

**Gordon Institute
of Business Science**
University of Pretoria

**Generational Differences in the Work Values and Behaviours of Employees
within the Fast-Moving Consumer Goods (FMCG) Industry**

by

Koen Le Roux

GIBS Student number: **18361316**

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Supervisor:

Prof AC Erasmus

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ABSTRACT

South Africa has a struggling economy, and businesses are under pressure to perform amid strong external market pressures. Businesses, therefore, must investigate all opportunities, including looking internally at performance within the company. Internal performance shifts the focus to individual performance; hence, inclusiveness and diversification being some of the areas in the employment structure that should be better understood. Understanding the composition, work values, and behaviours of the different generations within the workforce are of the most undervalued elements of business, as these have been proven to increase performance if understood and maintained. The current era is exciting, where four generational cohorts operate in the same company at the same time. Understanding the underlying potential and improving interactions among the employees could be the solution to managing a successful business. This research aims to explore possible statistically significant differences among the work values and work behaviours of different generations within the South African fast-moving consumer goods industry, which is unique concerning its sociocultural diversity. A positivist research philosophy was adopted using a deducto-hypothetico approach and a cross-sectional time-horizon. To collect quantifiable evidence, a survey was conducted using a structured questionnaire. The instrument comprised a seven-point Likert-type scale for ease of completion to accommodate the diversity of educational levels within the workforce. Questionnaires were completed in the workplace with the assistance of trained colleagues. The results indicated more similarities than statistically significant differences. Generations Y and Z Africans and females, in particular, were, however, found to have stronger work values and more pertinent behaviours, although the interaction effect between generation, race, and gender is inconclusive. It, however, was found that Baby Boomers (the oldest generation) and Generation X females have stronger regard for self-discipline. The effect of the findings on business is profound, as we are more alike than we are different, which is comforting regarding strategies to motivate the workforce to perform optimally.

KEYWORDS

Work values, generational theory, generational differences, generational cohorts, work performance, organisational citizenship behaviour, fast-moving consumer goods (FMCG) industry

DECLARATION

I hereby declare that this research project is my work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any other degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Koen le Roux

11 November 2019

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Chapter 1: Introduction and Research Problem

1.1 Introduction to the research problem

Previous studies have shown that organisations in the United States of America (US) will be facing considerable challenges in the future owing to the imminent retirement of 75 million employees who will be replaced by a younger workforce with significantly different work values from those before them (Campbell, Hoffman, Lance, & Twenge, 2010). Liefoghe and Roongrerngsuke (2013) proposed that issues regarding an all-inclusive working environment, that is a multi-generational workplace, are becoming more problematic for leaders internationally. These leaders must acknowledge and accommodate the openness and diversity that this will bring (Liefoghe & Roongrerngsuke, 2013). Two decades ago, Filipczak, Raines, and Zemke (1999, p.9) described the predicament unequivocally that the current workplace has conflicting values, ambitions, views, mindsets, demographics and generations. The workplace today is filled with an extreme age- and value-diverse workforce.

Generational differences or variances in the workplace have attracted the interest of many researchers over time (Kuron & Lyons, 2014). According to Lipman (2017), the greatest differences among generations concern communication skills, adaptation to change, technical skills, and cross-department collaboration. Academics around the world concur that organisations will be confronted with a new dilemma, namely, the diversification (different views of principles, motivations and ways of doing) of the four generations who will be present in the workforce at once. These generations must cooperate cohesively in the marketplace (Addor, 2011; Bennett, Pitt, & Price, 2012; Half, 2016).

Tulgan (2013) argued that the youngest generation will cause the biggest generational distress ever experienced in the work setting. This effect will be felt in the future, as Generation Z is only now entering the workplace (Tulgan, 2013). Leading global organisations such as Google, eBay, and KPMG already started to acknowledge this predicament and made some changes to accommodate the

balance between work and life by offering a better social understanding and services that could counteract conflict (Campbell et al., 2010).

The presence of generational theory can be traced back in various forms to the early period of human existence (Dencker, Franz, & Joshi, 2011). Although the generational theory is well established, some differences exist regarding how generations are distinguished. These differences could be ascribed to differences in the context that influenced the events that were pertinent to the times. Across all the different interpretations, the following generations, however, are currently distinguished, namely Baby boomers, Generation X, Generation Y, and Generation Z.

It is furthermore argued that people's values and behaviours influence how they live, work, and make decisions (Kuron & Lyons, 2014). The typically expected workplace behaviour of employees culminates as job "satisfaction, good turnover and employee performance" (Fields, 2012a, p.235). To ensure improved ongoing sustainable business performance, business executives must acknowledge that the preferred behaviours of the diverse generations in the work environment might differ. It is also important to comprehend the interrelationship between different workplace behaviours, as this could influence the business/organisation both positively and negatively. Essentially, workplace behaviours could be compared to the operations of good soldiers, smooth operators, and saboteurs (Fields, 2012a, p.235). While good employees (good soldiers) commit to business goals and drive them to ensure success, smooth operators drive their interests first before considering company objectives, and uncommitting employees (saboteurs) fail to excel in most circumstances (Fields, 2012a, p.235).

Because of the generational differences and anticipated differences in people's underlying values, it is expected that employees' values in the work environment would influence their organisational citizenship behaviour (OCB). OCB refers to personal behaviour that is distanced from any financial gains, although it improves the efficiency and operations of an organisation (Bachrach, Mackenzie, Paine, & Podsakoff, 2000). OCB is not traditional behaviour and could improve the ambidexterity (ability to exploit and explore the same time) within an organisation (Fields, 2012a, p. 237) and, therefore, it is necessary to promote OCB in any

business to enhance socially accountable behaviour (Govender & Parumasur, 2017). OCB can account for 61.2% variance in the overall performance of employees (Bachrach et al., 2000).

One, therefore, could conclude that the South African work environment consists of various generations with stronger preferences for certain work values and behaviours, which, if correctly aligned, could improve the overall performance of the individual, team, company, and industry. Thus, they could improve the current stagnant conditions in the South African manufacturing industry.

1.2 Problem and Purpose of the Study

In South Africa, companies are increasingly under pressure to increase racial and gender diversity in the work setting as per the Broad-Based Black Economic Empowerment (BBBEE) principles. The challenges associated with a multi-generational workforce are even greater in South Africa, as they are further complicated by its multicultural nature (STATS SA, 2018). This culminates in a plurality that is not necessarily readily adopted.

The South African workforce in total increased by 20% in the decade from 2008 to 2018, which is an encouraging trend for employment in South Africa. The unemployment rate, however, also increased from 20.5% to 28% during the same period, indicating that more people are without jobs, resulting in decreasing wealth among the South African population (STATS SA, 2018). Moreover, in the last decade, the average age of the South African workforce decreased by up to 4% among the younger generation, while increasing by up to 12% in the older generation (STATS SA, 2018). The age range of employees in the workforce, therefore, expanded. The labour force also changed significantly regarding racial composition and gender profile. The representation of some groups has changed by up to 4% over the last ten years (STATS SA, 2018), indicating that the age and racial and gender profiles within the workplace are changing.

Indications are that the South African workforce is becoming more diverse but is also ageing. A large section of the experienced workforce is expected to retire soon to be replaced by younger employees. Inarguably, the South African multi-generational

and multicultural workforce includes a noteworthy percentage of young employees who were raised and socialised under vastly different circumstances. This is because of the new socio-political dispensation that was introduced in South Africa in 1994, which influenced the way of life of especially the youngest generation compared to older generations. Younger employees are subsequently motivated and driven by diverse and different work values/behaviours compared to those of former generations (Jonck, Sobayeni, & Van der Walt, 2016, 2017a, 2017b; McArthur-Grill, 2011; Nkomo, 2013).

Managers in major corporations in South Africa, who are tasked with managing this ever-changing workforce to achieve optimum performance, can no longer negate the alternative approaches and dynamics that are filtering into their companies. They can no longer continue “with business as usual”. Plainly stated – as is evident in other parts of the world – they cannot expect younger employees to conform to the existing ideas and behaviours of older employees who consider themselves more experienced (Campbell, Campbell, Siedor, & Twenge, 2015). Ideally, a company should acknowledge the present generations, their respective unique characteristics, and how these could be skilfully optimised to the benefit of the company/business.

Aiming to expand inconclusive results of previous studies, this empirical research study aims to explore, describe, and explain differences in the work values and OCBs across four generational groups (Baby Boomers, Generation X, Generation Y, Generation Z) that are currently employed by a selected company in the South African FMCG industry. Inspired by previous studies (Kuron & Lyons, 2014; Parry & Urwin, 2011), this research aims to uncover possible significant differences in the work values and OCB among the various generations in the workforce. It highlights differentiating gender and racial differences that management could use to augment work conditions. Bias among generations, particularly of newly appointed differing racial or gender groups in the workplace, could have consequences for the productivity of the company. A lack of understanding of managing these work values and OCB within the company could result in tension and misunderstanding that is counterproductive.

1.3 The Need for the Study

1.3.1 Business need

The South African gross domestic product (GDP) improved by 1.4% in the first four months of 2019, of which manufacturing grew by 0.6%. Contributing 0.9% to the GDP growth, the manufacturing industry provides 1.1 million jobs at various levels (Trading Economics, 2019). The manufacturing sector consists of ten categories of which the food and beverages manufacturing industry is the biggest, followed by the petroleum and chemical industries (Trading Economics, 2019). The food and beverages industry contributes 26% to the added value of the total manufacturing industry in South Africa and employs around 236 515 people (South African Market Insights, 2019). Employment in the fruit, meat, and fish category as part of the food and beverages industry declined by 0.9% (Trading Economics, 2019), indicating issues that should be resolved to grow the industry in the foreseeable future.

RCL Foods is a major player in the FMCG category and is affected by the negative growth in employment in the foods industry. They retrenched approximately 50% (1 350 employees) of their employees at their Hammersdale operation in 2017 owing to un-competitiveness following the increase of chicken imports (Naidoo, 2017). Despite the South African chicken production costs being extremely competitive compared to other countries, they are still 3% higher compared to the leading manufacturing countries such as Brazil and the US.

The predicament for South African production systems is that they are still very labour intensive. Abattoirs in the chicken industry employ on average between 1 000 and 2 000 people per plant. The make-up and characteristics of these environments are diverse, ranging from differences in skills, experience, capabilities, and demographic characteristics. The production teams directly affect production efficiencies and the overall effectiveness of the process. Managing diversity effectively in the workforce, therefore, is crucial and will ensure a better competitive advantage for the selected company and the industry in general (Gupta, 2013).

As Generation Z has only entered the workplace in the last two years, no study has yet uncovered/explored their work values and OCB. Work values and OCB are two major contributors to individual, team, and organisational performance (Becton,

Jones-Farmer, & Walker, 2014; Jena, Mallick, Pradhan, & Tewari, 2015; Parry & Urwin, 2011). This is precisely what is needed in the current declining manufacturing environment in South Africa (Trading Economics, 2019). The outcomes of this research will benefit management, assisting in directing their strategies in the future to ensure that employee productivity is not jeopardised by bias or misunderstandings.

1.3.2 Theoretical contribution

Internationally, results concerning generational differences in employees' values and OCB in the workplace are inconsistent. In South Africa, an indication of generational differences in employees' work values was established, but not in a specific industry (Jonck et al., 2017a). It, however, was recommended that studies should continue to investigate differences within age and career stage cohorts and that generational studies should be done within cohorts to explore and, more specifically, explain gender and racial differences, as these could be relevant to resolving challenging situations (Becton et al., 2014; Parry & Urwin, 2011).

Study's furthermore proposed that larger geographic samples should be used in future South African studies (Jonck et al., 2016, 2017a, 2017b; Nnambooze, 2015) and that the national context should be considered (Lyons & Papavasileiou, 2015). The latter is especially necessary for post-1994 South Africa. Generations Y and Z should be further explored to understand how their needs, which could be distinctly different from those of the previous generations owing to the different socio-political scenario they have experienced, could be accommodated in the workplace (Cawood, 2015).

Companies and managers that consider generational differences will be more effective in the longer term, as executives could adapt working methods and work conditions to suit the different generations. This would help alleviate ambidexterity pressures (ability to exploit and explore simultaneously in the business environment) among different generations (Campbell & Twenge, 2008). Of note for this study is that success in the 21st century would probably only be achieved by industries and organisations that can manage and optimise the tensions among generations to their advantage (Campbell & Twenge, 2008).

1.4 Research Questions

In line with the researcher's managerial experience in the selected workplace and what has been reported in recent literature, the following research questions were formulated to direct this research endeavour:

Regarding the work values of employees:

Question 1: How congruent are the work values of the generational cohorts in the selected workplace?

Question 2: How congruent are the work values of the various racial groups across generational cohorts in the workplace?

Question 3: How congruent are the work values of the gender groups across generational cohorts in the workplace?

Regarding OCB:

Question 4: How congruent is the OCB of the generational cohorts in the workplace?

Question 5: How congruent is the OCB of the various racial groups across generational cohorts in the workplace?

Question 6: How congruent is the OCB of the gender groups across generational cohorts in the workplace?

1.5 Measures to Eliminate Error During the Research

Any research endeavour should be careful to uphold the validity and reliability of the entire research process, and, therefore, researchers should make every effort to eliminate error throughout the research process. The generational theory, an established and well-researched theory (Parry & Urwin, 2017), was used to direct the course of the narrative of this study. Also, a comprehensive literature review was conducted to ascertain the principles for guiding the researcher in researching, collecting, analysing, and interpreting the data and, eventually, recommending future studies. The review also identified the relevant constructs for the research, including

OCB, South African business statistics, and demographic differences. The literature review is presented in Chapter 2.

Regarding the questionnaire, which is the measuring instrument for this study, the researcher identified relevant scales, adapting the content slightly to suit the South African context and the differences in educational levels of potential employees. Details of the instrument are presented in Chapter 4. Before distributing the bulk of the questionnaires by hand to employees in the different plants of the selected company, a pilot study was conducted among a small sample at the Worcester processing facility to ensure that the target population understood each question. Feedback was accommodated by, for example, explaining the term “leisure time” in the questionnaire.

Following the pilot study, the researcher compiled a two-page training document that explained each question in more detail. This document was for the benefit of the process trainers and processing clerks on site who were used as research assistants. These people expressed a willingness to distribute and collect all completed questionnaires. After the data was collected, the researcher followed a strict process to ensure that only thoroughly completed documents were captured for inclusion in the data set. The data set was submitted to a professional statistician to ensure that the relevant statistical procedures would be done. All the statistical procedures were also carefully planned and executed to ensure valid, reliable results. The researcher strictly reported what was statistically evident, not altering any outcomes, and reporting the results regarding the research questions.

1.6 Methodology

The research design followed a positivistic philosophy, specifically a deducto-hypothetico approach, encompassing a single-phase investigation conducted over a cross-sectional time horizon. The hypotheses were deduced based on extant literature and the survey that was conducted to collect primary data. Data were collected from the employees of an FMCG company in South Africa. The hard copy questionnaires were introduced with an introductory letter that stated the study’s aim, emphasised that participation in the study was voluntary and that participants could withdraw at any time without any negative consequences.

The letter also assured employees that all information would be kept confidential. A professional statistician quantitatively analysed the data in consultation with the researcher. Statistical techniques and procedures used to address the research hypotheses included descriptive statistics, exploratory factor analysis, and reliability tests, including the calculation of Cronbach's alpha, t-tests, and two-way ANOVA. The results are presented as an interpretation of the analyses and illustrated using tables and graphs.

1.7 Ethics

In this empirical research investigation, ethical principles played an integral part. Creswell (2014, pp.92–101) proposed three critical components of ethical principles that must be considered before commencing any investigation:

- all potential ethical dilemmas should be identified and considered;
- the consistency of processes or methods that are to be used for collecting and gathering data should be attended to without outside manipulation; and
- the correct methods to analyse the data should be attended to and should be applied with consistent methodical rigour.

All these proposed actions were taken during this study to ensure ethical conduct and were captured in a document that was approved by RCL Foods and GIBS Ethics Committee on 27 May 2019 and 2 July 2019, respectively (See Appendix 1 and 2). This document covered issues such as plagiarism, measures to ensure ethical conduct, an explanation of the relevant theoretical perspective, assurance of voluntary participation and confidentiality, and actions that ensured that employees would be competent to participate in the study.

1.8 Layout of the Document

This empirical research sought to investigate generational differences in the work setting at a selected FMCG company where the size of the workforce could result in a situation with diverse work values and subsequent bias regarding OCB. This could, in turn, influence the productivity of a company that is already constrained because

of competition from imports. Subsequently, it is also important to improve cohesion in the workplace.

An investigation of the prevailing situation in the manufacturing environment will extend the outcomes of previous studies that, to date, produced mixed results and were not necessarily conducted in the South African context. The outcome of this research will have valuable managerial implications for guiding industry leaders to be more cognizant of different work values and OCB among generational cohorts in the workplace that have, of late, increasingly created tension that has become more expressive and demonstrative. The findings on work values, in particular, will help guide organisations regarding the reformulating of job descriptions, making improvements to the work environment, allocating rewards, and awarding recognition (Campbell et al., 2010).

The findings will also enable the industry to enhance harmony and apply the workforce more effectively to subsequently become more productive and competitive. Studies that scrutinise and expose generational differences are imperative because failure to address these differences adequately has functional and hypothetical consequences for companies that already must deal with multiple challenges in a tight economic climate (Becton et al., 2014). Generational studies were an effective instrument for resolving issues among different generations in the workplace (Campbell et al., 2015). Indeed, Cawood (2015) cautioned that should organisations not consider employee diversity, they would not be able to flourish in the years to come.

The document is structured according to the following chapters:

Chapter 1: Introduction and problem statement

This chapter presents an introduction to the study, indicating the need for the research and the research objectives. It describes the connection between the research problem and the research objectives, and discusses the theoretical and business reasons for the study in detail.

Chapter 2: Literature review

Chapter 2 presents current, relevant academic literature on the research problem. This was used to build an argument using the latest information to shed light on the topic. It also presents the various theoretical concepts and their integration with the latest findings on the topic.

Chapter 3: Research questions and hypotheses

This chapter presents the research's aim, followed by the research questions and hypotheses based on the theoretical support identified in Chapter 2.

Chapter 4: Research methodology

Chapter 4 presents and justifies the choices made regarding the research design, philosophy, methodology, population, unit of analysis, sample and sampling method, sample size, measurement instruments, data gathering process, data analysis processes, and limitations to the research.

Chapter 5: Results

This chapter presents the empirical results regarding the research questions and the hypotheses that were formulated for the study. The study incorporated the principles of the Protestant work ethic (PWE) and OCB in the structured questionnaire, using plain, easy to complete Likert-type scales. The statistical procedures included descriptive statistics and inferential analyses, including exploratory factor analysis, the calculation of Cronbach's alpha to test reliability, Kolmogorov-Smirnov tests for normality, and t-tests and two-way ANOVA tests to explore differences among the chosen subsets of the sample.

Chapter 6: Discussion of results

Chapter 6 presents a discussion of the research's results in light of the research hypotheses. It integrates concepts, academic literature, and the results identified in the preceding chapters (Chapters 1 to 5) to address each research hypothesis or questions.

Chapter 7: Conclusion

This chapter outlines the main findings of the research as per the objectives of the study. Grounded in the findings, recommendations are made to business leaders or managers who daily lead the different generations. The limitations of the study are discussed, and propositions for future research are made.

Chapter 2: Literature Review

2.1 Introduction

Evidence of interest in generational differences dates back to the ancient Egyptians and Greeks, with proof of generational theories found in Egyptian and Greek manuscripts (Nash, 1978; Redford, 2003, p.12). During these times, generations were related to traditions, encompassing human activities related to day-to-day functioning and the impact of nature. The generational context in Egyptian times was demonstrated through practices marking life, death and the after-life. The ancient Greeks, following the Egyptians, referred to four generations, namely the Gold, Silver, Bronze, and Iron generations. Accordingly, the generations were linked to a specific group of people within a certain period, such as the gold or silver era (Burnett, 2016, p.11). The ancient generations theory was developed to understand the universe relevant to the generations. The modern theory, on the other hand, seeks to understand people relevant to society (Dencker et al., 2011).

2.2 The Essence of Generational Theory

2.2.1 Introduction

Karl Mannheim (1952), the progenitor of modern generational theory, developed the theory in 1928 in his essay, *The problem of generations*, which was translated into English in 1952 (Barreto, Cox, Lortie, & Stewart, 2019). This theory's main objective was to present an understanding of the changing formations in intellectual and social bonds by defining them in biological terms to predict the progression of mankind (Mannheim, 1952). Mannheim (1952) explained that inquiry into the generations would provide a comprehensive, communal construction that would shape future actions appropriately. He proposed that the generations could be grouped into distinct categories in society, namely, newcomers who would join the emergent social trends, existing cohort members who would leave, and affiliates who would join part-time. These generations only formed a small section of the past progressions and social traditions in society that should be spread and carry over

from one cohort to another to ensure that they continue into the future (Mannheim, 1952).

Filipczak et al. (1999) described the same problems to which Mannheim referred and provided a clear indication of the differences that could be experienced among employees and personnel groups in any work setting today. Mannheim's generational theory encompassed two main issues, namely that two primary conditions must be met for generations to be formed such as mutual location/timeline (for example, the start of the 21st century in South Africa), and specific events that take place during the mutual timeline (such as the new socio-political dispensation in South Africa in 1994, or the start of a digital era) (Barreto et al., 2019).

The term generations, therefore, could be described as a collection of people who were born during the same period and grew up in a similar community and social environment, thus having experienced the same events that formed and shaped them within a similar timeline (Kuron & Lyons, 2014). The specific events or collective memories are further explored and it is proposed that significant events that occur during the teenage years will form and shape people's future behaviours, beliefs, and attitudes significantly (Schuman & Scott, 1989). This is especially true when a person has experienced the event themselves instead of as a secondary event (Parry & Urwin, 2011). These events could include witnessing the introduction of the new socio-political dispensation in 1994 in South Africa, being part of the Second World War, or being involved in the 9/11 attacks on the Twin Towers in the US. It is thus suggested that generations are formed based on their coherent experiences of conflict and political and historical events (Parry & Urwin, 2011).

Extending Mannheim's work, Edmunds and Tuner (2002) further refined the idea of generations by adding the cultural context (p.15). They proposed that people who have been exposed to the same timeline and lifestyle/ways of living will share the same emotions, attitudes, preferences, and mannerisms (Parry & Urwin, 2011), and hence, be part of the same cohort.

2.2.2 Disagreement with generational theory

The main notion of generational theory is that a group of people share specific locations/experiences and, subsequently, display social cohesion related to the

same values or attributes. Various researchers, however, later disputed Mannheim's theory (Costanza & Finkelstein, 2015).

Costanza and Finkelstein (2015) positioned their disagreement relating to four building blocks, namely little practical evidence that proves generational differences, a lack of well-constructed proof of differences among different theories, no reason for the existence of differences, and no proof for solution-based remedies for differences. Giancola (2006) proposed that the value of generational theory is inflated and is not as sound as is commonly believed. Academics concurred, stating that Mannheim's theory is only sometimes supported by theory (Hughes & O'Rand, 2005, pp.224-255).

Typically, people are vulnerable in the first stages of their lives, which means that formation takes place while people are young. Prominent personal features are moulded for a lifetime, although one's views and life circumstances change when exposed to events as one gets older. Also, not all people who are born during the same period and not all events are necessarily shaped in the same way owing to differences regarding race (culture), gender, and societal level (Giancola, 2006). Similarly, Kuron and Lyons (2014) indicated that generational theory should have a stronger academic foundation, including a situational background and more systematic procedures.

By contrast, Parry and Urwin (2017) categorically disagreed with the former view, stating that Mannheim provided a sound framework for generational theory, although they proposed more insight should be gained into the formation of these cohorts. Earlier, it was suggested that an alternative framework was needed to explore generational theory in the workplace, specifically focusing on the sequence of events and line of descent and origin (Dencker et al., 2011). Line of descent refers to cultural, racial, and ethnic differences and how they have shaped people's thoughts and actions. Scholars agreed that generational differences should be investigated to better understand how and why people's choices are made (Dencker et al., 2011; Parry & Urwin, 2011, 2017).

2.2.3 Defined cohorts in the workplace

Although the different generations have been well researched and defined in the literature, differences in definitions still exist (Parry & Urwin, 2011). Generational theory is typically defined by a linear timeline and events, indicating the relevance of location/context (area, town, and country) such as experiencing catastrophic events such as the 9/11 attacks in the US or the end of apartheid in South Africa. Table 2.1 presents a cohort grouping proposed for South Africa, the US, Europe/UK, and Japan, which indicates slight differences among countries owing to events that occurred in the respective countries at different times.

