generation gap" has alluded to the distinction in values and attitudes of younger individuals and those of their elders (Monique & Mary, 2013). According to Fullerton and Dixon (2010), generation gap is attributable to quick social change in the postmodern world, and continues to be responsible for generational differences in matters of musical tastes, fashion, culture and legislative issues in significant ways. Generation gap refers to the year differentiating one generation from the generation that goes before or tails it, especially when viewed as representing the distinction in viewpoint and the lack of understanding between them. The generation gap is the differences in traditions, attitudes, and beliefs between any two generations, particularly between youths and adults (Kim et al., 2024).

According to Patterson (2008), resemblances among individuals from a generation have a tendency to be clear in the ways they experienced their lives, incorporating their support in the workforce. For example, individuals from certain generation who grown-up into an adult in lean times or war years tend to think and act uniquely rather than to those raised in peace and wealth. Generation gaps in perspectives, attitudes and behaviours are nothing new, yet they can be hard to accommodate in the working environment. Lack of attention to the generational gap will make any organization less appealing to young recruits, resulting in higher recruiting expenses and greater difficulty in discovering the right employees.

Generational differences include a complex set of behaviours, and each generation has its extraordinary unique work attitude, point of view of work, favoured ways of managing and being manages, work styles, and ways of viewing loyalty and work times. This collaboration can be an advantage for an organization if the various generational gap within an organization have overlapping or complementary attitudes.

Understanding the generational gap might be used as a device by managers to enhance employee efficiency and development and to make great corporate natives (Chen & Lian, 2015). To be compelling with other individuals, we must know them as individuals with their novel foundation, identity, inclinations, and style. Knowing generational information is immensely profitable, as it frequently clarifies the baffling and confounding contrast behind our implicit suspicions underneath our mentality. Understanding these issues and knowing how to manage the gap will convey employee effectiveness to an organization (Dogan & Buyruk, 2024).

In today's modern workforce, employees from such a variety of distinctive generations are working one next to the other and nearly both with individuals who are as youthful as their kids and as old as their guardians. Generation X responds to instant gratification. Gursoy et al., (2008) states that Generation X have the tendency to work to live and to be exceptionally anxious. Besides that, seniority seems not vital to them as they are not willing to wait their turn for advancement and raises. They anticipate that the organization will remunerate and remember them once they do a good job.

Not at all like the Xers,

generation Y or the Millennials are the first to grow up with the Internet. Having grown up with the most innovation improves them even at multitasking than the Xers (Lyons, 2004). Like Xers, they lean toward flexible schedule. Work is not a priority for them, and they are not very loyal. One explanation behind this may be that they are not happy, they are prone to be out there. Since they are still considered young, they do not have similar obligations as Xers, for example, contract instalments, kid-raising obligations, and so on. Their greatest expense would be their rent and their car instalments and, the reason they work. Millennials tend to believe that they do not get the treatment they deserve from many of the established employees which annoyed them a lot. They value professional advancement and look for coaches to demonstrate to them the ropes (Dogan & Buyruk, 2024, Chen & Lian 2015). They are enthusiastic to learn and appreciate questioning things. They are exceptionally confident and have high respect toward oneself.

In Malaysia, employed persons are individuals with a minimum required age who work during a certain time for business. Gursoy et al. (2013) explained that each of this generations bring its own beliefs and values which is altogether different with different generations. Therefore, conflict arises in every aspect, such as the perspective of work, favored ways of managing and being managed, work styles, ways of viewing loyalty, and work times.

Several other studies argued that whenever there is a discrepancy between an individual's work values and workplace norms, the individual's job satisfaction is likely to decrease

significantly and resulting in withdrawal from work through absenteeism and tardiness (Dogan & Buyruk, 2024). Those discrepancies are also likely to increase the employees' intentions to leave. Furthermore, those discrepancies between employees' work values and work environment are likely to place major restrictions on career development. In order to minimize those discrepancies, many leading companies that have taken into consideration the changing work values of new generations have added new amenities for work-life balance, relaxation, and leisure activities.

As a conclusion, each generations have different perceptions and different work value that enrich the organization as a whole and if the employers can acknowledge each generation own flavors, it will benefit the organization in the near future.

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Faculty of Business and Management
Universiti Teknologi MARA Cawangan Terengganu, Kampus Dungun
Sura Hujung, 23000 Dungun, Terengganu, MALAYSIA
Tel: +609-8400400
Fax: +609-8403777
Email: biznewzuitm@gmail.com