Table 2.1: Generational Cohorts According to Country

Generation	South Africa	USA	Europe/UK	Japan
Baby Boomers	1950–1969	1943–1962	1946–1965	1945–1965
Generation X	1970–1989	1963–1983	1966–1984	1966–1985
Generation Y	1990–2000	1984–2001	1985–2001	1986–2001
Generation Z		Born between 2001–2020		

(Source: Jonck et al., 2016)

In the South African setting, it is proposed that generations should be grouped as follows: apartheid generation (1938–1960); struggle generation (1961–1980); transition generation (1981–1993); and born-free generation (1994–2000) (Ronnie, 2018). Codrington and Robinson (2003, cited in Cawood, 2015) proposed that Baby Boomers – in the South African context – should further be split regarding racial composition, but no literature could be found that used these groupings in empirical studies. Table 2.2 shows generational cohorts according to country.

Table 2.2: Generational Cohorts According to Country

Generations	American Birth Years	South African Birth Years
Baby Boomers	1943–1963	Black: 1950–1965 White: Afrikaans: 1950–1980 White English: 1950–1970
Generation X	1963–1982	1970–1990
Generation Y	1983–2000	1990–2005

(Source: Cawood, 2015)

Most empirical studies conducted in the South African context have used the American age cohort system for ease of comparison across different studies. This study will do the same to allow for references that might be globally relevant. The following section describes the four current generations that were shaped according to the times in which people grew up.

- **Baby Boomers**

Baby Boomers are also known as the silent generation, matures and traditionalists (Pritchard & Whiting, 2014), and were born between 1950 and 1969. They, therefore, are currently aged between 58 and 75 years. Some of this cohort are still employed and have a maximum of seven years before they will turn 65 and retire. They, therefore, are still part of the working population. The term Baby Boomers originated from the economic boom after the Second World War when this cohort was born, subsequently grew up in an economic period with a high growth rate (Crumpacker & Crumpacker, 2007). During this time, money was in abundance, and these people were the focus of their parents' attention (Crumpacker & Crumpacker, 2007). Their thoughts were moulded by the Cold War and the Vietnam war that occurred during that time (Cogin, 2012), and they were made to believe that education is a basic need. Hence, 25% of the Baby Boomers obtained a bachelor's or master's degree (Crumpacker & Crumpacker, 2007).

At work, they are described as workhorses, are extremely competitive, are micro-managers and will do whatever it takes to ensure that personal success is achieved (Crumpacker & Crumpacker, 2007). They have been labelled as a cohort that values consistent working conditions, prefers stable jobs (chances of losing a job is low), overly committed to companies, are positive, ambitious, and respect superiority (Coulon, Gardiner, Lang, & Wong, 2008). They are positive about life and always want the best (Cogin, 2012).

In the South African context, this cohort, or part of the cohort, was excluded from quality schooling and economic gains during the apartheid years. They subsequently stood up against those policies with a fearless attitude and were prepared to take associated risks (Erasmus, Schenk, & Swanepoel, 2008, p.32). This generation believes that males and females should have different roles; hence, many women

born in this period are housewives (Erasmus et al., 2008, p.31) and experienced the so-called glass ceiling (Malie, 2011) in the work environment.

- **Generation X**

Generation X is also known as the thirteenth, lost generation and baby busters (Pritchard & Whiting, 2014), and the members of this cohort were generally born between 1970 and 1989. They, therefore, are currently between 37 and 57 years of age. This cohort grew up in an era of economic uncertainty, insecurity, lower birth rates, and high rates of unemployment (Filipczak et al., 1999, p.129). It is internationally accepted that these negative events have made this cohort more cynical and more self-sufficient.

At work, this cohort has witnessed huge company retrenchments (Cogin, 2012), which meant they refrained from committing to organisations. Nevertheless, they are labelled as independent and entrepreneurial; they place great value on being knowledgeable and have an inner need to progress quickly through the corporate ladder based on their knowledge. Generation X has also been defined as lethargic, job-focused, autonomous, and entrepreneurial (Codrington & Grant-Marshall, 2006; Filipczak et al., 1999, p.130; Kapoor & Solomon, 2011). It is proposed that Generation X is typically on the lookout for working environments where they can connect socially and be entertained (Losyk, 1997). In South Africa, apartheid was in full swing during these people's upbringing, which had major effects on all of them during that time, such as making them more independent with a strong focus on the self (Kapoor & Solomon, 2011). They would, for example, not substitute company for personal time.

- **Generation Y**

Members of Generation Y, also known as millennials, nexers, echo boomers, and the net generation (Pritchard & Whiting, 2014), were born between 1982 and 1996, are approximately 36 years old, although they could be as young as 22. In the South African context, this generation was not truly part of the apartheid era but nor were they born free. They experienced the release of President Nelson Mandela and grew up in a diverse South Africa. This cohort experienced the fall of the Berlin Wall, the end of the Cold War, and the first wave of the digital world (Cogin, 2012).

The cohort has been moulded by using information systems, the internet, and short message systems. These innovations have given them a different mind-set about communication (Tapscott, 1998). Millennials are the most ethically varied cohort of all the generations, and subsequently, work values vary as well (Becton et al., 2014) because of the size of the cohort and exposure to the emerging technology.

Generation Y is regarded as having some qualities opposite to some of the qualities of Generation X and values things such as the skills that they have developed more than job security (Coulon et al., 2008). They enjoy working in technologically-advanced companies and are biased towards group work, although they have no problem with challenging one another (Jonck et al., 2017b). Owing to their strong self-confidence and drive towards career advancement, they are destined to become strong leaders at a relatively young age. Through this whole process, they, however, still place great emphasis on meaningful and fulfilling work processes (Jonck et al., 2017b).

This cohort easily complies with changes, does not plan too far ahead in life, and lives for immediate gratification (Bencsik, Horváth-Csikós, & Juhász, 2016), which could conflict with older colleagues in the workplace. This generation is generally well-qualified, as most have university degrees. They, however, value work freedom (Bencsik et al., 2016), and flourish in tasks that they commit to with limited management (Bencsik et al., 2016). They are highly-ambitious regarding career advancement and prioritise accomplishments and monetary rewards.

- **Generation Z**

Generation Z, also known as generation I, gen tech, digital natives and gen Wii (Dangmei & Singh, 2016, p. 2), was born between 1996 and 2013 and, thus, are currently between five and 22 years of age. The name of this generational cohort was logically established from the era in which they were born, which has been digital and technology-filled. They are the youngest of the generations in the workplace (Addor, 2011; Bencsik et al., 2016; Bennett et al., 2012; Half, 2016). In the South African context, they have grown up in a fully democratic South Africa post-apartheid and, thus, the cohort is referred to as born free.

This generation is self-dependant and tolerant and less motivated by money than the previous generation (Dangmei & Singh, 2016), although they share similar views to those of Generation Y on how they deal with global changes and using digital innovations (Iorgulescu, 2016). Addeco (2015) maintained that Generation Z is self-assured and has a positive attitude to what the future might bring.

This generation entered a highly technological world, and they use it almost every minute of the day (Bencsik et al., 2016). Their social interaction is completely different from that of the previous generations, and perseverance is an unfamiliar concept to them (Bencsik et al., 2016). They are the most digital-savvy of all the generations. A world without the internet, cell phones, and social media is unknown to them (Dangmei & Singh, 2016). Typically, this generation would choose a career or job based on self-interest, and their most important career goal is a work-life balance (Bencsik et al., 2016). They prefer to work on their own and do not like to get involved in team activities (Iorgulescu, 2016). Understandably, this could cause conflict in the workplace, such that academics suggested that later generations are lazy (Jobe, 2014). No wonder that Tulgan (2013) stated that this cohort is bound to cause the biggest generational upset in the business world.

2.2.4 Differences among and within generations

Generational differences or variances in the workplace have attracted the interest of many researchers over time (Kuron & Lyons, 2014). According to Lipman (2017), the greatest differences among generations relate to communication skills, adaptation to change, technical skills, and cross-departmental collaboration.

In the South African context, various studies have tried to distinguish differences between generations (Jonck et al., 2016, 2017a, 2017b; McArthur-Grill, 2011). Reasons for mixed results, however, have not yet been established satisfactorily, particularly in distinguishing gender, racial, and national differences (Close, 2015; Jonck et al., 2016, 2017a, 2017b; Parry & Urwin, 2011). Previous research explored generational differences in the workplace regarding workplace values, workplace behaviour, work attitudes, leadership, teamwork, work-life balance, and career paths (Kuron & Lyons, 2014). South African researchers have proposed that upcoming academics should investigate generational theory further by involving larger

populations, by including more representative samples, and by validating findings cautiously (Close, 2015; Jonck et al., 2016, 2017a, 2017b; McArthur-Grill, 2011; Nkomo, 2013; Nnambooze, 2015).

Researchers cautioned that if companies do not acknowledge or understand the differences among generations, it could negatively affect productivity, resulting in a neglect of innovative ideas, diminished OCB, and poor working relationships that could be harmful to the company (Becton et al., 2014). In the end, companies should acknowledge the present generations, their respective unique characteristics, and how those could be skilfully optimised to the benefit of the company/business.

2.2.5 Cohort analysis

Generational differences are often studied by comparing two cohorts, for example, Baby Boomers and Generation X, at a certain point in time; hence, a cross-sectional study. Different ways could be used to study generational differences, for example, (Campbell et al., 2015):

- cross-sectional investigations that focus on differences at a certain point in time; or
- cross-temporal or longitudinal studies that investigate differences between generations, for example, by comparing the characteristics of Baby Boomers and Generation X, focusing only on the same age, for example, 20-year-olds, but attending to differences over a longer period.

In research, differences between cohorts could be described in terms of three parameters, namely the time of birth, age effects, and period effects (Parry & Urwin, 2011).

Table 2.3: Constructs Related to Generational Differences

Theoretical Constructs	
Cohorts	People born in the same timeline, assuming similarity due to exposure to the same events
Age effects	Changes related to aging, such as loss of physical ability or increased experience
Period effects	The direct ecosystem effects on values, behaviours, and attitudes that are relevant, for example, economic turmoil

(Source: Adapted from Parry and Urwin, 2011)

Rhodes (1983) recommended obtaining both cross-sectional and longitudinal information from cohorts when studying generational differences. This sentiment was later echoed by Campbell et al. (2015) who added that, in such cases, bigger samples would provide more accurate results. This notion was contradicted by an early study of Singer and Abramson (1973), and later on by Kuron, Lyons, Scheitwer, and Ng (2015), who found that values do not change but tend to become more stable as people grow older; hence, negating the age effects on generational analysis (Kuron et al., 2015; Singer & Abramson, 1973, pp.43–46). Having said that, cross-sectional studies were still regarded as the most useful for generational analysis (Parry & Urwin, 2011; Rhodes, 1983).

2.3 Workplace values

Workplace values can be distinguished as general, personal, and work values, as explicated in the following sections.

2.3.1 General and personal values

General values could be described as what a person believes to be primarily correct or improper in the normal run of life (Smola & Sutton, 2002). Personal values have been defined as principles, desires, milestones or criteria for milestones, and preferences, although values could vary over time (Fields, 2012b, p. 265). Personal values are created and influenced by several factors during a person's formative years, such as influences from parents, religion, peers, education, media, and technology. One, therefore, cannot comprehend work values without understanding general and personal values, as they are all closely related (Ginnett, Hughes, & Murphy, 1996, p.138).

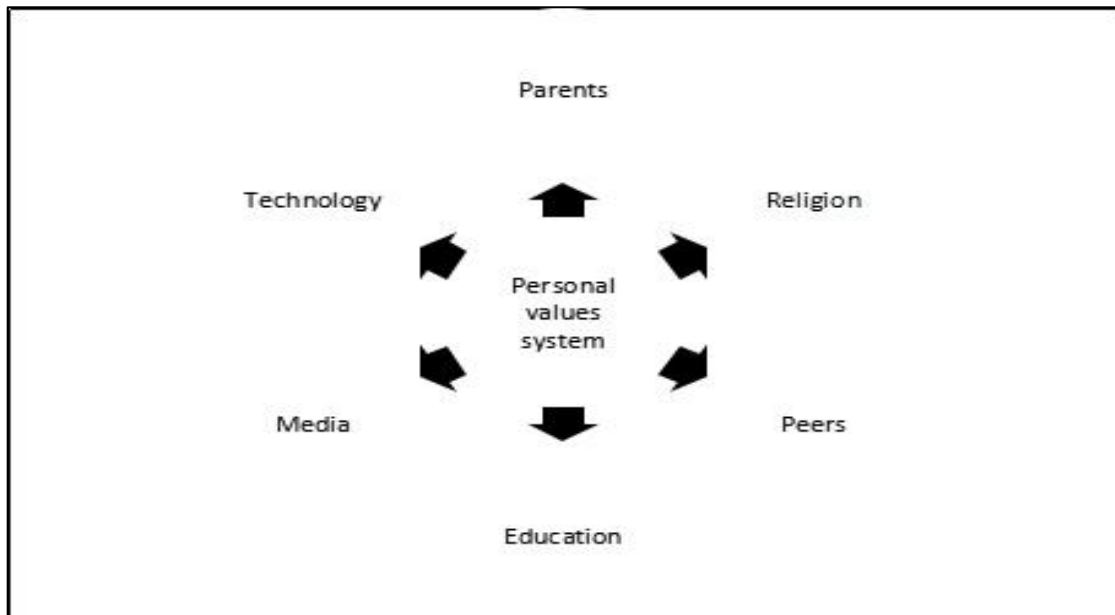


Figure 2.1: Factors That Influence the Development of Personal Values

(Source: Ginnett et al., 1996, p.138)

2.3.2 Work values

The description of work values remains fragmented owing to differences in empirical studies (Steyn, 2002). Roe and Ester (1999), and Dose (1997) tried to define work values but had little success. Furthermore, former studies have followed different methodologies to investigate the phenomenon (Steyn, 2002), which complicated this research investigation.

- **Description of work values**

Work values are described as the precise human or personal values used in the work environment (Alessandri, Borgogni, Cenciotti, Consiglio, & Schwartz, 2017). Work values are ethically bound, to the extent that they would follow guidelines of rules with possible theological support (Fields, 2012b, p.266). Many academics have studied the fundamentals underpinning the concept of work values (Fields, 2012b, pp.263–284) and have proposed dimensions that could be explored to enable one to understand work values in organisations.

Ravlin and Meglino (1987) suggested that one should focus on belief behaviour if one wants to predict future behaviours (Fields, 2012b, p. 266; Ravlin & Meglino, 1987). Work values, therefore, were proposed as one of the significant influences on employees in the workplace (Parry & Urwin, 2011), as they affect job fulfilment and employee commitment. An understanding of different generations' work values could help management in making better decisions to improve overall business performance, as the things that different employees strive for would become clearer.

One of the most common differences in work values concerns the differences between extrinsic and intrinsic values. Extrinsic work values are values that focus on the external because of work, such as bonuses and salaries, while intrinsic values are related to the inner component of work such as the pleasure derived from work. Several academics, such as Hofstede and Schwartz (1980, 1991), Manhardt (1972), and Mirels and Garret (1971) created concepts to describe and measure work values.

Mirels and Garrett (1971) developed the PWE using a format that evaluated the extent of employees' agreement with the work ethics of the Protestant religion as a measure of employees' workplace values. The framework explored 19 objects, which were grouped into three concepts: "emphasising work" refers to how hardworking a person is; "asceticism" refers to how self-disciplined an employee is; and "anti-leisure" refers to the degree of personal balance regarding work-life balance (Fields, 2012b, p.271; Mirels & Garrett, 1971). Some academics, however, have suggested that this approach did not detect generational differences (Baltes et al., 2017), but correlated significantly with self-identification, racial background, political self-identification, and religious beliefs (Beit-Hallahmi, 1979).

Manhardt (1972) developed a work values inventory that explored 25 diverse features that could be grouped into three domains, namely comfort and security, competence and growth, and status and independence (Fields, 2012b, p.270; Manhardt, 1972).

Hofstede (1980, 1991) developed a five-work value differentiation model, exploring the factors of distinguishing power distance, uncertainty avoidance, individualism, masculinity/femininity, and time (Hofstede, 1980, pp.92-261, 1991, pp.27-137;

Ibarra, 1996). Schwartz (1994) developed a work-value survey that investigated ten different categories of work values, namely power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security (Fields, 2012b, p.275; Schwartz, 1994).

The most recent work on value measurement is the Wval framework, which was developed by Alessandri, Borgogni, Cenciotti, Consiglio, and Schwartz (2017). This expanded on the work of Schwartz by focusing on the work setting (Alessandri et al., 2017).

Measuring work values can be a complex task, as responses could include the wishes of an employee and socially desirable behaviour (Fields, 2012b, p.265). The PWE framework was used in most generational studies to determine work values, as presented in the seminal work of Rhodes (1983). Appendix 4 presents the PWE questionnaire where concepts are measured using a seven-point Likert-type scale (Fields, 2012b). Many researchers have found positive relationships between PWE and age (Parry & Urwin, 2011). Furnham (1990), however, later indicated that PWE neglected certain factors such as wealth and conservatism that vary with age (Furnham, 1990; Parry & Urwin, 2011).

- **Research related to generational theory and work values**

Generational studies on work values have, to date, provided inconclusive evidence (Parry & Urwin, 2011). For example, while the study of Cennamo and Gardner (2008) concluded that younger generations regarded work values related to status and freedom as more important than their older counterparts, Coulon et al. (2008) could not confirm significant generational differences in the workplace. Somewhat later, Campbell et al. (2010) concluded that social and intrinsic values were less important among Millennials than for Baby Boomers (in the workplace) and that Millennials have more pertinent altruistic work values compared to previous generations. Campbell et al. (2010) also suggested that all cohorts placed leisure time before hard work. Females also have a stronger work ethic and altruistic work values compared to men (Fernandes et al., 2012; Meriac, Woehr, & Banister, 2010).

An exploratory study of generational differences within the financial services sector in South Africa concluded that achievement, supervisory relationships, and

intellectual stimulation were the top three work values in every generation in the context of their study (McArthur-Grill, 2011). Another investigation of differences among cohorts regarding their motivation, work values, organisational commitment, and job satisfaction within South African corporations concluded that Baby Boomers have higher intrinsic work values than Generation X employees and Millennials do (Nkomo, 2013).

Noteworthy is the finding that the same generational cohort – across countries and different cultures – did not necessarily have the same work values (Lyons & Papavasileiou, 2015). For example, the work values of Jewish and Muslim employees were found significantly different (Sharabi, 2009). In saying that, some academics have not found statistically significant differences between racial groups, but statistically significant differences were only found within Greek millennials (Daspit, Dong, & Hite, 2015; Lyons & Papavasileiou, 2015). Clarity on employees' work values would help management to strategize more confidently for the future although it was suggested that bigger samples should be used to provide a more valid national context (Jonck et al., 2017a).

2.4 Workplace Behaviours

Workplace behaviours could be distinguished as either “deviant behaviours, victimisation, antisocial behaviours and organisational citizenship behaviour (OCB)”. The typically expected workplace behaviour culminates as job “satisfaction, good turnover and employee performance” (Fields, 2012a, p. 235). To ensure improved sustainable business performance on an ongoing basis, business executives must acknowledge that the preferred behaviours of the diverse generations in the workplace might differ. It is also necessary to comprehend the interrelationship between different workplace behaviours, as this could influence the business/organisation both positively and negatively.

2.4.1 Organisational citizenship behaviour

OCB represents a form of personal behaviour that is distanced from any financial gains, although it does improve the efficiency and operations of an organisation (Bachrach et al., 2000). OCB is not traditional behaviour and could improve the

ambidexterity within an organisation (Fields, 2012a, p. 237) and it, therefore, is necessary to promote OCB in any business to enhance sociably accountable behaviour (Govender & Parumasur, 2017).

The concept of OCB was developed in 1983 by Dennis Organs and colleagues, extending Chester Barnard's idea of preparedness to collaborate (Bachrach et al., 2000). OCB was developed with two notions in mind. First, OCB and normal job performance are detached and do not affect one another. Second, OCB entails "civic citizenships" (Fields, 2012a, p.237). These consist of three elements that are applicable to the work setting, namely: organisational respect, which accepts and is compliant with rules; organisational faithfulness, which means alignment and agreement between company leaders and employees; and organisational involvement, which refers to how actively involved leaders and employees are in the company (Fields, 2012a, p.237).

It has been found that OCB could account for 61.2% of the variance in the overall performance of employees (Bachrach et al., 2000). The OCB measurement instrument comprised 24 questions grouped into five dimensions, namely altruism, courtesy, conscientiousness, sportsmanship, and civic virtue (Govender & Parumasur, 2017). Appendix 4 presents the organisational citizenship behaviour questionnaire, which is based on the five dimensions, as explained in the following section. Another version distinguished three elements, namely personal support, organisational support, and conscientiousness (Allen, Fecteau, & Fecteau, 2004; Anderson, Borman, Goff, & Schneider, 2003; Borman & Coleman, 2000). Although some international studies have used the three-element model, it has not yet been used in South African generational studies (Govender & Parumasur, 2017). The five-element framework, therefore, was preferred, as it also allowed for referring to previous South African studies. The five dimensions (Govender & Parumasur, 2017) are thus explicated in the following sections.

- **Altruism (helping or servicing)**

Serving behaviours refer to serving employees and other colleagues at work and include several citizenship behaviours, including altruism and courtesy (Govender & Parumasur, 2017). During the display of altruistic behaviour, teams are

simultaneously educating themselves by constantly learning from one another (Senge, 2006, pp.233-273), which has encouraging consequences for performance in the workplace (Bachrach et al., 2000).

- **Courtesy**

Courteousness entails respecting colleagues or co-workers. Pride is a precautionary behaviour, which ensures that inter-team relationships are promoted to strengthen team cohesion (Boon et al., 2011). When team members display this type of behaviour, they find it easier to cooperate (Boon et al., 2011). Courtesy is an optional behaviour to avoid work-related complications in the work setting (Govender & Parumasur, 2017).

- **Conscientiousness**

Being conscientious of scrupulousness means that employees will go the extra mile to ensure compliance to guidelines, thus doing more than is expected regarding work responsibilities (Boon et al., 2011). Conscientiousness and altruism are often considered to be overlapping behaviours (Govender & Parumasur, 2017).

- **Sportsmanship**

Sportsmanship refers to behaviour where unideal circumstances are tolerated without any resistance. It implies a “can do” attitude to make tasks happen (Boon et al., 2011) without the negative energy that holds a team back. By displaying sportsmanship, a workforce moves towards knowledge for building a company (Govender & Parumasur, 2017). In the workplace, this means that an employee will be willing to endure difficult situations and take on challenges.

- **Civic virtue**

Civic virtue refers to proactiveness in the work environment and means that employees participate in organised assemblies, training, and company activities (Boon et al., 2011). Attention to all the dimensions of OCB is necessary to enhance cooperation and goodwill in the work environment.

2.5 Research related to generational theory and organisational citizenship behaviour

Previous studies have proven that Generation X has a positive and stronger inclination towards OCB than Baby Boomers have (Aharon & Dina, 2011). It is also proposed that Baby Boomers and Generation X are more inclined to positive OCB than Generation Y (Gong, Greenwood, He, Hoyte, & Ramkissoon, 2017). To date, similar differences, however, have not been confirmed in the South African context (Govender & Parumasur, 2017). Furthermore, no evidence was found that gender influences OCB, although the level of education was found as significant. Unfortunately, the latter findings were derived from a small sample, which was listed as a limitation.

A comparison of Chinese and American cultures showed that Chinese employees are more prone to demonstrate cooperative OCB compared to their American counterparts (Becton & Field, 2009). Another empirical study conducted in a supermarket revealed that differences in OCB accounted for a 20% variance in the profitability of the store (Govender & Parumasur, 2017). An understanding of different generations' preferred OCB and active management of employees' behaviour, therefore, would improve company performance. The ongoing growth in the Chinese annual GDP was used as proof of an ever-increasing performance in the workplace (Becton & Field, 2009). One could thus conclude that OCB could contribute significantly to companies' performance indicators.

2.6 Conclusion of Literature Review

Internationally, generational differences exist regarding employees' work values and their OCB. Campbell and Twenge (2008) proposed that although previous research made claims about generational differences in the workplace, the issue has not yet been fully explored (Campbell & Twenge, 2008). In the South African context, generational differences in employees' work values were confirmed in the financial industry. Parry and Urwin (2011), however, recommended that studies should be continued to investigate the relevance of age, career stage, cohort, and racial composition for employees' work values and their OCB. It was also recommended

that geographic sample sizes be expanded in future South African studies (Jonck et al., 2017a) and that the plural national context should be considered (Lyons & Papavasileiou, 2015).

Companies and managers who acquire a deeper understanding of generational differences would be more effective in the longer term, as they could align working methods with the respective generations to create ambidexterity among generations (Campbell & Twenge, 2008). Success in the 21st century would be achieved by industries and organisations that can optimise tension among the generations in the workplace (Campbell & Twenge, 2008). Different measurements could be used to explore employees' work values (Fields, 2012b, p.235), while OCB could also be quantified regarding the relevance of three (Allen et al., 2004; Anderson et al., 2003; Borman & Coleman, 2000) or five (Govender & Parumasur, 2017) distinct dimensions. In the end, it is important to conceptualise the phenomenon and to direct the research regarding what is considered relevant in a specific context. This study preferred the five-dimensional approach to OCB, as it was used in other studies and because it allows for a finer distinction regarding what the phenomenon entails.

Chapter 3: Research Questions and Hypotheses

3.1 Introduction

Generational theory is grounded in sound literature, although empirical studies have produced mixed results. In South Africa in particular, the understanding of each generational cohort in the workplace is even more critical owing to the diversity of cultures within our country. Because of problems related to the apartheid era, cultural diversity is encouraged in the workplace through the implementation of the Employment Equity Act, No. 55 of 1998 (Republic of South Africa, 1998), and the enforcement of the BBBEE regulations, specifically in large companies. It, therefore, is necessary for managers of businesses in South Africa to embrace the unique characteristics of a diverse generational cohort in the workplace to optimise distinct differences to the benefit of all parties and to reduce tension in the workplace.

At present, up to four generational cohorts could simultaneously be present in a work environment, which is a unique characteristic of the time, namely Baby Boomers, Generation X, Generation Y, and Generation Z. This could pose pertinent challenges regarding how the work values of the different age cohorts, whom all have an important role to play in the business, could be integrated optimally to enhance the prevailing OCB.

This research attempted to expand the inconclusive results of previous studies, and therefore, this empirical research project aimed to explore, describe, and explain differences in the work values and OCB across the four generational groups that are currently employed by a selected company in the South African FMCG industry across the country. This investigation, furthermore, aimed to uncover possible significant differences in the work values and OCB among the various generational cohorts in the workforce, specifically attending to gender and racial differences that management could use to augment work conditions and to prevent tension and misunderstandings, which could be counterproductive.

3.2 Relevant Theoretical Perspective

To enable any research investigation to take place, the researcher must establish the theory applicable to the study. The theory must be used to set guidelines regarding how the researcher might structure, analyse, and interpret the data. In this study, the generational theory was used to guide the study, as it is a well-known and well-researched theory.

In the literature, a generation is described as a collection of people who were born during the same period and grew up in a similar community and social environment, and who experienced the same events that formed and shaped them in the same timeline (Lyons & Kuron, 2014). It is proposed that big events during people's lives will form and shape their future behaviours, beliefs, and attitudes (Parry & Urwin, 2011).

It is especially true when a person has experienced the big event themselves instead of them experiencing the events second hand, i.e. witnessing the introduction of the new socio-political dispensation in 1994, being part of the Second World War, or experiencing the 9/11 attacks on the Twin Towers in the US (Parry & Urwin, 2011). It is suggested that generations are formed because of their coherent experiences of certain conflicts, and political and historical events (Parry & Urwin, 2011).

Generations are well researched and defined, nevertheless, some differences in the definitions of a generation exist (Parry & Urwin, 2011). Generally, the generational theory is defined by a linear time-line and events, although location/context matters (i.e. the area, town, and country), such as epic events such as 9/11 in the US or the end of apartheid in South Africa. Subsequently, cohort groupings for South Africa, the US, Europe/UK, and Japan could show slight differences because of events that occurred in the respective countries at different times.

3.3 Research Questions

The following research questions directed the research endeavour.

Regarding the work values of employees, the following research questions were formulated:

Question 1: How congruent are the work values of the generational cohorts in the selected workplace?

Question 2: How congruent are the work values of the various racial groups across generational cohorts in the workplace?

Question 3: How congruent are the work values of the gender groups across generational cohorts in the workplace?

Regarding OCB, the following research questions were formulated:

Question 4: How congruent is the OCB of the generational cohorts in the workplace?

Question 5: How congruent is the OCB of the various racial groups across generational cohorts *in* the workplace?

Question 6: How congruent is the OCB of the gender groups across generational cohorts in the workplace?

3.4 3.4 Hypotheses

The hypotheses that were formulated for the research are presented in Table 3.1, referring to the relevant literature that guided the propositions.

Table 3.1: Hypotheses for the Research and Related Literature

Hypotheses	Supporting evidence
H1: Statistically significant differences exist in employees' work values across the generational cohorts in the workplace.	Campbell et al., 2010; Jonck et al., 2016, 2017a, 2017b; McArthur-Grill, 2011; Nkomo, 2013
H2: Statistically significant racial differences exist in employees' work values across the generational cohorts in the workplace.	Lyons & Papavasileiou, 2015
H3: Statistically significant gender differences exist in employees' work values across the generational cohorts in the workplace.	Fernandes et al., 2012
H4: Statistically significant differences exist in employees' OCB across the generations in the workplace.	Aharon & Dina, 2011; Gong et al., 2017
H5: Statistically significant racial differences exist in employees' OCB across the generational cohorts in the workplace.	Becton & Field, 2009
H6: Statistically significant gender differences do exist in employees' OCB across the generational cohorts in the workplace.	Govender & Parumasur, 2017: No statistically significant differences were found, but sample size was given as a limitation.

(Source: Constructed by researcher)

3.5 Conclusion

By testing the hypotheses, the research could identify invaluable guidelines managers in the FMCG industry could use, as it would be possible to describe and define the predominant work values of the different generational cohorts in the workplace, as well as the prevailing OCB and the impact it might have on organisational performance. Gender and racial differences in the work values and OCB are explored to indicate the distinct differences that could be used to adjust management styles in the company to improve performance in the workplace. Managers could subsequently also motivate employees better by acknowledging differences in underlying motivations and leadership styles.

Chapter 4: Research Philosophy and Methodology

4.1 Introduction

In this study a quantitative survey was carried out in the positivistic tradition, using established measurement instruments. The survey involved a large sample to investigate differences in the work values and OCB among the generations in a selected workplace. Previous South African empirical research studies on generations, work values, and OCB have successfully used similar methodologies (Jonck et al., 2017a, 2017b; Parumasur & Govender, 2017). The following section will describe and justify the choices made regarding the research philosophy, methodology, the population and sample, unit of analysis, sample and sampling method, sample size, measurement instruments, data gathering process, data analysis processes, ethical considerations, and the methodological limitations of the study.

4.2 Research Philosophy

A positivist research philosophy was used to investigate the social realities in an environment towards from which the researcher was impartial and separated (Saunders, Lewis, & Thornhill, 2016, p.137). Existing theory was used to develop the research hypotheses (Creswell, 2014, pp.36, 37). Essentially, positivism applies the pragmatic views of normal science to a study of humanity (O'Reilly, 2012), in this instance, employees in a major company in South Africa. The chosen study philosophy was dualistic in nature (Weber, 2004), meaning that the study was clearly defined and factual, and distanced from the researcher's views or interpretation. The subject (i.e. the researcher) and object (i.e. the different generational cohorts) were independent, meaning the researcher remained neutral in the study (Saunders et al., 2016, p. 137) and allowed factual evidence to determine the conclusions.

4.3 Research Design and Methodology

A deducto-hypothetico approach was followed, as the theory is well researched and well established, and it was possible to create hypotheses from the literature (Shank,

2012, p.2). A deductive approach involves gathering data and information, establishing a theory, determining and testing hypotheses, and concluding whether the hypotheses were supported by the evidence that was gathered. A quantitative mono-method was used (Shank, 2012, p. 2), meaning that only the quantitative method was used. Quantitative research involves applying the scientific method to a study and has its foundation in sociology. It is positivistic in nature and based on certain assumptions, rules, and exact procedures (Walker, 2005).

The study was explorative and descriptive in nature. Descriptive research offers details of the different features of a cluster of people to use as the first step towards a more multifaceted design at a subsequent stage (Thomlison, 2011). Hence, this research focused on the “how” rather than the “why” of the research problem (Jahn & Hinz, 2017), that is, how generational cohorts differ from one another regarding their work values and OCB. Previous researchers recommended that deeper insight is needed into cohorts regarding the selected variables that were included in this study (Becton et al., 2014; Parry & Urwin, 2011). Several successful generational studies and descriptive designs were previously conducted in South Africa (Benson & Brown, 2011; Jonck et al., 2017a, 2017a, 2017b; Lohlun, 2014; McArthur-Grill, 2011; Nkomo, 2013); hence, the reason for opting for descriptive research as the purpose of the design.

The most frequent time horizon used in generational studies is cross-sectional (Parry & Urwin, 2011; Rhodes, 1983). It, however, has its limitations, as it is unclear whether the differences investigated are due to age, period, or cohort effects. Given this, previous studies also proved that Millennials or Generation Y are becoming more stable as they grow older, which could lead to a smaller effect in a cross-sectional time horizon study (Kuron et al., 2015). Researchers recommend that both cross-sectional and longitudinal studies be conducted (Rhodes, 1983). This, however, was not realistic in this case, as the research had to be completed within a limited time. This study, therefore, opted for a cross-sectional approach, reflecting on evidence generated at a particular point in time in a particular context (Creswell, 2014, p.203).

4.4 Population and Unit of Analysis

Employees of the company RCL Foods (<https://www.rclfoods.com/>) were used as the population in this study. RCL Foods is the second-largest player in the food manufacturing industry in South Africa, which enabled the researcher to gather data nationally from 25 locations, targeting an employee base of approximately 20 000. The population in this type of survey design should include the units, extent, and temporal dimensions of the study (Lepkoski, 2011, p.591). The food industry is a high-paced, high-pressured, low-margin environment where work values and OCB are important regarding the company's performance in the current South African economic conditions. RCL Foods has well-established processing facilities, and the employees include factory workers, artisans, first-line management, senior management, and directors who represented the population selected for this study. The unit of analysis in this study is the object on which conclusions were made, which was the four generational groups that are currently present in the workplace, namely Baby Boomers, Generation X, Generation Y, and Generation Z (Adams, 2012, p.1058).

4.5 Sampling Method

A probability sampling technique, stratified random sampling, was used based on the age, race, and gender of the employees within the four stratum sets regarding the four generations (Saunders et al., 2016, p.281). The total number of people in formal employment in the food sector stood at approximately 60 000 in 2018 (South African Market Insights, 2019) and was thus categorised as a population below 100 000 (Saunders et al., 2016, p.281). Thus, the population targeted for the study was 1 054 people, with a 95% confidence level and a 3% margin for error (Saunders et al., 2016, p.281). Each stratum was selected related to gender and race to comprise a sample size of around 300 RCL Foods employees per stratum (generation). Generation Z, the youngest and smallest cohort, however, was smaller (approximately 100 employees). Sampling areas were identified across South Africa in areas such as Rustenburg, Worcester, and Hammersdale where the food production plants are located, and Westville that is the head office.

4.6 The Measurement Instruments

The measuring instrument (questionnaire) for this study represented a combination of measurement scales. These were selected from established research and were used extensively in the past. For measuring employees' work values, the measuring instrument, PWE, was chosen based on evidence of its successful use in the past on several occasions (Fields, 2012b; Rhodes, 1983). For measuring OCB, the OCB measuring instrument of Fetter, MacKenzie, Moorman, and Podsakoff (1990) was chosen, as it was successfully used in a different South African study.

The measurement instrument was compiled in English and used seven-increment Likert-type scales to ensure that the employees had enough variability from which to select their answers to the questions. The scales were kept in the same order throughout the questionnaire to ensure that the employees did not get confused (Saunders et al., 2016, p.457).

When the questionnaires were distributed, they were accompanied by a covering letter that introduced the study (See Appendix 3), explained the reason for the study, and promised anonymous and voluntary contributions. The complete questionnaire is presented in Appendix 4. It comprises three sections with each section having its instructions, namely:

Section A: Work values or features section

This section presented the 19 statements of the PWE scale, which entailed an agreement scale ranging from 1 = Strongly disagree to 7 = Strongly agree.

Section B: Work behaviours

This section presented the 24 statements of the OCB scale of Fetter et al. (1990), where an agreement scale was used, once again ranging from 1 = Strongly disagree to 7 = Strongly agree. This scale constituted five dimensions, namely altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. The items related to these dimensions were shuffled throughout the questionnaire to prevent employees from linking certain items that referred to the same dimension. The sportsmanship statements were reverse scored. The first 12 statements were placed in the front of the page followed by the 12 others on the back.

Section C: Demographic characteristics

This section presented the control variables, namely date completed, year of birth, town or city in which located, race, home language, and gender. This was placed at the end of the questionnaire to ensure that it did not discourage employees at the start of the survey.

4.7 Data Gathering

4.7.1 The process

The surveys required questionnaires to be completed either online or on hard copy. This is typical of a deductive research approach (Saunders et al., 2016, p.181). Self-completed questionnaires were used as the data-gathering technique in this research because the questionnaires could be operated and empirically maintained from a distance between the researcher and population (Bryman, 1984).

Hand surveys: Hand surveys were selected as the data tool to use at the processing plants, as most of the people working there do not have access to computers. This process also allowed representatives to assist if instructions or questions were unclear. South Africa has eleven official languages and the questionnaire was distributed in English only, which is the language mainly used in the work environment when communicating with managers.

Before the start of the survey, the questionnaires were sent to representatives at the various processing plants for training on how to complete the questionnaires and how to assist employees without influencing their responses. A pilot study was done with a small sample ($n = 10$) at the Worcester processing facility to ensure that the population would understand the questions. Although the feedback received from the process trainer was positive, and it seemed as if the questionnaire was well understood, the researcher, nevertheless, put together a two-page training document that explained each question/statement in more detail.

The researcher used process trainers and process clerks to distribute and collect all the questionnaires for a specific period at each plant. The questionnaires were distributed in the form of hardcopy to the selected strata of the population, including

the introduction letter (See Appendix 3) with details regarding the purpose of the study, and anonymous and voluntary participation. Management of the surveys was complex because of the significant sample size. It was noted that some questionnaires were completed in interview format by the process trainers (based on similar handwriting), as some employees struggled to complete the questionnaires. This was discussed with the process trainers to ensure that the responses were still those of the employees and were not influenced by the interviewer.

Online surveys: At the head office and other areas where employees had access to computers, surveys were completed online. Survey Monkey was used as the selected online tool, as the researcher was familiar with the software and had used it on previous projects. The questionnaire was transferred to the Survey Monkey platform and a link was created. The link was distributed in the form of an email to the selected strata of the population, including the introduction letter (See Appendix 3) with details regarding the purpose of the study, and anonymous and voluntary participation.

The main reason behind the choice of the survey strategy was because it is easy to use and is a low-cost strategy/method for collecting data (Valerie & Ritter, 2007). This strategy, however, comes with certain challenges such as lower response rates and longer survey times (Valerie & Ritter, 2007). Due to the high volume of data needed to perform the required statistical analyses, a survey method was the most appropriate strategy to apply for this research. During the data collection period, reminders were sent out to the plants to remind employees to complete and return the questionnaires.

4.7.2 Voluntary participation and informed consent

An introduction letter was used to introduce the study to the potential participants and to give context as to why the study was conducted (see Appendix 3). The introduction letter stated that participation was voluntary and that respondents could withdraw at any point during the completion of the questionnaire without any negative consequences. Because the participants completed the questionnaire, served as confirmation that they agreed and were happy to complete it. The questionnaire took approximately 20 minutes to complete. Employee confidentiality was also assured

both during and after the process, as respondents were unknown to the researcher and he could not track a completed questionnaire back to the respondent. The researcher's and supervisor's details were supplied to the employees so that they could contact them if they wished to do so.

4.7.3 Actions and competence of researchers

The study was conducted as part of the prerequisites for a master's degree at the Gordon Institute of Business Science, University of Pretoria. To control the process and quality of the research, a supervisor was allocated in the person of Professor Alet Erasmus with approximately 40 years' experience in research.

4.8 Data Analysis

4.8.1 Introduction

In this study, questionnaires were used to collect three sets of information, namely demographic information, information regarding work values, and information regarding OCB. The demographic section collected nominal or categorical data. The other two sections (work values and OCB) collected interval data.

The researcher coded data and entered it into an Excel spreadsheet for processing by a qualified statistician after extensive deliberation with the researcher. When data were missing and when more than one selection per statement was made, the cell was left open in the data set to not skew the analysis or results. During the coding process, it was realised that when sending out the Survey Monkey questionnaires, Statement 19 (marked WB19 on the hand questionnaire) in the OCB section was not recorded in the online version. Consequently, question 19 on the hard copy questionnaires was also removed before data analysis.

The software Statistical Package for the Social Sciences (SPSS) version 15 was used for data analysis. During data analysis, it was decided to "exclude cases pairwise", which meant that employees were excluded from the dataset if the required data were missing but were included in the remainder of the analysis for which the data was available.

4.8.2 Relevant statistical procedures and reliability tests

- Introduction

Regarding descriptive analysis, the data set was grouped into age cohorts (Baby Boomers, Generation X, Generation Y and Generation Z) and, more specifically, into race and gender groups within those cohorts. Exploratory factor analysis was conducted on the sections regarding work values (Section A) and OCB (Section B). The main reason for the exploratory factor analysis (EFA), specifically principal axis factoring, was to verify the dimensions of the scale within the context of this study; thus, to reduce the data to smaller groups in which data (variables) inter-correlated (Pallant, 2007, p. 179). This enabled the researcher to report on the findings more easily and to compare the original categories in the questionnaire to the changes made. This process added to the reliability and consistency of the findings.

The most used extraction method is principal components analysis; however, in this study, principal axis factoring was used, as proposed by Warner (2007). This method is more commonly used in social and behavioural science research (Warner, 2007). The extraction technique selected was Kaiser's criterion or the eigenvalue rule, which only examines the factors with an eigenvalue of 1.0 or more. Kaiser's criterion is the most commonly used technique; hence, the reason for selection (Pallant, 2007, p.190). The researcher also used a scree plot to understand to which factors to attend.

Following exploratory factor analysis, reliability tests were conducted. Reliability is defined as the quality of consistency in the measurement instrument (Dick, 2014). Saunders et al. (2016) proposed that for a data set to have good reliability, Cronbach's alpha should be above 0.7. In the case where Cronbach's alpha is lower and the data set consists of fewer items (i.e. around 5 items), Pallant (2007) proposed that the inter-item correlation matrix should be investigated. If the inter-item correlation ranges between 0.2 and 0.4, the data could be classified as reliable despite the Cronbach's alpha being below 0.7.

- The Protestant Work Ethic scale

The reliability of the PWE framework was proven and it was calculated to have coefficient alphas that range between 0.69 and 0.79 (Fields, 2012b, p.271). Yue (2012) defined measurement or construct validity as the ability of a measure to accurately measure what it was intended to measure. The validity of the PWE was demonstrated because it correlates positively with “organizational and job commitment, job and work involvement, and the unacceptability of taking self-benefits from ethically dubious activities at work” (Fields, 2012b, p.271).

- The Organisational Citizenship Behaviour scale

The reliability of this measurement framework was determined and the confirmatory factor analysis performed found that the structure of the magnitudes was equivalent across samples from Hong Kong, Japan, Australia, and the US (Fields, 2012a). The coefficient alpha for the single OCB scale was 0.94, which is higher than the expected 0.7 (Fields, 2012a, pp.243, 244).

Yue (2012) identified measurement or construct validity as the ability of the measure to accurately measure what it was intended to measure. The measurement validity of the OCB framework was tested in various studies, which have found that the model resembles validity (Fields, 2012a, p.244). Altruism, conscientiousness, courtesy, sportsmanship, and civic virtue correlated positively with one another (Fields, 2012a, pp.243, 244).

- Test for differences

This study aimed to prove/disprove that differences exist between the various cohorts in the workplace regarding their work values and OCB. The most used tests to test for differences between groups is the t-test and analysis of variance (ANOVA test) (Chiba, 2015). The most used analysis approach in generational studies is bivariate analysis (Rhodes, 1983), meaning that, at best, only two groups are compared at a time. This study used the t-test to discriminate between two groups (e.g. younger and older generations), and two-way ANOVA or univariate analysis to discriminate among more than two groups (e.g. generations and race). The two-way ANOVA, gave the researcher the ability to test for three components within and across the data set namely, interaction effects, main effects and size effect within the data set (Pallant, 2007, p. 262). The interaction effect would be, the interaction

between generations and race/gender cohorts. This test only gave the researcher the information if the interaction effect was statistically significant or insignificant. As proposed by Pallant (2007), if there is an statistically significant effect found the main effects must be analysed carefully as the level of interaction is not yet determined. The main effects tested for statistically significant differences between two generational groups or between race/gender groups. When main effects occurred and there were more than two groups (for example race; African, Coloured and White) , the Post-hoc analyses followed the ANOVA to distinguish which groups were distinctly different (Chiba, 2015, p.28).As part of the process, before the ANOVA or a t-test was completed, normality testing (Kolmogorov-Smirnov test) and a Levene test were carried out to understand whether parametric test can we used and if variances could be assumed as equal or not.

ANOVA is generally considered an omnibus test, which allows one to understand whether groups are statistically significant different (p -value or Sig = ≤ 0.05 if equal variance is assumed, and if equal variance is not assumed p -value or Sig = ≤ 0.01) (Chiba, 2015, p.28). A confidence interval percentage of 95% was used in the test. Post-hoc analyses followed the ANOVA to distinguish which groups were distinctly different (Chiba, 2015, p.28). Before the t-test and ANOVA tests were done, all assumptions were tested, as proposed by previous academics (Chiba, 2015, p.1, 2; Surbhi, 2017), as displayed in Appendix 5.

4.9 Ethics, Ethics Approval and Plagiarism

In any empirical research investigation, ethical principles are integral. Three critical components of ethical conduct must be considered before an investigation (Creswell, 2014, pp.92-101):

- Ensure that all ethical dilemmas are considered, for example, ensure that employees do not feel pressurised or intimidated when participating in the study.
- Verify the process used for collecting and gathering data to ensure that the information gathered is truthful.
- Scrutinise the methodology used and the data analysis procedures to ensure that the best, most appropriate choices are made.

This study was approved by the Gordon Institute of Business Science's ethics committee (Ethics Committee, 2019, p.1). The ethics approval submission document encapsulates all the elements of the research process, including the research design, methodology, data collection, and analysis. Evidence of approval is attached as Appendix 2.

Theoretical integrity was ensured at all times by refraining from plagiarism in any form. Concepts and ideas found in the literature were properly referenced in the appropriate format, as indicated by the Gordon Institute of Business Science research guidelines (refer to the reference list after Chapter 7). The researcher refrained from copying other researchers' work word-for-word and ensured that the literature was properly cited and included in the reference list.

4.10 Limitations

In this empirical research study, the following limitations are discussed relating to the methodology used, namely the process of cohort definition and time horizon. Definitions for the different generational cohorts tend to differ between the various researchers in the field of generational theory. Given that every country, city, and town could have been exposed to different life-changing events at different times, they might not be aligned to what is happening around the world. Academics, therefore, have tended to use age as a measure for creating cohorts because of the time spent together. Despite this, there would appear to be no agreement on the issue. This study, therefore, used the American definition of the various generational cohorts and this could be a limitation of this study.

The most frequent time horizon used in generational studies is cross-sectional (Parry & Urwin, 2011; Rhodes, 1983). This has its limitations, however, as one is never sure whether differences investigated are due to age, period, or cohort effects. This study, therefore, could not distinguish between those three effects, and differences could be due to any of them. Table 4.1 summarises the research design used.

Table 4.1: Summary of Research Design

Topic	Approach	Explanation
Philosophy	Positivism	The researcher is completely impartial and separated from the study
Approach	Deducto-hypothetico	Theory is well-researched and established and hypotheses could be created from the literature
Strategy	Survey	Structured collection and analysis of primary data using a questionnaire in online and hard copy format
Choice	MONO-method; Quantitative	Quantitative data analysis: descriptive statistics, EFA, Cronbach's alpha calculations to determine internal consistence (reliability), t-tests, ANOVA, post-hoc
Time horizon	Cross sectional	The study covers a situation at a certain point in time
Techniques and procedures	Quantitative data analysis	All results are presented in the form of numbers, visually presented in tables and graphs, and then discussed

(Source: Constructed by researcher)

Chapter 5: Results

5.1 Introduction

This chapter presents the empirical results regarding generational differences in work values and OCB in the FMCG industry in South Africa. The results are presented in three parts. First, descriptive statistics for the overall data set are discussed to give the reader a perspective on the composition of the data set and how the data set was applied. Second, data validation for both questionnaires, exploratory factor analysis, and Cronbach's alpha is provided. Third, each hypothesis is laid out together with its associated sample data set, normality testing, descriptive statistics of the individual data set, Levene's test, and t-test or two-way ANOVA test.

5.2 Demographic Profile of the Sample

In total, 1 132 questionnaires were completed during the period from 5 July to 26 August 2019, of which 289 (288 hand-completed and 1 online) were discarded owing to incompleteness or poor completion. Most of these were incomplete regarding the demographic information (the control variables and, therefore, could not be used). Of the remainder of the data set ($n = 843$), 760 were hand-completed and 83 were completed online using Survey Monkey.

Of the total sample ($n = 843$), 70.7% was completed by participants from the Worcester plant, 20.3% from Rustenburg, 7.5% from Durban, and the remainder, 1.5%, was made up of smaller locations in South Africa. The racial composition was 42% coloured, 45.9% African, 7.8% white, 3.7% Indian, and the remainder, 0.6%, comprised respondents who indicated that they belong to other groups. The home languages most indicated in the sample were 45.7% Afrikaans, 23.8% Xhosa, 13.4% Tswana, and 9.1% English. The remainder, 8%, was made up of various other language groups. The gender composition was 42.2% male and 56.5% female, while the remainder, 1.3%, preferred not to say. The 843 respondents comprised the following generations: 65 Baby Boomers, 443 Generation X, 253 Generation Y, and 82 Generation Z. The details are presented in Tables 5.1 to 5.4.

Table 5.1 represents the gender representation of the sample. There was a good representation of both males and females, which thus allowed for statistical comparisons.

Table 5.1: Gender Representation in the Sample

Frequencies for New/Recoded Variable					
Generation Different Generations (Recoded)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Males	356	42.2	42.2	42.2
	Females	476	56.4	56.4	98.6
	Prefer not to say	11	1.4	1.4	100
	Total	843	100	100	

(Source: SPSS output)

Table 5.2 presents the racial composition of the total sample as described above.

Table 5.2: Racial Representation in the Sample

Race		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	5	0.6	0.6	0.6
	Coloured	354	42.0	42.0	42.6
	African	387	45.9	45.9	88.5
	White	66	7.8	7.8	96.3
	Indian	31	3.7	3.7	100.0
	Total	843	100.0	100.0	

(Source: SPSS output)

The representation of racial groups in the sample was very unbalanced. On the one hand, it displayed the profile of the workforce, but it made it difficult to do statistical comparisons. The decision was then made to select randomly, 100 Coloured and

100 African employees and to include all 66 white employees for comparison. The Indian employees were excluded from the analysis regarding racial differences, as the group was too small.

Generational differentiation: Because the generational groups were so different in size, it was decided to analyse the data set regarding two generational groups only, instead of the initial plan of focusing on four groups. Group 1 included all employees older than 40 years, that is, the Baby Boomers and Generation X, while Group 2 combined Generations Y and Z. It did not make sense to divide respondents into four groups, as within this fairly large data set, the youngest and oldest groups were too small to allow comparisons. The detail is presented in Table 5.3.

Table 5.3: Recoded Generation Categories for Analysis

Different Generations (Recorded) as rGenerations					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Baby Boomers & Generation X	508	60.3	60.3	60.3
	Generations Y and Z	335	39.7	39.7	100.0
	Total	843	100.0	100.0	

(Source: SPSS output)

Racial group and gender: A scrutiny of the sample regarding gender representation across the racial groups indicated the following:

Baby Boomers: The Baby Boomers consisted of 20 coloured, 26 African, 16 white and three (3) Indian respondents. The gender representation in this cohort is 37 male, and 27 female respondents and one (1) respondent who preferred not to say.

Generation X: This cohort consisted of 172 coloured, 210 African, 43 white, 14 Indian respondents and four (4) respondents who preferred not to say. The gender representation in this cohort is 189 male and 247 female respondents and seven (7) employees who preferred not to say.

Generation Y: This cohort consisted of 120 coloured, 118 African, six (6) white and eight (8) Indian respondents and one (1) respondent who preferred not to say. The gender representation in this cohort is 102 male and 150 female respondents and one (1) respondent who preferred not to say.

Generation Z: This, the youngest generation, comprised 42 coloured, 33 African, one (1) white and six (6) Indian respondents. The gender representation in the Generation Z cohorts is 28 male and 52 female respondents, and two (2) who preferred not to say. Details are presented in Table 5.4.

Table 5.4: Composition of Total Data Set Regarding Generation, Race and Gender

Groupings	Ethnicity and Gender		Generations	Ethnicity		Gender		
Baby Boomers and Generation X 508	Ethnicity		Baby Boomers 65					
	Coloured	192		Coloured	20	Male	37	
	African	236		African	26			
	White	59		White	16	Female	27	
	Indian	17		Indian	3			
	Other	4		Other	0	Prefer not to say	1	
	Total	508	Total	65	Total	65	Total	65
	Gender		Generation X 443					
	Males	226		Colored	172	Male	189	
	Females	274		African	210			
Prefer not to say	8		White	43	Female	247		
			Indian	14				
			Other	4	Prefer not to say	7		
Total	508	Total	443	Total	443	Total	443	
Generation Y and Z 335	Ethnicity		Generation Y 253					
	Coloured	162		Coloured	120	Male	102	
	African	151		African	118			
	White	7		White	6	Female	150	
	Indian	14		Indian	8			
	Other	1		Other	1	Prefer not to say	1	
	Total	335	Total	253	Total	253	Total	253
	Gender		Generation Z 82					
	Males	130		Coloured	42	Male	28	
	Females	202		African	33			
Prefer not to say	3		White	1	Female	52		
			Indian	6				
			Other	0	Prefer not to say	2		
Total	335	Total	82	Total	82	Total	82	
Total	843	Total	335	Total	82	Total	82	

(Source: Constructed by researcher)

After a random selection of respondents within the data set to accommodate the problem of an uneven distribution (racial group), the data set for cross-tabulations

were finalised, as presented in Table 5.5. The final groups were more evenly distributed except for the white Generations Y and Z employees. Consequently, given time constraints that made it impossible to intentionally try to recruit more white employees, the researcher accepted this as a limitation to the study.

Table 5.5: Race–generation Composition of the Sample for Cross-tabulation

Race	rGeneration		Total
	Baby Boomers & Generation X	Generations Y & Z	
Coloured	48	52	100
African	50	50	100
White	59	7	66
	157	109	266

(Source: SPSS output)

**rGeneration: regrouped generation*

5.3 Results: Employee’s Work Values Protestant Work Ethic

5.3.1 Differentiation of employees’ work values across the generational cohorts

- The exploratory factor analysis procedure to discriminate relevant factors/dimensions

EFA was first executed to explore the dimensions of the PWE scale in the context of this research (Fields, 2012b, p.243). The 19 statements of the PWE questionnaire were subjected to a principal axis factor (PAF) analysis, using SPSS version 15. Before conducting the PAF analysis, the appropriateness of the data was evaluated.

Scrutiny of the correlation matrix revealed that only a few of the coefficients were above the 0.3 threshold, as indicated by Pallant (2007). Thus, items WF1, WF3, WF7, WF9, WF13, WF14, and WF15 were subsequently omitted given the low communality and measures of sampling adequacy scores (Pallant, 2007, p.190). The Kaiser-Meyer-Olkin value was 0.819, which exceeded the proposed limit of 0,6, and Bartlett’s test of sphericity value or sig was zero, which did meet the limit of 0.05 and

smaller (Pallant, 2007, p.190). At this stage, the analysis met all the criteria required to proceed.

PAF revealed the occurrence of three factors based on an eigenvalue of 1, which explained 25.3%, 12.1%, and 8.6% of the variance in the data, respectively. An scrutiny of the scree plot revealed a clear break after three factors; hence, a second-factor analysis procedure was done with those three factors, although the collection matrix showed correlations of above 0.3, and the Kaiser-Meyer-Olkin value was below the 0.6 at 0.588.

Bartlett's test of sphericity value or sig was zero, which did meet the limit of 0.05 and smaller (Pallant, 2007, p. 190). The factoring procedure then revealed the presence of only one factor based on an eigenvalue of 1 or more, which explained 53.24% of the variance in the data. It was subsequently concluded that the three factors produced after the first-factor extraction should be used, as the second-order factor analysis did not add more value and merely combined all the work values into one.

The theory also supported the three factors, although some items were excluded, and, therefore, new names were created for the newly-established factors, namely:

WF Factor 1: Work focus (WF10, WF17, WF5, WF4, WF8, WF12)

WF Factor 2: Self-discipline (WF11, WF6, WF2, WF19)

WF Factor 3: Anti leisure (WF16, WF18)

These factors were used in all the subsequent analyses regarding hypotheses H1, H2, and H3.

- Reliability of the factors/dimensions

Cronbach's alpha calculations were done on the newly-extracted factors. Saunders et al. (2016) recommend that for data to be reliable, the Cronbach's alpha should be above the 0.7 threshold. The Cronbach's alphas for this scale are displayed in Table 5.6 and were all below the 0.7 threshold recommended by Saunders et al. (2016). Nevertheless, Pallant (2007) recommended that if there are fewer items, one should look at the inter-item correlation matrix, as the Cronbach's alpha is sensitive to items count. In this case, Factor 1 contained six (6) items, Factor 2 contained four (4) items,

and Factor 3 contained two (2) items that could explain the low Cronbach's alpha score. By investigating the inter-item correlations matrix, the content of all three factors were within the recommended range of 0.2 to 0.4, and, therefore, the scale was accepted as reliable.

Table 5.6: New Protestant Work Ethic (PWE) factors

	Factor 1 - Work Focus	Factor 2 - Self-discipline	Factor 3 - Anti-leisure
N=843	748 (95 Excluded)	777 (66 Excluded)	814 (29 Excluded)
WF10	0.596	0.082	0.046
WF17	0.542	0.095	0.199
WF5	0.441	0.062	0.172
WF4	0.430	0.031	0.111
WF8	0.391	0.216	0.169
WF12	0.358	0.227	0.274
WF11	0.227	0.568	0.067
WF6	0.157	0.537	0.130
WF2	-0.065	0.486	-0.014
WF19	0.203	0.410	0.352
WF16	0.242	-0.078	0.454
WF18	0.110	0.188	0.423
Cronbach's alpha	0.643	0.583	0.342
Mean	5.87	4.57	5.16
SD	1.50	2.02	1.73
Explained Variances	25.340%	12.144%	8.614%
Extraction Method: Principal Axis Factoring. Rotation Method: Varimax with Kaiser Normalisation. ^a			

a. Rotation converged in 4 iterations.

(Source: SPSS output)

5.3.2 Differentiation of employees' work values across the generational cohorts (referring to Hypothesis 1)

- Application of the independent sample t-test to compare generational cohorts' work values

To determine possible statistically significant differences between the two generational cohorts that were created, an independent sample t-test for differences was conducted. The three work values considered, based on the EFA procedure, were work focus, self-discipline, and anti-leisure.

The results presented in Table 5.7 show that for both generational cohorts, work focus is the strongest work value, followed by anti-leisure, which is also fairly strong, and then self-discipline, which is the weakest of the three work values, although still moderately strong.

Table 5.7: Hypothesis 1: Employees' Work Values Scale per Dimension

Work Values	rGeneration	N	Mean	95% Confidence interval for Mean		Std. Deviation	Std. Error Mean
				Lower Bound	Upper Bound		
WF_Fact1 – Work focus	Baby Boomers & Generation X	508	5.78	5.693	5.859	0.950	0.042
	Generations Y & Z	335	5.98	5.887	6.073	0.865	0.047
WF_Fact2 – Self-discipline	Baby Boomers & Generation X	508	4.56	4.436	4.674	1.362	0.060
	Generations Y & Z	335	4.66	4.518	4.804	1.334	0.073
WF_Fact3 – Anti Leisure	Baby Boomers & Generation X	508	5.21	5.093	5.332	1.368	0.061
	Generations Y & Z	334	5.10	4.960	5.240	1.301	0.071

(Source: SPSS output)

The Kolmogorov-Smirnov normality test found that the rGenerations_PWE data set was not normally distributed because the sig values indicated were below the 0.05 threshold limit. Because the sample size (Baby Boomers and Generation X, $n = 508$; Generation Y and Z, $n = 335$) was larger than 30 employees, a normal distribution, however, could be assumed and a parametric test could be used to test for differences; hence, using a t-test (Pallant, 2007, p.204).

The t-test (Levene's test) revealed that for the work-focus work value, variances are assumed unequal, as the sig value was below or equal to the 0.05 threshold limit. For differences, therefore, to occur, the sig value should be below the 0.01 limit. The mean differences (mean difference = -0.204 ; std error difference = 0.063) between

the two generational categories are statistically significant, as the sig (2-tailed) value is equal or below the 0.01 limit. The younger generations (Generations Y and Z), therefore, are significantly more work focus than the older generations (Baby Boomers and Generation X), although both have a relatively strong work focus.

For the self-discipline work value, variances are assumed to be equal, as the sig value was above or equal to the 0.05 threshold limit. For differences to occur, therefore, the sig value should be below the 0.05 limit. The mean differences (mean difference = -0.106 ; std error difference = 0.095) between the two generational categories are not statistically significant, as the sig (2-tailed) value is above the 0.05 limit. The self-discipline of the two generational categories, therefore, is not statistically significantly different.

For the anti-leisure work value, variances are assumed to be equal, as the sig value was above or equal to the 0.05 threshold limit. For differences, therefore, to occur, the sig value should be below the 0.05 limit. The mean differences (mean difference = 0.112 ; std error difference = 0.095) between the two generational categories are not statistically significant, as the sig (2-tailed) value is above the 0.05 limit. The two generations, therefore, do not differ statistically significant regarding their anti-leisure work values.

Table 5.8 presents the independent sample t-test results below.

Table 5.8: Hypothesis 1: Independent Sample Test for PWE Work Values Scale

Work Values	Levene's Test for Equality of Variances		t-test for Equality of Means			Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
	F	Sig.	t	df	Sig. (2-tailed)			Lower	Upper	
WF_Fact 1_Work focus	Equal variances assumed	9.298	0.002	-3.164	841	0.002	-0.204	0.065	-0.331	-0.078
	Equal variances not assumed			-3.225	759.985	0.001	-0.204	0.063	-0.329	-0.080
WF_Fact 2_Self-disciplined	Equal variances assumed	0.660	0.417	-1.113	841	0.266	-0.106	0.095	-0.292	0.081
	Equal variances not assumed			-1.118	725.236	0.264	-0.106	0.095	-0.292	0.080
WF_Fact 3_Ant Leisure	Equal variances assumed	0.041	0.840	1.188	840	0.235	0.112	0.095	-0.073	0.298
	Equal variances not assumed			1.201	737.396	0.230	0.112	0.094	-0.071	0.296

Note: Shaded blocks indicate statistically significant differences

(Source: SPSS output)

- Conclusion, H1, differences in the work values of employees

H1 is not supported, as significant differences could not be confirmed for all three dimensions of the work value phenomenon in the context of this study. While the youngest generation seems significantly more work focused, differences between the two generation groups regarding self-discipline and anti-leisure are not statistically significant.

5.3.3 Differentiation of racial differences in employees' work values across the generational cohorts (referring to Hypothesis 2)

To determine possible statistically significant racial differences in the work values of the generation groups (Baby Boomers and Generation X versus Generation Y and

Generation Z), a two-way ANOVA test was conducted. Three PWE work values were relevant, namely work focus, self-discipline, and anti-leisure.

The relevant subset of the data included 266 employees (Baby Boomers and Generation X: $n = 157$; and Generations Y and Z: $n = 109$). The race composition was 100 coloureds, 100 African, and 66 white employees, as indicated in Table 5.9.

Table 5.9: Hypothesis 2: Sample Composition

Generations and Race composition			
Groups		Value Label	n
rGeneration	1	Baby Boomers & Generation X	157
	2	Generations Y & Z	109
Race	1	Coloured	100
	2	African	100
	3	White	66

(Source: SPSS output)

The Kolmogorov tests indicated that the data sets rGenerations and Race were not normally distributed based on p -values = > 0.05 . Because the individual samples (Group 1: Baby Boomers and Generation X, $n = 157$; Generations Y and Z, $n = 109$ versus Group 2: Coloured, $n = 100$; African, $n = 100$, white, $n = 66$) exceeded 30 respondents, a normal distribution could, however, be assumed and parametric tests could be used to test for differences; thus, using two-way ANOVA (Pallant, 2007, p.204).

- Comparison of racial groups' work focus as a work value (H2: dimension 1)

Table 5.10 presents the results for the comparison of racial groups' work focus as a work value across the different generational groups.

Table 5.10: Work focus: Mean Scores (Dimension 1 of the Work values) per rGeneration and Racial Groups

Dependent Variable:	WF_Fact1_Work focus	Mean	95% Confidence interval of the mean		Std. Deviation	n
			Lower Bound	Upper Bound		
rGeneration Baby Boomers & Generation X	Coloured	5.76	5.463	6.056	1.048	48
	African	5.78	5.534	6.025	0.884	50
	White	5.36	5.165	5.554	0.761	59
	Total	5.62	5.477	5.762	0.912	157
Generations Y & Z	Coloured	5.97	5.707	6.232	0.966	52
	African	6.17	5.975	6.364	0.701	50
	White	5.83	5.414	6.245	0.561	7
	Total	6.05	5.893	6.206	0.833	109
Total	Coloured	5.87	5.670	6.070	1.007	100
	African	5.98	5.815	6.140	0.817	100
	White	5.41	5.225	5.595	0.753	66
	Total	5.80	5.691	5.908	0.905	266

(Source: SPSS output)

The results show that within the older employee category (Baby Boomers and Gen X) the work focus of African ($M = 5.78$ and $Std.D = 0.884$, $n = 50$) and coloured employees ($M = 5.76$ and $Std.D = 1.048$, $n = 48$) was relatively strong, certainly stronger than that of the white employees ($M = 5.36$ and $Std.D = 0.761$, $n = 59$). The same tendency is evident within the younger employee category (Gen Y and Z: African: $M = 6.17$ and $Std.D = 0.701$, $n = 50$; coloured: $M = 5.97$ and $Std.D = 0.966$, $n = 52$; white: $M = 5.83$ and $Std.D = 0.561$, $n = 7$). Overall, the work focus of the younger employees ($M = 6.05$ and $Std.D = 0.833$, $n = 109$) is stronger than that of the older employees ($M = 5.62$ and $Std.D = 0.912$, $n = 157$).

The Levene's test in this regard indicated a p -value/sig for all the measures of below or equal to the 0.05 threshold limit. This implied that for statistically significant variances to occur, the p -value or sig needed to be more stringent and had to be below or equal to 0.01. For the two-way ANOVA, the subject (Generations) was divided into two groups (Group 1: Baby Boomers and Generation X and Group 2: Generations Y and Z).

The interaction effect between age and race was found not to be statistically significant: $F(2,260) = 0.374, p = 0.688$. Moreover, the results indicated that there was no statistically significant main effect for rGeneration $F(1,260) = 6.274, sig = 0.013$ or Race $F(2,260) = 1.962, sig = 0.143$; as the three p -values were above the 0.01, as displayed in Table 5.11. Despite evident differences in the work focus within generation categories across the racial groups, differences, therefore, were not statistically significant and, therefore:

H2, which proposed statistically significant racial differences in employees' work values across generational cohorts, is not supported for work focus, the first of the three dimensions of work values.

Table 5.11: Work focus: Two-way ANOVA results

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	19.886 ^a	5	3.977	5.246	0.000	0.092
Intercept	5071.835	1	5071.835	6689.618	0.000	0.963
rGeneration	4.757	1	4.757	6.274	0.013	0.024
Race	2.975	2	1.487	1.962	0.143	0.015
rGeneration * Race	0.568	2	0.284	0.374	0.688	0.003
Error	197.123	260	0.758			
Total	9153.653	266				
Corrected Total	217.009	265				

a. R Squared = .092 (Adjusted R Squared = .074)

(Source: SPSS output)

- Comparison of racial groups' self-discipline as a work value (H2: dimension 2)

Table 5.12 presents the results for the comparison of racial groups' self-discipline as a work value across the different generational groups.

Table 5.12: Self-discipline: Mean Scores (Dimension 2 of the Work values) per rGeneration and Racial Groups

Dependent Variable	WF discipline	Fact2	Self-Mean	95% Confidence interval of the mean			n
				Lower Bound	Upper Bound	Std. Deviation	
rGeneration Baby Boomers & Generation X	Coloured		4.60	4.256	4.943	1.214	48
	African		4.72	4.308	5.131	1.486	50
	White		4.09	3.792	4.387	1.164	59
	Total		4.45	4.244	4.655	1.312	157
Generations Y & Z	Coloured		4.78	4.473	5.086	1.128	52
	African		4.96	4.581	5.338	1.367	50
	White		3.96	3.539	4.380	0.567	7
	Total		4.81	4.578	5.041	1.235	109
Total	Coloured		4.69	4.461	4.918	1.167	100
	African		4.84	4.560	5.119	1.426	100
	White		4.08	3.811	4.348	1.113	66
	Total		4.60	4.444	4.804	1.291	266

(Source: SPSS output)

The results show that within the older generational cohorts (Baby Boomers and Generation X), self-discipline is weakest among the white employees ($M = 4.09$ and $Std.D = 1.164$, $n = 59$) being merely average compared to stronger self-discipline among the coloured employees ($M = 4.60$ and $Std.D = 1.214$, $n = 48$) and the African employees ($M = 4.72$ and $Std.D = 1.486$, $n = 50$). In the younger age category (Generations Y and Z), the self-discipline of white employees was again the weakest ($M = 3.96$ and $Std.D = 0.567$, $n = 7$) being merely average compared to the other racial groups whose self-discipline appeared to be stronger and above average in strength (Coloured: $M = 4.78$ and $Std.D = 1.128$, $n = 52$; African: $M = 4.96$ and $Std.D = 1.367$, $n = 50$). The Levene's test indicated that for the dimension self-discipline, variances are assumed unequal as the p -value or sig indicated on all the measures, that is, the mean, median, and median with adjusted degrees of freedom and trimmed mean, were below or equal to the 0.05 threshold. This implied that for statistically significant differences to occur, the p -value or sig needed to be more stringent and less than or equal to 0.01.

A two-way ANOVA was conducted to explore the impact of generations and race on the work value self-discipline, as measured by the PWE framework. The subject (Generations) was divided into two groups, namely, Group 1: Baby Boomers and Generation X and Group 2: Generation Y and Z. Despite indications that whites' self-discipline values are weaker within each of the two generational cohorts, the interaction effect between age and race was not statistically significant, $F(2,260) = 0.207$, $sig = 0.813$. Consequently, no statistically significant main effect was found for r Generation $F(1,260) = 0.215$, $sig = 0.643$ or Race $F(2,260) = 4.134$, $sig = 0.017$; as the three p -values were above the 0.01 limit, as displayed in Table 5.13. Despite evident differences in the relevance of the work value self-discipline within the generational categories, across the racial groups, these differences, therefore, were not statistically significant and, therefore:

H2, which proposed statistically significant racial differences in employees' work values across generational cohorts, is not supported for self-discipline, the second of the three dimensions of work values.

Table 5.13: Self-discipline: Two-way ANOVA results

Dependent Variable: WF_Fact2_Self-discipline						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	26.889 ^a	5	5.378	3.374	0.006	0.061
Intercept	3064.548	1	3064.548	1922.514	0.000	0.881
rGeneration	0.343	1	0.343	0.215	0.643	0.001
Race	13.179	2	6.589	4.134	0.017	0.031
rGeneration * Race	0.661	2	0.330	0.207	0.813	0.002
Error	414.448	260	1.594			
Total	6058.250	266				
Corrected Total	441.337	265				

a. R Squared = .061 (Adjusted R Squared = .043)

(Source: SPSS output)

- Comparison of racial groups' anti-leisure behaviour as a work value (H2: dimension 3)

Table 5.14 presents the results for the comparison of racial groups' anti-leisure leisure behaviour as a work value across the different generational groups.

Table 5.14: Anti-leisure: Mean Scores (Dimension 3 of the Work values) per rGeneration and Racial Groups

Dependent Variable: rGeneration	WF_Fact3_Anti Leisure	Mean	95% Confidence interval of the mean		Std. Deviation	n
			Lower Bound	Upper Bound		
Baby Boomers & Generation X	Coloured	5.32	4.921	5.718	1.409	48
	African	4.77	4.327	5.212	1.595	50
	White	5.55	5.143	5.957	1.070	59
	Total	5.23	5.012	5.447	1.390	157
Generations Y & Z	Coloured	5.21	4.837	5.582	1.370	52
	African	5.03	4.656	5.403	1.349	50
	White	5.93	5.346	6.513	0.787	7
	Total	5.17	5.022	5.317	1.339	109
Total	Coloured	5.27	4.998	5.541	1.383	100
	African	4.90	4.610	5.189	1.475	100
	White	5.59	5.300	5.879	1.045	66
	Total	5.21	4.942	5.477	1.367	266

(Source: SPSS output)

It was found that within the older generational category (Baby Boomers and Generation X) the African employees displayed the weakest anti-leisure work value (M = 4.77 and Std.D = 1.595, n = 50) followed by the coloured employees (M = 5.32 and Std.D = 1.409, n = 48), with the white group having the strongest anti-leisure work value (M = 5.55 and Std.D = 1.070, n = 59).

This strong tendency by the white employees implies that their regard for leisure time at work is the weakest. Within the younger age category (Generation Y and Z), the

African employees scored the lowest ($M = 5.03$ and $Std.D = 1.349$, $n = 50$) on the anti-leisure work value.

The coloured employees were found to be slightly stronger ($M = 5.21$ and $Std.D = 1.370$, $n = 52$), while the white employees ($M = 4.96$ and $Std.D = 1.367$, $n = 7$) showed the strongest regard for anti-leisure as a work value. Overall, the older generational cohort ($M = 5.23$ and $Std.D = 1.390$, $n = 157$) displayed the strongest anti-leisure regard compared to the younger generational cohort ($M = 5.17$ and $Std.D = 1.339$, $n = 266$).

Levene's test indicated that differences in anti-leisure as a work value could not be assumed to be equal, as the p -value or sig indicated on all the measures, mean, median, median with adjusted degrees of freedom and trimmed mean is below or equal to the 0.05 threshold limit. This implied that for statistically significant variances to occur, the p -value or sig had to be more stringent, that is, below or equal to 0.01.

Subsequently, a two-way ANOVA was conducted to explore the impact of age and race on the relevance of the work value anti-leisure, as measured by the PWE framework. The subject (Generations) was divided into two groups, namely Group 1: Baby Boomers and Generation X and Group 2: Generation Y and Z.

The interaction effect between age and race was not statistically significant, $F(2,260) = 0.614$, $sig = 0.542$, nor was a statistically significant main effect found for rGeneration $F(1,260) = 0.635$, $sig = 0.426$ or Race $F(2,260) = 4.487$, $sig = 0.012$, as the three p -values were above the 0.01 limit, as displayed in Table 5.15.

Despite evident differences in the relevance of the work value anti-leisure within the generational categories, across the racial groups, the differences, therefore, were not statistically significant and, therefore:

H2, which proposed statistically significant racial differences in employees' work values across generational cohorts, is not supported for anti-leisure, the third of the three dimensions of work values.

Table 5.15: Anti-leisure: Two-way ANOVA results

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	22.381 ^a	5	4.476	2.462	0.034	0.045
Intercept	4219.456	1	4219.456	2320.395	0.000	0.899
rGeneration	1.155	1	1.155	0.635	0.426	0.002
Race	16.317	2	8.158	4.487	0.012	0.033
rGeneration * Race	2.234	2	1.117	0.614	0.542	0.005
Error	472.790	260	1.818			
Total	7711.750	266				
Corrected Total	495.170	265				

a. R Squared = .045 (Adjusted R Squared = .027)

(Source: SPSS Output)

- Conclusion for the comparison of racial groups' work values

H2, which proposed statistically significant racial differences in employees' work values across generational cohorts, is not supported for work focus, self-discipline, or for anti-leisure, the three dimensions of work values.

5.3.4 Differentiation of gender differences in employees' work values across the generational cohorts (referring to Hypothesis 3)

To determine whether statistically significant gender differences exist in the workplace regarding work values among the generational categories distinguished in this research, a two-way ANOVA test for differences was conducted. Three PWE work values were relevant, namely work focus, self-discipline and anti-leisure. The total data set comprised of 843 employees (11 indicated preferred not to say), represented by 356 males and 476 females, as indicated in Table 5.16.

Table 5.16: Hypothesis 3: Sample Composition

Generations and Gender composition			
Groups		Value Label	n
rGeneration	1	Baby Boomers & Generation X	500
	2	Generations Y & Z	332
Gender	1	Male	356
	2	Female	476

(Source: SPSS output)

The Kolmogorov-Smirnov test for normality indicated that both data sets, rGenerations and gender, were not normally distributed, as the p -values or sig for all three factors or work values is lower than 0.05 threshold limit. Because the sample size (Group 1: Baby Boomers and Generation X, $n = 500$; Generations Y and Z, $n = 332$) (Group 2: Males, $n = 356$; Females, $n = 476$) exceeds 30 respondents, normal distribution, therefore, can be assumed and a parametric test could be used to test for differences; hence, using a two-way ANOVA (Pallant, 2007, p.204).

- Gender comparison of employees' work focus (H3: dimension 1)

Table 5.17 presents the results of a comparison of gender groups' work focus as a work value across the two generational groups.

Table 5.17: Work focus: Mean Scores (Dimension 1 of the Work values) per rGeneration and Gender Groups

Dependent Variable:	WF_Fact1_Work focus	Mean	95% Confidence interval of the mean		Std. Deviation	n
			Lower Bound	Upper Bound		
Baby Boomers & Generation X	Male	5.61	5.485	5.734	0.953	226
	Female	5.93	5.822	6.037	0.911	274
	Total	5.78	5.700	5.859	0.943	500
Generations Y & Z	Male	5.85	5.687	6.012	0.888	130
	Female	6.06	5.943	6.176	0.847	202
	Total	5.98	5.886	6.073	0.868	332
Total	Male	5.70	5.602	5.797	0.936	356
	Female	5.98	5.900	6.059	0.886	476
	Total	5.86	5.797	5.922	0.918	832

(Source: SPSS output)

The results show that older female employees (Baby Boomers and Generation X) ($M = 5.91$ and $Std.D = 0.911$, $n = 274$) had a stronger preference for the work focus work value than their male counterparts ($M = 5.61$ and $Std.D = 0.953$, $n = 226$). The younger female employees (Generations Y and Z cohort), ($M = 6.06$ and $Std.D = 0.847$, $n = 202$) again had a much stronger tendency towards the work focus work value than males ($M = 5.85$ and $Std.D = 0.888$, $n = 130$). It was also noted that females ($M = 5.98$ and $Std.D = 0.886$, $n = 476$), regardless of their age, had a much stronger preference for the work focus work value than males ($M = 5.70$ and $Std.D = 0.936$, $n = 356$); however, overall, work focus was relatively strong among all the employees.

Levene's test indicated that work focus work value variances could be assumed to be equal, as the p -value or sig indicated on all the measures, mean, median, median and with adjusted degrees of freedom and trimmed mean is above or equal to the 0.05 threshold limit. This implied that for statistically significant variances to occur, the p -value needed to be below or equal to 0.05.

A two-way ANOVA was conducted to explore the effect of generations and gender on the relevance of the work value Work focus, as measured by the PWE framework.

The interaction effect between age and gender was not statistically significant, $F(1.828) = 0.805$, $sig = 0.370$. There, therefore, was a statistically significant main effect for rGeneration $F(1.828) = 8.324$, $sig = 0.004$ and Gender $F(1.828) = 16.484$, $sig = 0.000$; as the two p -values or sig were below the 0.05 limit. Results, therefore, suggest that gender and generational statistically significant differences occur across the generational cohorts.

H3, which proposed statistically significant gender differences in employees' work values across generational cohorts, is supported for work focus, the first of the three dimensions of work values.

Table 5.18: Work focus: Two-way ANOVA results

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	23.785 ^a	3	7.928	9.700	0.000	0.034
Intercept	26525.877	1	26525.877	32452.748	0.000	0.975
rGeneration	6.804	1	6.804	8.324	0.004	0.010
Gender	13.473	1	13.473	16.484	0.000	0.020
rGeneration * Gender	0.658	1	0.658	0.805	0.370	0.001
Error	676.782	828	0.817			
Total	29269.513	832				
Corrected Total	700.567	831				

R Squared = .034 (Adjusted R Squared = .030)

Note: Grey block mean statistically significant differences have been proven

(Source: SPSS output)

- Gender comparison of self-discipline as a work value (H3: dimension 2)

Table 5.19 presents the results for the comparison of two gender groups' self-discipline as a work value across the two generational groups.

Table 5.19: Self-discipline: Mean Scores (Dimension 2 of the Work values) per Generation and Gender Groups

Dependent Variable	WF Fact2 Self-discipline	Mean	95% Confidence interval of the mean			n
			Lower Bound	Upper Bound	Std. Deviation	
Baby Boomers & Generation X	Male	4.28	4.108	4.451	1.318	226
	Female	4.79	4.629	4.950	1.356	274
	Total	4.56	4.440	4.679	1.362	500
Generations Y & Z	Male	4.61	4.397	4.822	1.239	130
	Female	4.68	4.487	4.872	1.395	202
	Total	4.65	4.506	4.793	1.335	332
Total	Male	4.40	4.265	4.534	1.298	356
	Female	4.75	4.626	4.873	1.372	476
	Total	4.60	4.508	4.691	1.351	832

(Source: SPSS output)

For the work value self-discipline, the results show that females in the older category (M = 4.79 and Std.D = 1.356, $n = 274$) had significantly stronger regard for this value compared to their male counterparts (M = 4.28 and Std.D = 1.318, $n = 226$). The same, however, was not true for the younger category (females: M = 4.68 and Std.D = 1.395, $n = 202$ versus males: M = 4.61 and Std.D = 1.239, $n = 130$). Overall, irrespective of age, this work value is stronger among females (M = 4.75 and Std.D = 1.372, $n = 476$) than males (M = 4.40 and Std.D = 1.298, $n = 356$).

Levene's test showed that variances for the self-discipline work value could be assumed to be equal, as the p -value/sig indicated on all the measures, mean, median, median and with adjusted degrees of freedom and trimmed mean is above or equal to the 0.05 threshold limit. This implies that for statistically significant variances to occur, the sig value should be below or equal to 0.05.

A two-way ANOVA was conducted to explore the effect of generation and gender on the relevance of the work value self-discipline, as measured by the PWE framework. The interaction effect between age and gender was statistically significant, $F(1, 828) = 5.103$, sig = 0.024; as the p -value is below the 0.05 limit. (However the level of influence is not part of this study). There was a statistically significant main effect on

Gender $F(1,828) = 9.288$, $sig = 0.002$, as p -values/sig were below the 0.05 limit. There, however, was statistically no significant main effect for rGeneration $F(1,828) = 1.256$, $sig = 0.263$, as the p -value was above the 0.05 limit, as displayed in Table 5.20. In conclusion, interaction effect occurs between gender and generations cohorts. Statistically significantly gender differences occur across these generational cohorts with in the work place on the work value of self-discipline.

H3, which proposed statistically significant gender differences in employees' work values across generational cohorts, is supported for self-discipline, the second of the three dimensions of work values.

Table 5.20: Self-discipline: Two-way ANOVA results

Source	Type III Sum of Squares	df	Mean Square	F	sig.	Partial Eta Squared
Corrected Model	34.469 ^a	3	11.490	6.418	0.000	0.023
Intercept	16273.998	1	16273.998	9090.134	0.000	0.917
rGeneration	2.248	1	2.248	1.256	0.263	0.002
Gender	16.628	1	16.628	9.288	0.002	0.011
rGeneration * Gender	9.136	1	9.136	5.103	0.024	0.006
Error	1482.362	828	1.790			
Total	19103.250	832				
Corrected Total	1516.832	831				

R Squared = .023 (Adjusted R Squared = .019)

Note: Grey block mean statistically significant differences have been proven

(Source: SPSS output)

- Gender comparison of anti-leisure as a work value (H3: dimension 3)

Table 5.21 presents the results for the comparison of the two gender groups' anti-leisure work value across the two generational groups.

The results show that males among the older employees (Baby Boomers and Generation X) ($M = 5.31$ and $Std.D = 1.336$, $n = 226$) had a much stronger preference for the anti-leisure work value than their female counterparts ($M = 5.16$ and $Std.D =$

1.384, $n = 274$). The Generation Y and Z cohort was in fact found to be the opposite, as females ($M = 5.17$ and $Std.D = 1.338$, $n = 202$) had a much stronger tendency towards the anti-leisure work value than males ($M = 4.99$ and $Std.D = 1.243$, $n = 129$). It is also noted that females ($M = 5.16$ and $Std.D = 1.363$, $n = 476$), regardless of their age, have a much weaker tendency towards the anti-leisure work value than males ($M = 5.19$ and $Std.D = 1.310$, $n = 355$). It should also be noted that, overall, preference for the self-discipline ($M = 4.59$ and $Std.D = 1.35$) work value was weaker than the anti-leisure ($M = 5.16$ and $Std.D = 1.342$) work value, but the work focus ($M = 5.85$ and $Std.D = 0.922$) work value was still quite strongly preferred in the overall data set.

Table 5.21: Anti-leisure: Mean Scores (Dimension 3 of the Work values) per rGeneration and Gender Groups

Dependent Variable	WF Fact3 Anti-leisure		95% Confidence interval of the mean			n
			Lower Bound	Upper Bound	Std. Deviation	
rGeneration		Mean				
Baby Boomers & Generation X	Male	5.31	5.135	5.484	1.336	226
	Female	5.16	4.996	5.323	1.384	274
	Total	5.23	5.110	5.349	1.363	500
Generations Y & Z	Male	4.99	4.775	5.204	1.243	129
	Female	5.17	4.985	5.354	1.338	202
	Total	5.10	4.959	5.240	1.303	331
Total	Male	5.19	5.053	5.326	1.310	355
	Female	5.16	5.037	5.282	1.363	476
	Total	5.18	5.060	5.299	1.340	831

(Source: SPSS output)

Levene's test showed that differences in the anti-leisure work value could be assumed to be equal, as the p -value/sig indicated on all the measures, mean, median, median and with adjusted degrees of freedom and trimmed mean was above or equal to the 0.05 threshold limit as displayed. For statistically significant variances to, therefore, occur, the p -value needed to be below or equal to 0.05.

The subject (Generations) was divided into two groups, namely, Group 1: Baby Boomers and Generation X, and Group 2: Generation Y and Z. The interaction effect between age and gender was not statistically significant, $F(1,827) = 2.903$, $sig = 0.089$ and no statistically significant main effect was found for rGeneration $F(1,827) = 2.575$, $sig = 0.109$ or Gender $F(1,827) = 0.026$, $sig = 0.089$; as the three p -values are above the 0.05 limit, as displayed in Table 5.22.

In summary, for the work value anti-leisure, gender differences were statistically insignificant.

H3, which proposed statistically significant gender differences in employees' work values across generational cohorts, is not supported for anti-leisure, the third of the three dimensions of work values.

Table 5.22: Anti-leisure: Two-way ANOVA results

Source	Type III Sum of Squares	df	Mean Square	F	sig.	Partial Eta Squared
Corrected Model	8.543 ^a	3	2.848	1.589	0.190	0.006
Intercept	20470.233	1	20470.233	11425.072	0.000	0.933
rGeneration	4.613	1	4.613	2.575	0.109	0.003
Gender	0.047	1	0.047	0.026	0.872	0.000
rGeneration * Gender	5.200	1	5.200	2.903	0.089	0.003
Error	1481.731	827	1.792			
Total	23745.750	831				
Corrected Total	1490.274	830				

a. R Squared = .006 (Adjusted R Squared = .002)

(Source: SPSS output)

- Conclusion for the gender comparison of employees' work values

H3 is not supported, as gender differences in the work values of males and females are not always statistically significant. Although two out of the three dimensions do support the hypothesis. The work values of work focus and self-discipline are significantly stronger among females, therefore gender statistically significant

differences do occur. The work value, work focus, generation and gender statistically significant differences were found. In the work value - self-discipline, statistically significant differences were found with an interaction effect between generations and gender. For the work value anti-leisure, generations and gender differences were found to be statistically insignificant.

5.4 Results: Employees' Organisational Citizenship Behaviour

5.4.1 Differentiation of employees' organisational citizenship behaviour across the generational cohorts

- The EFA procedure to differentiate relevant factors/dimensions

First, EFA was executed to explore the dimensions of the OCB scale in the context of this research (Fields, 2012a, p.271). The 23 items of the OCB scale were subjected to a PAF analysis using SPSS version 15. Before executing the PAF analysis, the appropriateness of the recorded data was evaluated. A scrutiny of the correlation matrix revealed the occurrence of numerous coefficients above the 0.3 threshold, as indicated by Pallant (2007), even after Statement WB 11 was omitted because of low communality scores (Pallant, 2007, p.190). The Kaiser-Meyer-Olkin value was 0.863, which exceeded the suggested value of 0.6, and Bartlett's test of sphericity value or p -value = 0 (Pallant, 2007, p.190). At this stage, the analysis met all the criteria required to proceed.

Using PAF, six factors were extracted, based on an eigenvalue of 1, explaining 22.67%, 12.38%, 5.62%, 4.91%, 4.80% and 4.75% of the variance, respectively. An scrutiny of the scree plot revealed a clear break after three factors, but it was decided to retain the six that were extracted.

A second-factor analysis was completed with the six factors to explore further the reduction of factors. The collection matrix showed many correlations of above 0.3 and the Kaiser-Meyer-Olkin value was above 0.6 at 0.799. Bartlett's test of sphericity value or sig is zero, which meant it met the limit of 0.05 and smaller (Pallant, 2007, p.190). This time, the PAF procedure revealed only two factors based on an eigenvalue of 1 or more, which explained 45.18% and 18.54% of the variance, respectively.

To understand these factors better, an Oblimin with Kaiser normalisation rotation was used. The rotated solution presented a simple structure, with both components showing a couple of strong loadings. A weak positive correlation of 0.113 was found between Factor 1 and 2. Factor 2 included all the statements that were reverse-scored, namely, WB 3, WB 9, WB 14, WB 18, and WB 22. The decision was then made to use the six-factor solution produced after the first-order factor analysis, as the second procedure did not add more value and merely combined all the work behaviours into two factors, which is not supported by the current literature.

The six new factors were:

Factor 1: Sportsmanship (WB3, WB9, WB14, WB 18, WB22)

Factor 2: Self-reliance (WB13, WB16, WB20, WB23, WB21)

Factor 3: Morality and ethics (WB7, WB12, WB6, WB15)

Factor 4: Civic true (WB5, WB 10, WB17, WB20)

Factor 5: Altruism (WB24, WB8, WB1) and

Factor 6: Rule bound (WB2, WB4).

These factors were similar to the factors in the original OCB scale.

- Reliability of the factors/dimensions

Table 5.23 displays the Cronbach's alpha values calculated for the factors that were extracted in this study. The Cronbach's alpha values for Factors 2, 3, 4, 5, and 6 were all found to be below the recommended 0.7 threshold recommended by Saunders et al. (2016). Pallant (2007) recommended that the inter-item correlation matrix should be considered, especially when factors contain fewer items, as the Cronbach's alpha is sensitive to item counts.

In this case, Factor 3 contained three items, Factor 4 has four items, Factor 5 has four items, and Factor 6 contains only two, which could be the cause for the low Cronbach values. An investigation of the inter-item correlation matrix for all three factors indicated that all were within the recommended range of 0.2 to 0.4 for the mean score inter-item correlations; therefore, the scale was accepted as reliable.

Table 5.23: New OCB Factors and Cronbach's Alpha

	Factor 1 Sportsmanship	Factor 2 Self-reliance	Factor 3 Morality and ethics	Factor 4 Civic virtue	Factor 5 Altruism	Factor 6 Rule bound
N=843	756 (87 Excluded)	815 (28 Excluded)	808 (35 Excluded)	787 (56 Excluded)	818 (25 Excluded)	815 (28 Excluded)
WB22	0.661	0.237	-0.045	0.185	-0.002	-0.142
WB9	0.635	-0.107	0.236	0.113	0.071	-0.062
WB18	0.615	-0.079	-0.087	0.126	-0.039	-0.004
rWB3	-0.603	0.058	0.018	0.106	-0.012	-0.013
WB14	0.576	0.017	-0.012	0.044	0.094	0.015
WB21	-0.011	0.609	0.259	0.061	0.083	0.121
WB23	0.091	0.491	0.399	0.177	0.207	0.140
WB16	-0.069	0.418	0.192	0.239	0.170	0.188
WB13	-0.032	0.365	0.097	0.246	0.305	0.074
WB7	0.100	0.119	0.548	0.080	0.142	0.010
WB12	-0.105	0.253	0.540	0.074	0.026	0.120
WB6	-0.025	0.176	0.399	0.282	0.161	0.141
WB15	-0.029	0.344	0.356	0.162	0.178	0.104
WB17	0.151	0.150	0.069	0.507	0.130	0.071
WB20	-0.043	0.433	0.128	0.478	0.238	0.016
WB5	-0.027	0.209	0.219	0.468	0.113	0.066
WB10	0.227	-0.009	0.064	0.423	0.084	0.074
WB24	0.121	0.315	0.045	0.131	0.719	0.053
WB8	0.034	0.050	0.308	0.291	0.504	0.085
WB1	0.048	0.090	0.234	0.129	0.344	0.130
WB4	-0.005	0.144	0.100	0.127	0.113	0.734
WB2	-0.169	0.211	0.193	0.085	0.085	0.319
Cronbach Alpha	0.748	0.678	0.619	0.609	0.597	0.509
Mean	3.90	6.21	6.12	5.41	5.96	6.00
SD	2.14	1.24	1.33	1.65	1.39	1.44
Explained Variance	22.673%	12.384%	5.627%	4.914%	4.802%	4.755%

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalisation.^a

a. Rotation converged in 7 iterations.

(Source: SPSS output)

5.4.2 Differentiation of employees' organisational citizenship behaviour across the generational cohorts (referring to Hypothesis 4)

- The independent sample t-test to compare generational cohorts' OCB

To determine possible statistically significant differences between the two generational groups created, an independent sample t-test for differences was conducted. The six related work behaviours considered sportsmanship, self-reliance, morality and ethics, civic virtue, altruism and rule-bound and were based on the EFA procedure.

Table 5.24: Hypothesis 4: Employees' OCB per Dimension

Factors	rGeneration	n	Mean	95% Confidence interval of the mean		Std. Deviation	Std. Error Mean
				Lower Bound	Upper Bound		
WB_Fact1 - Sportsmanship	Baby Boomers and Generation X	508	3.88	3.746	4.013	1.535	0.068
	Generations Y and Z	335	4.08	3.925	4.234	1.446	0.079
WB_Fact2 - Self Reliance	Baby Boomers and Generation X	508	6.17	6.090	6.250	0.920	0.041
	Generations Y and Z	335	6.24	6.146	6.333	0.871	0.048
WB_Fact3 - Morality and ethics	Baby Boomers and Generation X	508	6.01	5.920	6.099	1.025	0.045
	Generations Y and Z	335	6.22	6.131	6.308	0.828	0.045
WB_Fact4 - Civic virtue	Baby Boomers and Generation X	508	5.39	5.292	5.487	1.117	0.050
	Generations Y and Z	335	5.44	5.313	5.566	1.179	0.064
WB_Fact5 - Altruism	Baby Boomers and Generation X	508	5.91	5.819	6.000	1.042	0.046
	Generations Y and Z	335	5.98	5.862	6.097	1.095	0.060
WB_Fact6 - Rule bound	Boomers and Generation X	508	6.00	5.897	6.102	1.183	0.052
	Generations Y and Z	335	5.99	5.861	6.118	1.197	0.065

(Source: SPSS output)

The results presented in Table 5.24 show that for both generational cohorts (Baby Boomers and Generation X (M = 6.17 and Std.D = 0.920, n = 508); Generation Y and Z (M = 6.24 and Std.D = 0.871, n = 355), self-reliance is the strongest work value, followed by morality and ethics (Baby Boomers and Generation X (M = 6.01

and Std.D = 1.025, $n = 508$); Generation Y and Z ($M = 6.01$ and Std.D = 1.025, $n = 355$). Employees in the younger category seem more dedicated, for example, sportsmanship ($M = 4.08$ and Std.D = 1.446, $n = 355$), self-reliance ($M = 6.17$ and Std.D = 0.920, $n = 355$), morality and ethics ($M = 6.22$ and Std.D = 0.828, $n = 355$), and civic virtue ($M = 5.44$ and Std.D = 1.179, $n = 355$). For the other two dimensions, altruism and rule-bound, the two generation categories were more or less equally dedicated.

Results are presented visually in Figure 5.1. Dedication regarding being rule-bound, moral and ethical, self-reliant, and altruistic seems strong among the employees. The weakest dimension of OCB is sportsmanship, and this would appear to apply across the age categories.

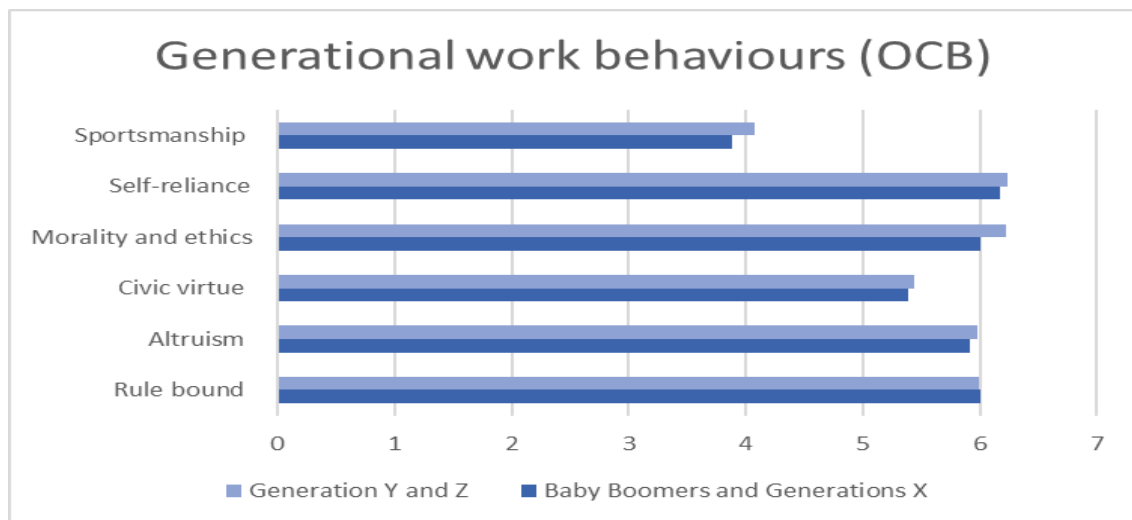


Figure 5.1: Generation categories' dedication regarding the dimensions of OCB

(Source: Researcher)

Kolmogorov-Smirnov normality tests showed that the rGeneration OCB data sets for each of the six factors were not normally distributed, as the p -values/sig were lower than 0.05 threshold limit. Owing to the fact that the sample size is bigger than 30 employees (Baby Boomers and Generation X, $n = 508$; Generation Y and Z, $n = 335$),

normal distribution could be assumed, and a parametric test could be used to test for differences (Pallant, 2007, p.204).

The t-tests (Levene's test) revealed that for Sportsmanship, OCB variances are assumed equal, as the sig value was above the 0.05 threshold limit. For differences to occur, the sig value, therefore, should be below the 0.05 limit. The mean differences (mean difference = -0.199 ; Std error difference = 0.106) between the two generation categories are not statistically significant, as the sig (2-tailed) value is above the 0.05 limit. No generational statistically significant differences, therefore, were found on the OCB dimension of sportsmanship, although both have a relatively less committed sportsmanship behaviour.

For self-reliance, OCB variances are assumed equal, as the sig value was below the 0.05 threshold limit. For differences, therefore, to occur the sig value should be below the 0.01 limit. The mean differences (mean difference = -0.071 ; Std error difference = 0.063) between the two generation categories are not statistically significant, as the sig (2-tailed) value is above the 0.01 limit. No generational statistically significant differences on the OCB dimension of self-reliance, therefore, were found, although both have relatively dedicated self-reliance behaviour.

For morality and ethics, OCB variances are assumed unequal, as the sig value was below the 0.05 threshold limit. For differences, therefore, to occur, the sig value should be below the 0.01 limit. The mean differences (mean difference = -0.209 ; Std error difference = 0.064) between the two generational categories are statistically significant, as the sig (2-tailed) value is below the 0.01 limit. The generational statistically significant differences on the OCB dimension of morality and ethics, therefore, were found, although both have a relatively devoted self-reliance behaviour.

For civic virtue, OCB variances are assumed equal, as the sig value was above the 0.05 threshold limit. For differences, therefore, to occur, the sig value should be below the 0.05 limit. The mean differences (mean difference = -0.049 ; Std error difference = 0.081) between the two generation categories are not statistically significant, as the sig (2-tailed) value is above the 0.05 limit. No generational statistically significant differences, therefore, were found on the OCB dimension of civic virtue, although both have relatively committed civic virtue behaviour.

For altruism, OCB variances are assumed equal, as the sig value was above the 0.05 threshold limit. For differences, therefore, to occur, the sig value should be below the 0.05 limit. The mean differences (mean difference = -0.064 ; Std error difference = 0.076) between the two generational categories are not statistically significant, as the sig (2-tailed) value is above the 0.05 limit. No generational statistically significant differences, therefore, were found on the OCB dimension of altruism, although both have relatively committed altruism behaviour.

For rule-bound, OCB variances are assumed equal, as the sig value was above the 0.05 threshold limit. For differences, therefore, to occur, the sig value should be below the 0.05 limit. The mean differences (mean difference = 0.017 ; Std error difference = 0.084) between the two generational categories are not statistically significant, as the sig (2-tailed) value is above the 0.05 limit. No generational statistically significant differences on the OCB dimension of rule-bound, therefore, were found, although both have relatively devoted rule-bound behaviour.

Table 5.25: Hypothesis 4: Independent Sample Test for the Dimensions of the OCB Scale

Factors	Levene's Test for Equality of Variances		t-test for Equality of Means		Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
	F	Sig.	t	df				Lower	Upper	
Fact1 Sportsmanship	Equal var assumed	2.061	0.151	-1.886	841	0.060	-0.199	0.106	-0.406	0.008
	Equal var not assumed			-1.909	744.218	0.057	-0.199	0.104	-0.404	0.006
Fact2 Self-reliance	Equal var assumed	4.783	0.029	-1.120	841	0.263	-0.071	0.063	-0.195	0.053
	Equal var not assumed			-1.133	741.801	0.258	-0.071	0.063	-0.194	0.052
Fact3 Morality and ethics	Equal var assumed	15.421	0.000	-3.124	841	0.002	-0.209	0.067	-0.341	-0.078
	Equal var not assumed			-3.263	807.258	0.001	-0.209	0.064	-0.335	-0.083
Fact4 Civic virtue	Equal var assumed	1.329	0.249	-0.604	841	0.546	-0.049	0.080	-0.206	0.109
	Equal var not assumed			-0.597	687.903	0.551	-0.049	0.081	-0.208	0.111
Fact5 Altruism	Equal var assumed	0.251	0.617	-0.852	841	0.395	-0.064	0.075	-0.211	0.083
	Equal var not assumed			-0.843	689.953	0.400	-0.064	0.076	-0.212	0.085
Fact6 Rule bound	Equal var assumed	0.892	0.345	0.202	841	0.840	0.017	0.084	-0.147	0.181
	Equal var not assumed			0.201	708.661	0.840	0.017	0.084	-0.148	0.182

Note: Grey block mean statistically significant differences have been proven

(Source: SPSS output)

- Conclusion for H4, differences in work behaviour of employees

H4 is not supported, as the differences between the generational categories are not statistically significant across all the dimensions of OCB. Significant differences could only be confirmed for morality and ethics, to which the younger employees would appear to be significantly more devoted.

5.4.3 A discrimination of racial differences in employees' OCB across the generational cohorts (referring to Hypothesis 5)

To determine whether possible significant racial differences exist in the OCB between the generation categories (Baby Boomers and Generation X versus Generation Y and Generation Z), a two-way ANOVA was conducted. The previously distinguished six dimensions of OCB were considered. The total data set consisted of 266 employees of which the Baby Boomers and Generation X constituted 157, compared to Generation Y and Z who constituted 109. The racial composition was 100 coloured, 100 African, and 66 White employees.

The Kolmogorov-Smirnov tests for normality found that the rGenerations and race data sets of the factors were not a normally distributed data set, as the *p*-values/sig for the total data set were lower than the 0.05 threshold limit. Because the relevant sample sizes were bigger than 30 employees, a normal distribution could be assumed and a parametric test could be used to test for differences (Pallant, 2007, p.204).

Table 5.26: Hypothesis 5: Sample Size Composition

Generations and Race composition			
Groups		Value Label	N
rGeneration	1	Baby Boomers and Generation X	157
	2	Generations Y and Z	109
Race	1	Coloured	100
	2	African	100
	3	White	66

(Source: SPSS output)

- A comparison of racial differences in employees' sportsmanship (H5: dimension 1)

Table 5.27 presents the results for comparison of racial groups' sportsmanship as a work behaviour across the different generational groups.

Table 5.27: Sportsmanship: Mean Scores (Dimension 1 of the OCB) per rGeneration and Race Groups

Dependent Variable:	WB_Fact1_Sports manship	Mean	95% Confidence interval of the mean		Std. Deviation	n
			Lower Bound	Upper Bound		
rGeneration Baby Boomers and Generation X	Coloured	3.88	3.486	4.273	1.391	48
	African	4.19	3.791	4.588	1.436	50
	White	2.70	2.483	2.916	0.848	59
	Total	3.53	3.312	3.747	1.391	157
Generations Y and Z	Coloured	4.18	3.792	4.567	1.425	52
	African	4.40	3.966	4.833	1.564	50
	White	3.27	2.349	4.190	1.242	7
	Total	4.22	3.939	4.500	1.493	109
Total	Coloured	4.04	3.763	4.316	1.410	100
	African	4.29	3.996	4.583	1.497	100
	White	2.76	2.542	2.977	0.903	66
	Total	3.82	3.643	3.996	1.471	266

(Source: SPSS output)

The following results were found for both generational categories (older and younger) regarding sportsmanship in the workplace: African employees (Baby Boomers and Generation X (M = 4.19 and Std.D = 1.436, n = 50) and Generation Y and Z (M = 4.40 and Std.D = 1.564, n = 50) are more devoted than white employees (Baby Boomers and Generation X (M = 2.70 and Std.D = 0.848, n = 59), and Generation Y and Z (M = 3.27 and Std.D = 1.242, n = 7) who were found to be less committed.

This suggests that African employees are more inclined to take on challenges in the workplace and to endure unpleasant circumstances where white employees are less inclined to do so. This applied to both generational categories. The Levene's test indicated that the sportsmanship work behaviour variances are assumed unequal, as the *p*-value/sig indicated on all the measures, mean, median, median and with adjusted degrees of freedom and trimmed mean is below or equal to the 0.05 threshold limit. This implied that for statistically significant variances to occur, the *p*-value needed to be stricter and thus, below or equal to 0.01. ANOVA indicated a significant main effect for race $F(2,260) = 9.559$, sig = 0.000, as the sig value is

below the 0.01 limit as displayed in Table 5.26. Racial differences for sportsmanship, therefore, were statistically significant with Africans significantly more devoted than White employees.

Also, the multiple comparison or post-hoc (Table 29) using the Tukey HSD test indicated that the mean score for Coloured employees ($M = 4.04$ and $Std.D = 1.410$, $n = 100$) indicated that they were statistically more committed than the White employees ($M = 2.76$ and $Std.D = 0.903$, $n = 66$). It was also indicated using the post-hoc Tukey HSD test that the mean scores of African ($M = 4.29$ and $Std.D = 1.497$, $n = 100$) indicated that they were statistically significantly more committed than the White employees, as indicated in Table 5.28. Statistically significant differences on the OCB dimension of sportsmanship by race, therefore, do occur, although all three races have a relatively low commitment towards sportsmanship behaviour.

Table 5.28: Sportsmanship: Two-way ANOVA Results

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	107.109 ^a	5	21.422	11.946	0.000	0.187
Intercept	2131.643	1	2131.643	1188.774	0.000	0.821
rGeneration	4.989	1	4.989	2.782	0.097	0.011
Race	34.280	2	17.140	9.559	0.000	0.068
rGeneration * Race	0.661	2	0.330	0.184	0.832	0.001
Error	466.217	260	1.793			
Total	4444.954	266				
Corrected Total	573.326	265				

R Squared = ,187 (Adjusted R Squared = ,171)

Note: Grey block mean statically significant differences have been proven

(Source: SPSS output)

Table 5.29: Post-hoc Analysis of Racial Differences

(I) Race		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
Coloured	African	-0.26	0.189	0.369	-0.70	0.19
	White	1.28	0.212	0.000	0.78	1.78
African	Coloured	0.26	0.189	0.369	-0.19	0.70
	White	1.54	0.212	0.000	1.03	2.04
White	Coloured	-1.28	0.212	0.000	-1.78	-0.78
	African	-1.54	0.212	0.000	-2.04	-1.03

Based on observed means.

The error term is Mean Square(Error) = 1,793.

Note: Grey block mean statically significant differences have been proven

(Source: SPSS output)

In conclusion, H5, which proposes statistically significant racial differences in the OCB of employees in the workplace, is supported for the dimension sportsmanship: both African and Coloured employees demonstrate significantly stronger sportsmanship in the work environment.

- A comparison of racial differences in employees' self-reliance in the workplace (H5: dimension 2)

Table 5.30 represents the results for the comparison of racial groups' self-reliance as a work behaviour across the different generational groups.

The results show that younger employees are more devoted to self-reliance work behaviour when compared to the older category. White employees (M = 5.86 and Std.D = 0.726) in the Baby Boomers and Generation X group also displayed less commitment to self-reliance than the Coloured (M = 6.18 and Std.D = 1.034) and African (M = 6.20 and Std.D = 1.112) employees. Results were similar within the younger category (Generation Y and Z), with white employees (M = 5.82 and Std.D = 0.760) being less self-reliant than their counterparts among Coloureds (M = 6.23 and Std.D = 0.954) and African (M = 6.37 and Std.D = 0.771) employees.

This suggests that African employees are more inclined to work on their own and are more self-sufficient, whereas White employees are less inclined to do so. This applied to both generational categories. It should also be noted that self-reliance ($M = 6.19$ and $Std.D = 0.900$) was the most committed work behaviour of all the dimensions.

Table 5.30: Self-reliance: Mean Scores (Dimension 2 of the OCB) per rGeneration and Race Groups

Dependent Variable:		WB_Fact2_ Self-reliance	95% Confidence interval of the mean		Std. Deviation	n
rGeneration		Mean	Lower Bound	Upper Bound		
Baby Boomers & Generation X	Coloured	6.18	5.887	6.472	1.034	48
	African	6.20	5.891	6.508	1.112	50
	White	5.86	5.576	6.143	0.726	59
	Total	6.07	5.91	6.220	0.965	157
Generations Y & Z	Coloured	6.23	5.970	6.489	0.954	52
	African	6.37	6.156	6.583	0.771	50
	White	5.82	5.256	6.383	0.760	7
	Total	6.26	6.097	6.422	0.866	109
Total	Coloured	6.20	6.006	6.393	0.988	100
	African	6.28	6.092	6.467	0.956	100
	White	5.86	5.685	6.034	0.723	66
	Total	6.15	6.038	6.261	0.929	266

(Source: SPSS output)

The Levene's test found that the self-reliance work behaviour variances are assumed equal, as the p -value/sig value indicated on all the measures, mean, median, median with adjusted degrees of freedom and trimmed mean is above or equal to the 0.05 threshold limit. This implies that for statistically significant variances to occur, the sig value must be above or equal to 0.05. A two-way group analysis of variance was conducted to explore the impact of age and race on the preference for the work behaviour self-reliance, as measured by the OCB framework.

The subject (Generations) was divided into two groups, namely, Group 1: Baby Boomers and Generation X, and Group 2: Generations Y and Z. The interaction effect between generations and race was not statistically significant, $F(2,260) = 0.168$, $sig = 0.846$. No statistically significant main effect was found for r Generation $F(1,260) = 0.143$, $sig = 0.705$ or race $F(2,260) = 2.291$, $sig = 0.103$, as the three sig values are all above the 0.05 limit as displayed in Table 5.31. No statistically significant racial differences, therefore, occur on the OCB dimension of self-reliance.

H5, which proposes statistically significant racial differences in the OCB of employees in the workplace, is not supported for the dimension self-reliance.

Table 5.31: Self-reliance: Two-way ANOVA Results

Dependent Variable: WB_Fact2_Self-reliance						
Source	Type III Sum of Squares	df	Mean Square	F	sig.	Partial Eta Squared
Corrected Model	8.360 ^a	5	1.672	1.972	0.083	0.037
Intercept	5601.969	1	5601.9	6606.725	0.000	0.962
rGeneration	0.122	1	0.122	0.143	0.705	0.001
Race	3.886	2	1.943	2.291	0.103	0.017
rGeneration * Race	0.284	2	0.142	0.168	0.846	0.001
Error	220.459	260	0.848			
Total	10283.660	266				
Corrected Total	228.819	265				

a. R Squared = ,037 (Adjusted R Squared = ,018)

(Source: SPSS output)

- Comparison of racial differences in employees' morality and ethics in the workplace (H5: dimension 3)

Table 5.32 represents the results for the comparison of racial groups' morality and ethics as a work behaviour across the different generational groups.

Results show older White employees (Baby Boomers and Generation X) ($M = 5.88$ and $Std.D = 0.695$) displayed a marginally less devoted preference for morality and

ethics work behaviour than the Coloured (M = 5.96 and Std.D = 1.222) and African (M = 6.05 and Std.D = 1.028) employees. Of note here is that preference for this type of behaviour is very committed across race. The Generation Y and Z cohort is in fact similar, with White employees (M = 5.50 and Std.D = 1.137) having the weakest tendency for morality and ethics work behaviour compared to their counterparts among the Coloureds (M = 6.05 and Std.D = 0.930) and African (M = 6.35 and Std.D = 0.634) employees. It should also be noted that, overall, the African employees (M = 6.20 and Std.D = 0.863) have the strongest tendency, followed by Coloureds (M = 6.00 and Std.D = 1.075). White employees (M = 5.84 and Std.D = 0.751) display the weakest regard for morality and ethics work behaviour regardless of age. It should also be noted that the morality and ethics (M = 6.09 and Std.D = 0.956) is the second most preferred work behaviour in the overall sample. This suggests that the sample of employees has a high tendency to do the right thing all the time in the work environment regardless of the consequences.

Table 5.32: Morality and ethics: Mean Scores (Dimension 3 of the OCB) per rGeneration and Race Groups

Dependent Variable:	WB_Fact3_Morality and ethics	Mean	95% Confidence interval of the mean			n
			Lower Bound	Upper Bound	Std. Deviation	
rGeneration						
Baby Boomers & Generation X	Coloured	5.96	5.614	6.305	1.222	48
	African	6.05	5.765	6.334	1.028	50
	White	5.88	5.702	6.057	0.695	59
	Total	5.96	5.806	6.113	0.983	157
Generations Y & Z	Coloured	6.05	5.797	6.302	0.930	52
	African	6.35	6.174	6.525	0.634	50
	White	5.50	4.657	6.342	1.137	7
	Total	6.15	5.936	6.363	0.845	109
Total	Coloured	6.00	5.789	6.210	1.075	100
	African	6.20	6.030	6.369	0.863	100
	White	5.84	5.658	6.021	0.751	66
	Total	6.04	5.928	6.152	0.932	266

(Source: SPSS output)

Levene’s test found that the morality and ethics work behaviour variances are assumed unequal, as the p -value/sig value indicated on all the measures, mean, median, median with adjusted degrees of freedom and trimmed mean is below or equal to the 0.05 threshold limit. This implies that for statistically significant variances to occur, the sig value must be more stringent and should be below or equal to 0.01.

A two-way group analysis of variance was conducted to explore the impact of age and race on the preference for the work behaviour morality and ethics, as measured by the OCB framework. The subject (Generations) was divided into two groups, namely, Group 1: Baby Boomers and Generation X, and Group 2: Generations Y and Z. The interaction effect between generations and race was not statistically significant, $F(2,260) = 1.407$, $sig = 0.247$, and no statistically significant main effect for rGeneration $F(1,260) = 0.002$, $sig = 0.0969$ or race $F(2,260) = 3.397$, $sig = 0.035$ was found, as all three sig values are above the 0.01 limit as displayed in Table 5.33. No statistically significant racial differences on the OCB dimension of morality and ethics, therefore, occur.

H5, which proposes statistically significant racial differences in the OCB of employees in the workplace, is not supported for the dimension morality and ethics.

Table 5.33: Morality and ethics: Two-way ANOVA results

Dependent Variable: WB_Fact3_Morality and ethics						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	8.855 ^a	5	1.771	2.079	0.068	0.038
Intercept	5338.613	1	5338.613	6266.052	0.000	0.960
rGeneration	0.001	1	0.001	0.002	0.969	0.000
Race	5.789	2	2.894	3.397	0.035	0.025
rGeneration * Race	2.397	2	1.198	1.407	0.247	0.011
Error	221.517	260	0.852			
Total	9924.736	266				
Corrected Total	230.373	265				

a. R Squared = ,038 (Adjusted R Squared = ,020)

(Source: SPSS output)

- Comparison of racial differences in employees' civic virtue in the workplace (H5: dimension 4)

Table 5.34 presents the results for the comparison of racial groups' civic virtue as a work behaviour across the different generational groups.

Table 5.34: Civic virtue: Mean scores (Dimension 4 of the OCB) per rGeneration and race groups

Dependent Variable:	WB_Fact4_Civic virtue	Mean	95% Confidence interval of the mean			n
			Lower Bound	Upper Bound	Std. Deviation	
rGeneration Baby Boomers & Generation X	Coloured	5.42	5.048	5.791	1.312	48
	African	5.56	5.274	5.845	1.029	50
	White	5.18	4.933	5.426	0.965	59
	Total	5.37	5.196	5.543	1.106	157
Generations Y & Z	Coloured	5.41	5.082	5.737	1.205	52
	African	5.66	5.358	5.961	1.087	50
	White	5.00	4.236	5.763	1.031	7
	Total	5.50	5.285	5.714	1.145	109
Total	Coloured	5.42	5.195	5.644	1.251	100
	African	5.61	5.403	5.816	1.054	100
	White	5.16	4.927	5.392	0.965	66
	Total	5.42	5.285	5.554	1.122	266

(Source: SPSS output)

Results show older White employees (Baby Boomer and Generation X) ($M = 5.18$ and $Std.D = 0.965$) are less committed to the civic virtue work behaviour than the Coloured ($M = 5.42$ and $Std.D = 1.312$) and African ($M = 5.56$ and $Std.D = 1.029$) employees. The younger cohort (Generation Y and Z) is, in fact, similar with White employees ($M = 5.00$ and $Std.D = 1.031$) having a weaker tendency towards the civic virtue work behaviour than the Coloured ($M = 5.41$ and $Std.D = 1.205$) and African ($M = 5.66$ and $Std.D = 1.087$) employees. It should also be noted overall that African ($M = 5.61$ and $Std.D = 1.054$) followed by Coloureds ($M = 5.42$ and $Std.D = 1.251$) are the most inclined to display this type of behaviour. White ($M = 5.16$ and $Std.D =$

0.965) employees are the least inclined to follow civic virtue work behaviour. The results suggest that African and Coloured employees are more devoted to being proactive in the workplace by participating in training and planning than White employees.

Levene's test found that the variances in civic virtue work behaviour could be assumed equal, as the sig values indicated on all the measures, mean, median, median with adjusted degrees of freedom and trimmed mean is above or equal the 0.05 threshold limit. It, however, implies that for statistically significant variances to occur the sig value must be above or equal to 0.05.

A two-way group analysis of variance was conducted to explore the impact of age and race on the preference for the work behaviour civic virtue, as measured by the OCB framework. The subject (Generations) is divided into two groups, namely, Group 1: Baby Boomers and Generation X, and Group 2: Generations Y and Z. The interaction effect between generations and race was not statistically significant, $F(2,260) = 0.165$, sig = 0.848 and no statistically significant main effect for rGeneration $F(1,260) = 0.023$, sig = 0.880 or race $F(2,260) = 2.308$, sig = 0.102 was found, as all three sig values are above the 0.01 limit, as displayed in Table 5.35. No statistically significant racial differences on the OCB dimension of civic virtue, therefore, occur.

H5, which proposes statistically significant racial differences in the OCB of employees in the workplace, is not supported for the dimension civic virtue.

Table 5.35: Civic virtue: Two-way ANOVA results

Dependent Variable: WB_Fact4_Civic virtue						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	8.386 ^a	5	1.677	1.341	0.247	0.025
Intercept	4327.808	1	4327.808	3461.378	0.000	0.930
rGeneration	0.029	1	0.029	0.023	0.880	0.000
Race	5.771	2	2.885	2.308	0.102	0.017
rGeneration * Race	0.412	2	0.206	0.165	0.848	0.001
Error	325.082	260	1.250			
Total	8156.951	266				
Corrected Total	333.468	265				

a. R Squared = ,025 (Adjusted R Squared = ,006)

(Source: SPSS output)

- Comparison of racial differences in employees' altruism in the workplace (H5: dimension 5)

Table 5.36 presents the results for the comparison of racial groups' altruism as a work behaviour across the different generational groups.

Table 5.36: Altruism: Mean Scores (Dimension 5 of the OCB) per rGeneration and Race Groups

Dependent Variable:	WB_Fact5_Altruism	Mean	95% Confidence interval of the mean		Std. Deviation	n
			Lower Bound	Upper Bound		
rGeneration Baby Boomers and Generation X	Coloured	5.97	5.666	6.273	1.073	48
	African	5.87	5.538	6.201	1.197	50
	White	5.62	5.384	5.855	0.921	59
	Total	5.81	5.643	5.976	1.065	157
Generations Y and Z	Coloured	6.03	5.773	6.286	0.943	52
	African	6.31	6.069	6.550	0.869	50
	White	6.14	5.715	6.564	0.573	7
	Total	6.17	6.002	6.337	0.894	109
Total	Coloured	6.00	5.803	6.196	1.003	100
	African	6.09	5.881	6.298	1.063	100
	White	5.68	5.462	5.897	0.902	66
	Total	5.95	5.828	6.071	1.012	266

(Source: SPSS output)

The results show that the older White employees (Baby Boomers and Generation X) (M = 5.62 and Std.D = 0.921, $n = 59$) displayed a marginally less devoted tendency towards the altruism work behaviour than the Coloured (M = 5.97 and Std.D = 1.073, $n = 48$) and African (M = 5.87 and Std.D = 1.197, $n = 50$) employees. It should be noted that the preference for this type of behaviour is high regardless of race, as the three cohorts are closely grouped on the type of work behaviour. The Generation Y and Z cohort is in fact similar to White employees (M = 6.14 and Std.D = 0.573, $n = 7$), who are less devoted to the altruism work behaviour than their Coloured (M = 6.03 and Std.D = 0.943, $n = 52$) and African (M = 6.31 and Std.D = 0.869, $n = 50$) counterparts. It should also be noted overall that Africans (M = 6.09 and Std.D = 1.063, $n = 100$) followed by Coloureds (M = 6.00 and Std.D = 1.003, $n = 100$) display the most commitment to this type of behaviour. White employees (M = 5.68 and Std.D = 0.902, $n = 66$) tend to be less devoted to displaying altruism work behaviour. The small differences, however, would suggest that this sample of employees is devoted

to helping one another in the work environment, which could be a sub-element of company culture.

Levene's test found that the variances in altruism work behaviour could be assumed equal, as the sig values indicated on all the measures, mean, median, median with adjusted degrees of freedom and trimmed mean is above or equal to the 0.05 threshold limit. This implies that for statistically significant variances to occur, the sig value must be above or equal to 0.05.

A two-way group analysis of variance was conducted to explore the impact of age and race on the preference for altruism work behaviour, as measured by the OCB framework. The subject (Generations) was divided into two groups namely, Group 1: Baby Boomers and Generation X, and Group 2: Generations Y and Z. The interaction effect between generations and race was not statistically significant, $F(2,260) = 1.052$, $sig = 0.351$, and no statistically significant main effect for race $F(2,260) = 0.505$, $sig = 0.604$ was found, as both sig values are above the 0.01 limit. Statistically significant differences were found, however, on the main effect for rGeneration $F(1,260) = 4.386$, $sig = 0.037$, as the sig values are below the 0.05 limit as displayed in Table 5.37. No statistically significant racial differences, therefore, occur on the OCB dimension of altruism.

H5, which proposes statistically significant racial differences in the OCB of employees in the workplace, is not supported for the dimension "Altruism". Although generation statistically significant do occur.

Table 5.37: Altruism: Two-way ANOVA results

Dependent Variable:		WB_Fact5					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	
Corrected Model	13.641 ^a	5	2.728	2.750	0.019	0.050	
Intercept	5385.419	1	5385.419	5429.299	0.000	0.954	
rGeneration	4.350	1	4.350	4.386	0.037	0.017	
Race	1.002	2	0.501	0.505	0.604	0.004	
rGeneration * Race	2.087	2	1.044	1.052	0.351	0.008	
Error	257.899	260	0.992				
Total	9700.111	266					
Corrected Total	271.539	265					

(Source: SPSS output)

- Comparison of racial differences in employees' rule-bound work behaviour in the workplace (H5: dimension 6)

Table 5.38 presents the results of the comparison of racial groups' rule-bound work behaviour across the different generational groups.

The results show that the older white employees (Baby Boomers and Generation X) (M = 6.19 and Std.D = 0.594, $n = 59$) displayed stronger commitment to the rule-bound work behaviour than the Coloured (M = 5.94 and Std.D = 1.045, $n = 48$) and African (M = 5.90 and Std.D = 1.439, $n = 50$) employees. The Generation Y and Z cohort was found to be different with African (M = 6.24 and Std.D = 1.065, $n = 50$) employees having a stronger commitment tendency towards rule-bound behaviour followed by White (M = 6.21 and Std.D = 0.756, $n = 7$) employees, and then the Coloured (M = 5.81 and Std.D = 1.272, $n = 52$) employees. It should also be noted that, if one disregards age, overall, White employees (M = 6.19 and Std.D = 0.606, $n = 66$) followed by African employees (M = 6.00 and Std.D = 1.003, $n = 100$) displayed the strongest commitment to this type of behaviour. The coloured employees (M = 5.87 and Std.D = 1.165, $n = 100$) have the weakest tendency to follow rule-bound work behaviour. This suggests that Generation Y and Z African

employees are the most inclined to comply with rules in the work environment followed by Baby Boomers and Generation X White employees. Baby Boomers and Generation X African employees, however, are the least inclined to comply with rules in the work environment.

Table 5.38: Rule-bound: Mean Scores (Dimension 6 of the OCB) per rGeneration and Race Groups

Dependent Variable: WB_Fact6_Rule bound		Mean	95% Confidence interval of the mean		Std. Deviation	n
rGeneration			Lower Bound	Upper Bound		
Baby Boomers & Generation X	Coloured	5.94	5.644	6.235	1.045	48
	African	5.90	5.501	6.298	1.439	50
	White	6.19	6.038	6.341	0.594	59
	Total	6.02	5.853	6.186	1.062	157
Generations Y & Z	Coloured	5.81	5.464	6.155	1.272	52
	African	6.24	5.944	6.535	1.065	50
	White	6.21	5.649	6.770	0.756	7
	Total	6.03	5.811	6.248	1.165	109
Total	Coloured	5.87	5.641	6.098	1.165	100
	African	6.07	5.820	6.319	1.271	100
	White	6.19	6.043	6.336	0.606	66
	Total	6.02	5.887	6.152	1.103	266

(Source: SPSS output)

Levene's test found that the rule-bound work behaviour variances are assumed equal, as the sig value indicated on all the measures, mean, median, median with adjusted degrees of freedom and trimmed mean is above or equal the 0.05 threshold limit. This implies that for statistically significant variances to occur, the sig value must be above or equal to 0.05. A two-way group analysis of variance was conducted to explore the impact of age and race on the preference for rule-bound work behaviour, as measured by the OCB framework. The subject (Generations) was divided into two groups, namely, Group 1: Baby Boomers and Generation X, and Group 2: Generations Y and Z. The interaction effect between generations and race was not statistically significant, $F(2,260) = 1.152$, $sig = 0.318$ nor was a statistically significant main effect for race $F(2,260) = 1.285$, $sig = 0.278$ or rGeneration $F(1,260)$

= 0.195, sig = 0.659 found, as all three sig values are above the 0.05 limit, as displayed in Table 5.39. No statistically significant racial differences, therefore, occur on the OCB dimension of rule-bound.

H5, which proposes statistically significant racial differences in the OCB of employees in the workplace, is not supported for the dimension rule-bound.

Table 5.39: Rule-bound: Two-way ANOVA results

Dependent Variable: WB_Fact6_Rule bound							
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	
Corrected Model	7.704 ^a	5	1.541	1.272	0.276	0.024	
Intercept	5489.080	1	5489.080	4532.293	0.000	0.946	
rGeneration	0.236	1	0.236	0.195	0.659	0.001	
Race	3.113	2	1.557	1.285	0.278	0.010	
rGeneration * Race	2.790	2	1.395	1.152	0.318	0.009	
Error	314.887	260	1.211				
Total	9976.750	266					
Corrected Total	322.591	265					

a. R Squared = ,024 (Adjusted R Squared = ,005)

(Source: SPSS output)

- Conclusion for H5, differences in work behaviour of employees

H5 is not supported, as racial differences across the generational categories are not statistically significant across all the dimensions of the OCB. Significant race differences could only be confirmed for sportsmanship. In this case, race was found to be statistically significant. Africans and Coloureds were more dedicated to this behaviour than whites were. Significant generation differences could only be confirmed for “Altruism”.

5.4.4 Differentiation of gender differences in employees' OCB across the generational cohorts (referring to H6)

To determine if possible significant gender differences exist in the OCB between the generational categories (Baby Boomers and Generation X versus Generation Y and Generation Z), a two-way ANOVA were conducted. The previously distinguished six dimensions of OCB were considered. The total data set consisted of 843 employees (11 indicated "prefer not to say"), represented by 356 males and 476 females, as indicated in Table 5.40.

Table 5.40: Hypothesis 6: Sample Size Composition

Generations and gender composition			
Groups		Value Label	N
rGeneration	1	Baby Boomers & Generation X	500
	2	Generations Y & Z	332
Gender	1	Male	356
	2	Female	476

(Source: SPSS output)

The Kolmogorov-Smirnov normality tests found in that the rGenerations and gender data sets were not normally distributed, as the sig values for both groups are lower than the 0.05 threshold limit. Because the sample size (Group 1: Baby Boomers and Generation X, $n = 500$, and Generations Y and Z, $n = 332$; Group 2: Males, $n = 356$ and Females, $n = 476$) was bigger than 30 respondents, normal distribution, however, could be assumed and a parametric test could be used to test for differences; hence, the use of two-way ANOVA (Pallant, 2007, p.204).

- Differentiation of gender differences in employees' OCB, dimension 1, sportsmanship across the generational cohorts

Table 5.41 presents the results for the comparison of gender groups' sportsmanship as a work behaviour across the different generational groups.

The results show that females in both generational categories, Baby Boomers and Generation X ($M = 3.98$ and $Std.D = 1.484$, $n = 274$), and Generation Y and Z ($M = 4.09$ and $Std.D = 1.530$, $n = 202$) are marginally more inclined to display sportsmanship work behaviour than their male counterparts (Baby Boomers and Generation X at $M = 3.78$ and $Std.D = 1.574$, $n=226$, and Generation Y and Z at $M = 4.04$ and $Std.D = 1.321$, $n = 130$). It is also noted that females ($M = 4.03$ and $Std.D = 1.503$, $n = 476$), regardless of their age, have higher levels of commitment to sportsmanship work behaviour than males ($M = 3.87$ and $Std.D = 1.490$, $n = 356$). Overall, the employees in this sample, however, have poor commitment levels regarding sportsmanship behaviour if one compares them to the other behavioural dimensions of OCB. These low commitment levels towards sportsmanship would suggest that teamwork would be problematic in the work environment and team-orientated tasks could be difficult to execute in this employee sample base.

Table 5.41: Sportsmanship: Mean Scores (Dimension 1 of the OCB) per rGeneration and Gender Groups

Dependent Variable:	WB_Fact1_Sportsmanship		95% Confidence interval of the mean		Std. Deviation	n
rGeneration	Mean		Lower Bound	Upper Bound		
Baby Boomers & Generation X	Male	3.78	3.574	3.985	1.574	226
	Female	3.98	3.804	4.155	1.484	274
	Total	3.89	3.756	4.023	1.527	500
Generations Y & Z	Male	4.04	3.812	4.267	1.321	130
	Female	4.09	3.879	4.300	1.530	202
	Total	4.07	3.914	4.225	1.450	332
Total	Male	3.87	3.715	4.024	1.490	356
	Female	4.03	3.894	4.165	1.503	476
	Total	3.96	3.858	4.061	1.499	832

(Source: SPSS output)

Levene's test found that the variances in sportsmanship work behaviour could be assumed unequal, as the sig values indicated on all the measures, mean, median, median with adjusted degrees of freedom and trimmed mean is below or equal to the

0.05 threshold limit. This implies that for statistically significant variances to occur, the sig value must be more stringent and should be below or equal to 0.01.

A two-way group analysis of variance was conducted to explore the impact of generations and gender on the preference for the work behaviour sportsmanship, as measured by the OCB framework. The subject (Generations) was divided into two groups namely, Group 1: Baby Boomers and Generation X, and Group 2: Generation Y and Z. The interaction effect between generations and gender was not statistically significant, $F(1,828) = 0.554$, $sig = 0.457$, as the sig value are above the 0.01 limit. No statistically significant differences were found on the main effect on Gender $F(1,828) = 1.395$, $sig = 0.238$ or r Generation $F(1,828) = 3.052$, $sig = 0.081$, as both sig values are above the 0.01 limit as displayed in Table 5.42. No statistically significant gender differences, therefore, occur on the OCB dimension of sportsmanship.

H6, which proposes statistically significant gender differences in the OCB of employees in the workplace, is not supported for the dimension sportsmanship.

Table 5.42: Sportsmanship: Two-way ANOVA results

Dependent Variable: WB_Fact1							
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	
Corrected Model	12.202 ^a	3	4.067	1.816	0.143	0.007	
Intercept	12196.271	1	12196.271	5446.541	0.000	0.868	
rGeneration	6.835	1	6.835	3.052	0.081	0.004	
Gender	3.123	1	3.123	1.395	0.238	0.002	
rGeneration * Gender	1.241	1	1.241	0.554	0.457	0.001	
Error	1854.115	828	2.239				
Total	14932.793	832					
Corrected Total	1866.317	831					

a. R Squared = ,007 (Adjusted R Squared = ,003)

(Source: SPSS output)

- Differentiation of gender differences in employees' OCB, dimension 2, self-reliance across the generational cohorts

Table 5.43 presents the results for a comparison of gender groups' self-reliance as a work behaviour across the different generational groups.

Table 5.43: Self-reliance: Mean Scores (Dimension 2 of the OCB) per rGeneration and Gender Groups

Dependent Variable: WB_Fact2_Self-reliance		Mean	95% Confidence interval of the mean		Std. Deviation	n
rGeneration	Gender		Lower Bound	Upper Bound		
Baby Boomers and Generation X	Male	6.05	5.926	6.173	0.945	226
	Female	6.29	6.192	6.387	0.826	274
	Total	6.19	6.112	6.267	0.889	500
Generations Y and Z	Male	6.13	5.965	6.294	0.959	130
	Female	6.31	6.198	6.421	0.810	202
	Total	6.24	6.145	6.334	0.874	332
Total	Male	6.08	5.981	6.178	0.950	356
	Female	6.30	6.226	6.373	0.818	476
	Total	6.21	6.15	6.27	0.883	832

(Source: SPSS output)

The results show that older female employees (Baby Boomers and Generation X) ($M = 6.29$ and $Std.D = 0.826$, $n = 274$) are more inclined to display self-reliance work behaviour than their male counterparts ($M = 6.05$ and $Std.D = 0.945$, $n = 226$). In the Generation Y and Z cohort, female employees ($M = 6.31$ and $Std.D = 0.810$, 202) are more committed to the self-reliance work behaviour than male employees ($M = 6.13$ and $Std.D = 0.959$, 130). It is also noted that females ($M = 6.30$ and $Std.D = 0.818$, $n = 476$), regardless of their age, have a higher commitment level regarding the self-reliance work behaviour than males ($M = 6.08$ and $Std.D = 0.950$, $n = 356$).

These high commitment levels for self-reliance would suggest that females are more self-reliant in the workplace than men are, which would imply that working on their own is not as problematic as it could be for men. The Levene's test found that

variances in the self-reliance work behaviour could be assumed equal, as the p -value/sig value indicated on most of the measures, median, median with adjusted degrees of freedom and trimmed mean is above or equal the 0.05 threshold limit. This implies that for statistically significant variances to occur, the sig value must be above or equal to 0.05.

A two-way group analysis of variance was conducted to explore the impact of generations and gender on the preference for the work behaviour self-reliance, as measured by the OCB framework. The subject (Generations) was divided into two groups, namely, Group 1: Baby Boomers and Generation X, and Group 2: Generation Y and Z. The interaction effect between generations and gender was not statistically significant, $F(1,828) = 0.192$, $sig = 0.661$, as the sig value is above the 0.05 limit. There were statistically significant differences on the main effect on gender $F(1,828) = 11.188$, $sig = 0.001$, as the sig value was below the 0.05 limit. No statistically significant differences on the main effect on rGeneration $F(1,828) = 0.590$, $sig = 0.442$, however, were found, as the sig value was above the 0.05 limit, as displayed in Table 5.44. Statistically significant gender differences on the OCB dimension of self-reliance, therefore, occur, although both genders have a high commitment level to this behaviour.

H6, which proposes statistically significant gender differences in the OCB of employees in the workplace, is supported for the dimension self-reliance.

Table 5.44: Self-reliance: Two-way ANOVA results

Dependent Variable: WB_Fact2_Self-reliance						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	10.383 ^a	3	3.461	4.494	0.004	0.016
Intercept	29671.083	1	29671.083	38527.071	0.000	0.979
rGeneration	0.455	1	0.455	0.590	0.442	0.001
Gender	8.617	1	8.617	11.188	0.001	0.013
rGeneration * Gender	0.148	1	0.148	0.192	0.661	0.000
Error	637.673	828	0.770			
Total	32715.132	832				
Corrected Total	648.056	831				

Note: Grey block mean statistically significant differences have been proven

(Source: SPSS output)

- Differentiation of gender differences in employees' OCB, dimension 3, morality and ethics across the generational cohorts

Table 5.45 presents the results for the comparison of gender groups' morality and ethics as a work behaviour across the different generational groups.

The results show that older female employees (Baby Boomers and Generation X; $M = 6.18$ and $Std.D = 0.919$, $n = 274$) have a much higher level of commitment to the morality and ethics work behaviour than their male counterparts ($M = 5.81$ and $Std.D = 1.084$, $n = 226$). The younger female employees (Generation Y and Z cohort; $M = 6.25$ and $Std.D = 0.779$, $n = 202$) again had a much higher level of commitment to the morality and ethics work value than their males counterparts did ($M = 5.16$ and $Std.D = 0.899$, $n = 130$). It is also noted that female employees ($M = 6.21$ and $Std.D = 0.862$, $n = 476$), regardless of their age, have a stronger tendency towards the morality and ethics work behaviour than males do ($M = 5.94$ and $Std.D = 1.033$, $n = 356$). These high commitment levels regarding morality and ethics would suggest that females are more inclined to do the right things for the right reasons than men in the work environment do.

Table 5.45: Morality and ethics: Mean Scores (Dimension 3 of the OCB) per rGeneration and Gender Groups

Dependent Variable:	WB_Fact3_Morality and ethics	Mean	95% Lower Bound	Confidence interval of the mean Upper Bound	Std. Deviation	n
rGeneration Baby Boomers and Generation X	Male	5.81	5.668	5.951	1.084	226
	Female	6.18	6.071	6.288	0.919	274
	Total	6.02	5.931	6.108	1.013	500
Generations Y and Z	Male	6.16	6.005	6.314	0.899	130
	Female	6.25	6.142	6.357	0.779	202
	Total	6.22	6.130	6.309	0.828	332
Total	Male	5.94	5.832	6.047	1.033	356
	Female	6.21	6.132	6.287	0.862	476
	Total	6.10	6.015	6.184	0.948	832

(Source: SPSS output)

The Levene's test found that the morality and ethics work behaviour variances could be assumed unequal, as the sig value indicated on all the measures, mean, median, median with adjusted degrees of freedom and trimmed mean is below or equal the 0.05 threshold limit. This implies that for statistically significant variances to occur, the sig value must be below or equal to 0.01. A two-way group analysis of variance was conducted to explore the impact of generations and gender on the preference for the work behaviour morality and ethics, as measured by the OCB framework.

The subject (Generations) was divided into two groups namely, Group 1: Baby Boomers and Generation X, and Group 2: Generation Y and Z. The interaction effect between generations and gender was not statistically significant, $F(1,828) = 0.554$, $sig = 0.457$, as the sig value is above the 0.01 limit. There, however, were statistically significant differences on the main effect on Gender $F(1,828) = 11.793$, $sig = 0.001$ and rGeneration $F(1,828) = 9.668$, $sig = 0.002$, as both sig values are below the 0.01 limit, as displayed in Table 5.46. Statistically significant gender differences, therefore, occur on the OCB dimension of morality and ethics, although both genders display a high commitment to this behaviour.

H6, which proposes statistically significant gender differences in the OCB of employees in the workplace, is supported for the dimension morality and ethics.

Table 5.46: Morality and ethics: Two-way ANOVA results

Dependent Variable: WB_Fact3_ Morality and ethics						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	25.625 ^a	3	8.542	9.800	0.000	0.034
Intercept	28774.248	1	28774.248	33012.343	0.000	0.976
rGeneration	8.426	1	8.426	9.668	0.002	0.012
Gender	10.279	1	10.279	11.793	0.001	0.014
rGeneration * Gender	3.697	1	3.697	4.241	0.040	0.005
Error	721.702	828	0.872			
Total	31680.229	832				
Corrected Total	747.327	831				

Note: Grey block mean statistically significant differences have been proven

(Source: SPSS output)

- Differentiation of gender differences in employees' OCB, dimension 4, civic virtue across the generational cohorts

Table 5.47 presents the results for the comparison of gender groups' civic virtue as a work behaviour across the different generational groups.

Table 5.47: Civic virtue: Mean Scores (Dimension 4 of the OCB) per rGeneration and Gender Groups

Dependent Variable:		WB_Fact4_	95% Confidence interval			
		Civic virtue	of the mean			
rGeneration		Mean	Lower Bound	Upper Bound	Std. Deviation	n
Baby Boomers & Generation X	Male	5.27	5.121	5.418	1.138	226
	Female	5.50	5.373	5.626	1.070	274
	Total	5.40	5.303	5.496	1.106	500
Generations Y & Z	Male	5.40	5.179	5.620	1.280	130
	Female	5.45	5.296	5.603	1.112	202
	Total	5.43	5.303	5.556	1.179	332
Total	Male	5.32	5.196	5.443	1.192	356
	Female	5.48	5.382	5.577	1.087	476
	Total	5.41	5.332	5.487	1.135	832

(Source: SPSS output)

The results show that older female employees (Baby Boomers and Generation X; $M = 5.50$ and $Std.D = 1.070$, $n = 274$) had a higher commitment level regarding the civic virtue work behaviour than their male counterparts did ($M = 5.27$ and $Std.D = 1.138$, $n = 226$). The younger female employees (Generation Y and Z cohort; $M = 5.45$ and $Std.D = 1.112$, $n = 202$) again had a much higher commitment level regarding the civic virtue work behaviour than males did ($M = 5.40$ and $Std.D = 1.280$, $n=130$).

It is also noted that females ($M = 5.48$ and $Std.D = 1.087$, $n = 476$), regardless of their age, have a stronger tendency for the civic virtue work behaviour than males do ($M = 5.32$ and $Std.D = 1.192$, $n = 356$). This would suggest that females are more proactive in the work environment than men are, which implies that they take part in training and preplanning events to a greater extent than men do.

The Levene's test found that the civic virtue work behaviour variances are assumed equal, as the p -value/sig value indicated on all the measures, mean, median, median with adjusted degrees of freedom and trimmed mean is above or equal the 0.05 threshold limit. This implies that for statistically significant variances to occur, the sig value must be below or equal to 0.05.

A two-way group analysis of variance was conducted to explore the impact of generations and gender on the preference for the work behaviour civic virtue, as measured by the OCB framework. The subject (Generations) was divided into two groups namely, Group 1: Baby Boomers and Generation X, and Group 2: Generation Y and Z. The interaction effect between generations and gender was found to be not statistically significant, $F(1,828) = 1.246$, $sig = 0.265$, as the sig value was above the 0.05 limit. No statistically significant differences were found for the main effect on Gender $F(1,828) = 2.778$, $sig = 0.096$ or rGeneration $F(1,828) = 0.195$, $sig = 0.659$, as both sig values are above the 0.05 limit, as displayed in Table 5.48. No statistically significant gender differences, therefore, occur on the OCB dimension of civic virtue, although both genders have an above-average commitment to this behaviour.

H6, which proposes statistically significant gender differences in the OCB of employees in the workplace, is not supported for the dimension civic virtue.

Table 5.48: Civic virtue: Two-way ANOVA results

Civic virtue: Two-way ANOVA results						
Dependent Variable:		WB_Fact4_ Civic virtue				
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	6.721 ^a	3	2.240	1.744	0.157	0.006
Intercept	22562.943	1	22562.943	17562.072	0.000	0.955
rGeneration	0.250	1	0.250	0.195	0.659	0.000
Gender	3.569	1	3.569	2.778	0.096	0.003
rGeneration * Gender	1.601	1	1.601	1.246	0.265	0.002
Error	1063.776	828	1.285			
Total	25421.160	832				
Corrected Total	1070.497	831				

a. R Squared = ,006 (Adjusted R Squared = ,003)

(Source: SPSS output)

- Differentiation of gender differences in employees' OCB, dimension 5, altruism across the generational cohorts

Table 5.49 presents the results for the comparison of gender groups' altruism as a work behaviour across the different generational groups.

Table 5.49: Altruism: Mean Scores (Dimension 5 of the OCB) per rGeneration and Gender Groups

Dependent Variable: WB_Fact5_Altruism		Mean	95% Confidence interval of the mean		Std. Deviation	n
rGeneration	Gender		Lower Bound	Upper Bound		
Baby Boomers & Generation X	Male	5.85	5.718	5.981	1.009	226
	Female	6.00	5.878	6.121	1.029	274
	Total	5.93	5.840	6.019	1.022	500
Generations Y & Z	Male	5.93	5.728	6.131	1.172	130
	Female	6.01	5.865	6.154	1.049	202
	Total	5.98	5.861	6.098	1.098	332
Total	Male	5.88	5.768	5.991	1.071	356
	Female	6.00	5.906	6.093	1.036	476
	Total	5.95	5.878	6.021	1.052	832

(Source: SPSS output)

The results show that older female employees (Baby Boomers and Generation X; $M = 6.00$ and $Std.D = 1.029$, $n = 226$) had a higher level of commitment to the altruism work behaviour than their male counterparts had ($M = 5.85$ and $Std.D = 1.009$, $n = 274$). Females in the Generation Y and Z cohort ($M = 6.01$ and $Std.D = 1.049$, $n = 202$), in turn, had a higher level of commitment to the altruism work behaviour than males had ($M = 5.93$ and $Std.D = 1.172$, $n = 130$). It is also noted that females ($M = 6.00$ and $Std.D = 1.036$, $n = 476$), regardless of their age, have a much higher level of commitment to the altruism work behaviour than males have ($M = 5.88$ and $Std.D = 1.071$, $n = 356$). This would suggest that females are much better at helping and serving one another in the work environment than men are. This type of behaviour will help to create stronger work teams.

The Levene's test found that variances in the altruism work behaviour could be assumed equal, as the sig value indicated on all the measures, mean, median, median with adjusted degrees of freedom and trimmed mean is above or equal the 0.05 threshold limit. This implies that for statistically significant variances to occur, the sig value must be above or equal to 0.05.

A two-way group analysis of variance was conducted to explore the impact of generations and gender on the preference for the work behaviour altruism, as measured by the OCB framework. The subject (Generations) was divided into two groups, namely, Group 1: Baby Boomers and Generation X, and Group 2: Generation Y and Z. The interaction effect between generations and gender was not statistically significant, $F(1,828) = 0.187$, $sig = 0.666$, as the sig values are above the 0.05 limit. Moreover, no statistically significant differences on the main effect on Gender $F(1,828) = 2.368$, $sig = 0.124$ or $rGeneration F(1,828) = 0.407$, $sig = 0.524$ were found, as both sig values are above the 0.05 limit, as displayed in Table 5.50. No statistically significant gender differences, therefore, occur on the OCB dimension of altruism.

H6, which proposes statistically significant gender differences in the OCB of employees in the workplace, is not supported for the dimension altruism.

Table 5.50: Altruism: Two-way ANOVA results

Altruism: Two-way ANOVA results						
Dependent Variable:	WB_Fact5					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	3.818 ^a	3	1.273	1.150	0.328	0.004
Intercept	27292.486	1	27292.486	24652.813	0.000	0.968
rGeneration	0.451	1	0.451	0.407	0.524	0.000
Gender	2.622	1	2.622	2.368	0.124	0.003
rGeneration * Gender	0.207	1	0.207	0.187	0.666	0.000
Error	916.657	828	1.107			
Total	30352.750	832				
Corrected Total	920.476	831				

a. R Squared = ,004 (Adjusted R Squared = ,001)

(Source: SPSS output)

- Differentiation of gender differences in employees' OCB, dimension 6, rule-bound across the generational cohorts

Table 5.51 presents the results for the comparison of gender groups' rule-bound work behaviour across the different generational groups.

Table 5.51: Rule-bound: Mean Scores (Dimension 6 of the OCB) per rGeneration and Gender Groups

Dependent Variable:	WB_Fact6_Rule bound	Mean	95% Confidence interval of the mean		Std. Deviation	n
			Lower Bound	Upper Bound		
Baby Boomers and Generation X	Male	5.89	5.732	6.047	1.207	226
	Female	6.13	5.996	6.263	1.128	274
	Total	6.02	5.917	6.122	1.169	500
Generations Y and Z	Male	5.85	5.630	6.069	1.277	130
	Female	6.07	5.911	6.228	1.146	202
	Total	5.98	5.850	6.109	1.202	332
Total	Male	5.87	5.742	5.997	1.231	356
	Female	6.10	5.998	6.201	1.135	476
	Total	6.00	5.919	6.080	1.182	832

(Source: SPSS output)

The results show that the older female employees (Baby Boomers and Generation X; $M = 6.13$ and $Std.D = 1.128$, $n = 274$) had a higher level of commitment to rule-bound work behaviour than their males counterparts did ($M = 5.85$ and $Std.D = 1.009$, $n = 226$). The younger female employees (Generation Y and Z cohort; $M = 6.07$ and $Std.D = 1.146$, $n = 202$), in turn, had a higher level of commitment to rule-bound work behaviour than their male counterparts did ($M = 5.85$ and $Std.D = 1.277$, $n = 130$). It is also noted that females ($M = 6.10$ and $Std.D = 1.035$, $n = 476$), regardless of their age, have significantly more commitment to the rule-bound work behaviour than males have ($M = 5.87$ and $Std.D = 1.231$, $n = 356$). This would suggest that females

are much more rule compliant than men in the work environment, which could make them more useful in high rule-bound environments.

The Levene's test found that variances in rule-bound work behaviour could be assumed equal, as the sig values indicated on all the measures, mean, median, median with adjusted degrees of freedom and trimmed mean is above or equal to the 0.05. This implies that for statistically significant variances to occur, the sig value must be above or equal to 0.05.

A two-way group analysis of variance was conducted to explore the impact of generations and gender on the preference for rule-bound work behaviour, as measured by the OCB framework. The subject (Generations) was divided into two groups, namely, Group 1: Baby Boomers and Generation X, and Group 2: Generation Y and Z. The interaction effect between generations and gender was not statistically significant, $F(1,828) = 0.013$, $sig = 0.909$, as the sig values are above the 0.05 limit. Furthermore, no statistically significant differences were found in the main effect on rGeneration $F(1,828) = 0.306$, $sig = 0.580$, as the sig value is above the 0.05 limit. Statistically significant differences, however, were found in the main effect on Gender $F(1,828) = 7.294$, $sig = 0.007$, as the sig value is below the 0.05 limit, as displayed in Table 5.52. Statistically significant gender differences, therefore, occur on the OCB dimension of rule-bound.

H6, which proposes statistically significant gender differences in the OCB of employees in the workplace, is supported for the dimension rule-bound.

Table 5.52: Rule-bound: Two-way ANOVA results

Rule bound: Two-way ANOVA results						
Dependent Variable: WB_Fact6_Rule bound						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	11.102 ^a	3	3.701	2.665	0.047	0.010
Intercept	27646.531	1	27646.531	19911.848	0.000	0.960
rGeneration	0.424	1	0.424	0.306	0.580	0.000
Gender	10.127	1	10.127	7.294	0.007	0.009
rGeneration * Gender	0.018	1	0.018	0.013	0.909	0.000
Error	1149.634	828	1.388			
Total	31154.750	832				
Corrected Total	1160.735	831				

Note: Grey block mean statistically significant differences have been proven

(Source: SPSS output)

- Conclusion for H6, differences in work behaviour of employees

H6 is not supported, as gender differences across generational categories are not statistically significant across all the dimensions of the OCB. Significant differences could only be confirmed for self-reliance, morality and ethics and rule-bound. In two of the three cases (self-reliance, morality and ethics), the younger female employees were significantly more dedicated. However, on the OCB dimension of rule-bound, the older females were significantly more dedicated.

Chapter 6: Discussion of Results

This chapter discusses the results of the research by considering the research hypotheses. It integrates the concepts, theory gleaned from the literature and the results from the preceding chapters (Chapters 1 to 5) to address each of the research hypotheses in turn. Accordingly, the results of research hypotheses 1 to 6 are discussed.

6.1 Hypothesis 1

As previously indicated, hypothesis 1 was formulated from previous empirical studies as part of the literature review and states as follows: Statistically significant differences exist in employees' work values across the generational cohorts in the workplace.

In this study, hypothesis 1 is not supported, as significant differences could not be confirmed for all three dimensions of the work value phenomenon in the context of this study. While the younger generational group seems significantly more work-focused, differences between the two generational groups regarding self-discipline and anti-leisure are not statistically significant.

When considering generational theory regarding this study, it was assumed that people born at the same time and experiencing similar events or having similar experiences (Mannheim, 1952) would have similar work values. The generational cohorts in this study were divided into the two groups, namely Group 1: Baby Boomers and Generation X, and Group 2: Generation Y and Z. These groups were comprised mainly of people from Rustenburg and Worcester, which could imply that while they had similar national experiences, their local experiences could have been different during the time in which they grew up. One of the most life-changing events in South African society was the implementation of apartheid laws by the Nationalist government, which had far-reaching effects on all the people in South Africa.

It was anticipated that earlier cohorts such as the Baby Boomers and Generation X who grew up during the apartheid era, would be affected by the unstable work and social environment of the time with segregation between groups, as this was a time

when negativity and isolation were experienced by many (Erasmus et al., 2008, pp.31,32). On the international front, this cohort has been labelled more conservative, work-focused, and yet, extremely competitive in their approach to work values (Crumpacker & Crumpacker, 2007; Filipczak et al., pp.16,130, 1999; Kapoor & Solomon, 2011).

It was anticipated that Generation Y and Z, as a cohort that grew up in the new South Africa with a democratic dispensation and who have been labelled born free, would want more out of life than only work (Dangmei & Singh, 2016). They are concerned with all aspects of life and money does not play a big role in their decision-making processes (Jonck et al., 2017b). These differences between the two cohorts suggest that these two cohorts will have different work values and or preferences.

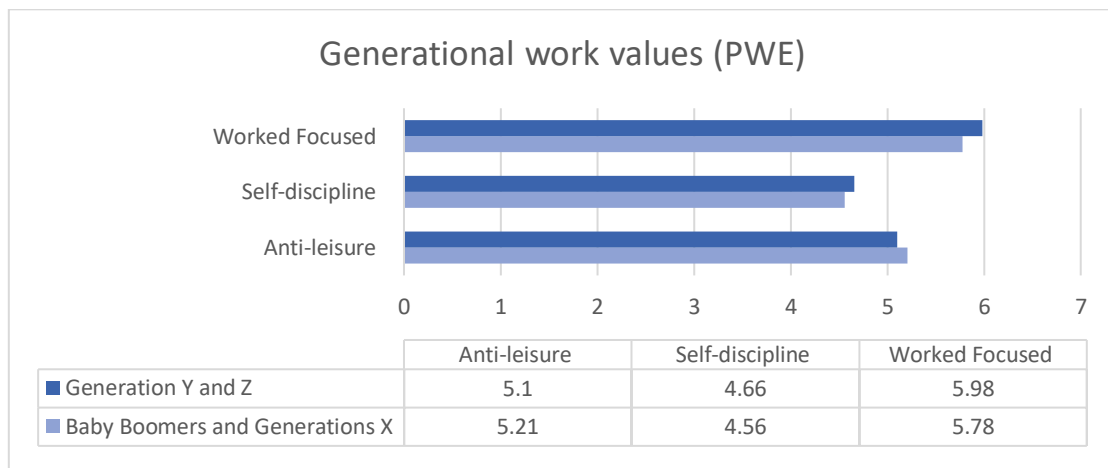


Figure 6.1: Generational Work Value Preferences

(Source: Constructed by researcher)

The results based on the PWE scale, however, found more similarities than differences. For Generation Y and Z, the younger employees, the work values were found to be strongest for work focus and self-discipline, while the older employees, the Baby Boomers and Generation X, had the strongest tendency towards the work value anti Leisure, which means that they do not support the notion that leisure time is good or enjoyable. This finding in this study contradicts the findings of Campbell

et al. (2010) who suggested that all generations will value leisure time over hard work, as both generations displayed stronger regard for work focus in this study than pro leisure time.

On the dimensions of self-discipline and anti-leisure, no statistically significant differences were found on the mean scores between the two cohorts. This finding is supported by a finding by Jonck et al. (2016) who proposed that the only differences that occur in the workplace on the multidimensional work ethic profile is hard work and delayed gratification. This supports Baltes et al.'s (2017) study, who investigated 105 different data sets of generational differences regarding the PWE scale. These researchers concluded that there were no generational differences regarding this scale. This raises the question as to whether the PWE scale changes with birth dates, although Rhodes (1983) proposed that the empirical evidence proved otherwise.

For the work value dimension of work focus, statistically significant differences were found. The younger generations (Generation Y and Z) placed more importance on self-discipline and work focus than the older generations. This finding challenges the out-of-date view that the younger generations are indolent (Jobe, 2014). Most of the work focus statements equated working hard on the journey towards success or recognition, although the older generations might no longer believe this because of (bad) experiences in the work environment, as they have been working for several years. This makes sense from the point of view that the older generations have attained a stable work path and would not necessarily want to work as hard anymore, although it does support the notion of individual work values as well.

To, therefore, conclude regarding generations, how congruent are the work values of the generational cohorts in the selected workplace? It was accordingly found that work values tend to be consistent between generations in the workplace rather than different. Work focus and anti-leisure, however, are the stronger preferred work values in these two generational cohorts, with self-discipline being the least, as displayed in Figure 6.1.

6.2 Hypothesis 2

As previously indicated, hypothesis 2 was formulated from previous empirical studies as part of the literature review as follows: Statistically significant racial differences exist in employees' work values across the generational cohorts in the workplace.

In this study, hypothesis 2 proposed statistically significant racial differences in employees' work values across generational cohorts; however, this is not supported for work focus, self-discipline, or anti-leisure, the three dimensions of work values.

The employees who participated in this study emanate from across South Africa. They have been exposed to similar national experiences such as those regarding the apartheid era. When one considers the history of South Africa regarding race, when Baby Boomers and Generation X were born, the three main racial groups were exposed to different life experiences resulting from apartheid.

The implementation of the pass laws and the dispossession of land regarding which African and Coloured people were sadly discriminated against, would have had a negative influence on them, as many were relocated from their homes to townships. The Baby Boomers experienced the major effects of these times, whereas Generation X did not see big changes but witnessed the events that led up to the abolition of apartheid and the release of President Nelson Mandela. Because of these national events, it was anticipated that earlier cohorts such as the Baby Boomers and Generation X who grew up during those times would have statistically significant differences (Mannheim, 1952). The experiences would have been very different for Generations Y and Z, as they were exposed to more positive experiences regarding one nation – events such as the reintroduction of international sports events and the 1995 Rugby World Cup, which was played in South Africa and brought a very diverse nation together. It was anticipated that racial differences between younger generational cohorts would not exist owing to the events described above.

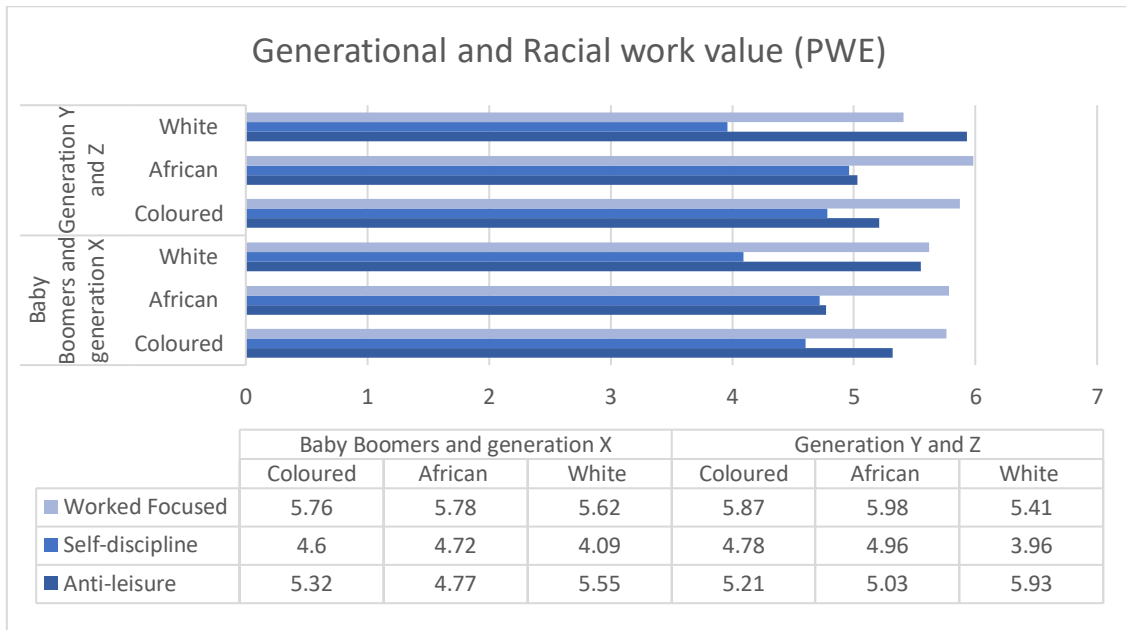


Figure 6.2: Generational and Racial Work Value Preferences

(Source: Constructed by researcher)

The results indicated that no statistically significant differences were found on the foundation of the PWE. Overall, African employees displayed a stronger tendency towards work focus and self-discipline work values in both the older and younger generational groups. In saying that, African employees from Generations Y and Z, however, were the strongest of the two generational and racial groups regarding the work focus and self-discipline work values. This is explained by the fact that younger generations were exposed to an open society that pushes them to strive to improve themselves to avoid the wrongdoings of the past. Coupling this with the characteristics proposed by Bencsik et al. (2016) enables one to understand why Generation Y is ambitious regarding career advancements.

On the anti-leisure dimension, the White employees had the strongest tendency in both generational categories, indicating that they are not inclined to demand leisure time in the workplace. The White employees who formed part of the younger generations, Generations Y and Z, were even less inclined to leisure time. The two anti-leisure statements suggest that attitudes towards work tasks and the

implementation of the equity policies could mean that Whites are cautious about demanding leisure time if they wish to make a favourable impression.

Nevertheless, no statistically significant differences were found between the Baby Boomers and Generation X, and Generations Y and Z, nor were statistically significant differences found between the African, Coloureds or Whites regarding any three of the work values, namely work focus, self-discipline, and anti-leisure. Furthermore, no interaction effect was found between generation and race based on work values.

The fact that there are no statistically significant differences were found is supported by the findings of Daspit et al. (2015). In their study, no statistically significant differences between racial groups within millennials were found in the American context, including Caucasian, African American, Hispanic, and Asian American. Their study also found that there were fewer differences between younger generations and older generations regarding work ethic perceptions.

This finding is contradicted by Lyons and Papavasileiou (2015) who proposed that differences exist within millennials across the world, and Greece's millennials are uniquely different from the rest of the world, placing more value on intrinsic work values, which concurs with their counterparts in Germany and Latin America. This finding is challenged by Beit-Halahmi (1979) who found that the PWE correlates significantly with religious self-identification, racial background, political self-identification, and religious beliefs (Beit-Hallahmi, 1979). This raises questions regarding the generational differences that were experienced regarding the work focus work value and its impact.

To conclude regarding race, how congruent are the work values of the various racial groups in the workplace? It was found that work values tend to be generally consistent between racial groups in the workplace rather than different. Work focus followed by anti-leisure, however, is the stronger preferred work values in all three racial and generational cohorts, with self-discipline being the least, as displayed in Figure 6.2.

6.3 Hypothesis 3

As previously indicated, Hypothesis 3 was formulated from previous empirical studies as part of the literature review as follows: Statistically significant gender differences exist in employees' work values across the generational cohorts in the workplace.

In this study, hypothesis 3 not supported, as gender differences in the work values of males and females are not always statistically significant. Although two out of the three dimensions do support the hypothesis. The work values of work focus and self-discipline are significantly stronger among females, therefore gender statistically significant differences do occur. The work value, work focus, generation and gender statistically significant differences were found. In the work value - self-discipline, statistically significant differences were found with an interaction effect between generations and gender. For the work value anti-leisure, generations and gender differences were found to be statistically insignificant.

The cohorts that were used in the above generational analysis were further divided by gender. The generational groups comprised a mix of gender from across South Africa, which could imply that they share similar national events despite different local experiences, as per Mannheim's (1952) theory.

It is anticipated that earlier cohorts such as the Baby Boomers and Generation X grew up in a time when female roles were defined as staying at home, looking after the children, and ensuring that the home was well looked after (Erasmus et al., 2008, p.31). Males were expected to be the breadwinners and provide for the household (Erasmus et al., 2008, p.31). This led to the acknowledgement of the glass ceiling where, in some cultures, women could see the top but could not reach it (Malie, 2011).

It was anticipated that Generation Y and Z, as a cohort that grew up in the new South Africa with a democratic dispensation and labelled the born free generation, as well as Generation Y and Z, would have seen the rise in women's movements for gender equality. This generation experienced the opening of the workplace to women and the appointment of females in typically male-dominated positions.

The results indicate that differences were not always found in the foundation of the PWE work values. Overall, females displayed a stronger tendency towards the work focus and self-discipline work values. Males displayed the strongest tendency towards the anti-leisure work value, and Baby Boomer and Generation X males displayed the strongest tendency towards the anti-leisure work value when compared to Generation Y and Z males.

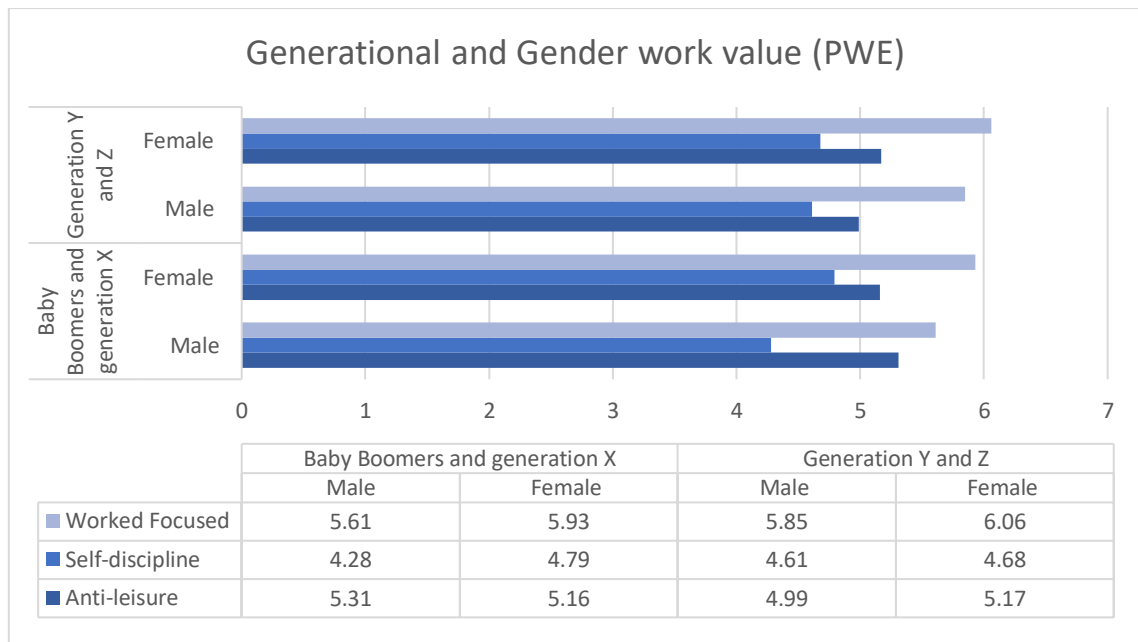


Figure 6.3: Generational and Gender Work Value Preferences

(Source: Constructed by researcher)

This study further found statistically significant differences between generations and gender on the work focus work values. Generation Y and Z were found to have a stronger tendency towards this work value than Baby Boomers and Generation X. The females also displayed a stronger work focus value compared to males. On the self-discipline work value, interaction effects were found between generation and gender, which implies that generational differences are affected by gender preferences. It further implies that Baby Boomer and Generation X females have a stronger tendency towards self-discipline, and it makes sense, as females of these

generations tended to work in an unstructured home environment and must have more discipline to ensure the work is completed. Thus, for them to succeed, they needed to display high levels of self-discipline. Nevertheless, no generational differences were found.

The anti-leisure work value provided statistically insignificant differences in generations and gender. Fernandes et al. (2012) does concurred with these findings overall and proposed that Generation Y will display small variances between gender whereas Generation X will reveal statistically significant differences owing to social influences that are no longer present. This finding is further supported by Meriac, Taylor, and Woehr (2009) who concurred with the finding that females have a stronger work ethic than men.

To conclude regarding gender, how congruent are the work values of the gender groups in the workplace? It was found that work values tend to be consistent between genders in the workplace rather than different even though gender is the most prevalent difference between all the control variables used. Work focus and anti-leisure, however, are the stronger preferred work values in these two gender and generational cohorts, with self-discipline being the least, as displayed in Figure 6.3.

Following this discussion on the three hypotheses, it becomes clear why Ginnet et al. (1996) proposed that personal value systems, of which work values are one, are supported by the notion of individualism and are influenced by parents, technology, peers, education, and the media. This implies that although a person finds themselves in the Baby Boomer generation, they could have been exposed to more technology than a Generation Z person, as the latter's parents might not have exposed him/her to technology or other different experiences. This is just one example of why some results are mixed and not found to be consistent throughout all the studies. Accordingly, one could conclude that work values are very individualised.

6.4 Hypothesis 4

As previously indicated, hypothesis 4 was formulated from previous empirical studies as part of the literature review as follows: Statistically significant differences exist in

employees' organisational citizenship across the generational cohorts in the workplace.

In this study, hypothesis 4 is not supported, as the differences between the generational categories are not statistically significant across all the dimensions of OCB. Significant differences could only be confirmed for morality and ethics to which the younger employees were significantly more dedicated.

The generational cohorts in this study were divided into two groups, Baby Boomers and Generation X, and Generation Y and Z. South African history and its social and political effects would be similar if these generational cohorts' lenses are used in the discussion. These events are not repeated below but merely referred to.

One would have thought that the unstable work environment wrought by apartheid would have resulted in less OCB being recognised in the older generations. Govender and Parumasur (2017), however, observed no differences between the various cohorts. Internationally, Gong et al. (2017) proposed that Baby Boomers and Generation X are more inclined to OCB than Generation Y. It was anticipated that Generations Y and Z, as a cohort that grew up in the new South Africa, experienced democracy, and is labelled as the born-free generation would be driven by behaviour aimed at getting more out of life than only work. The behaviour and spirit of the country are more positive.

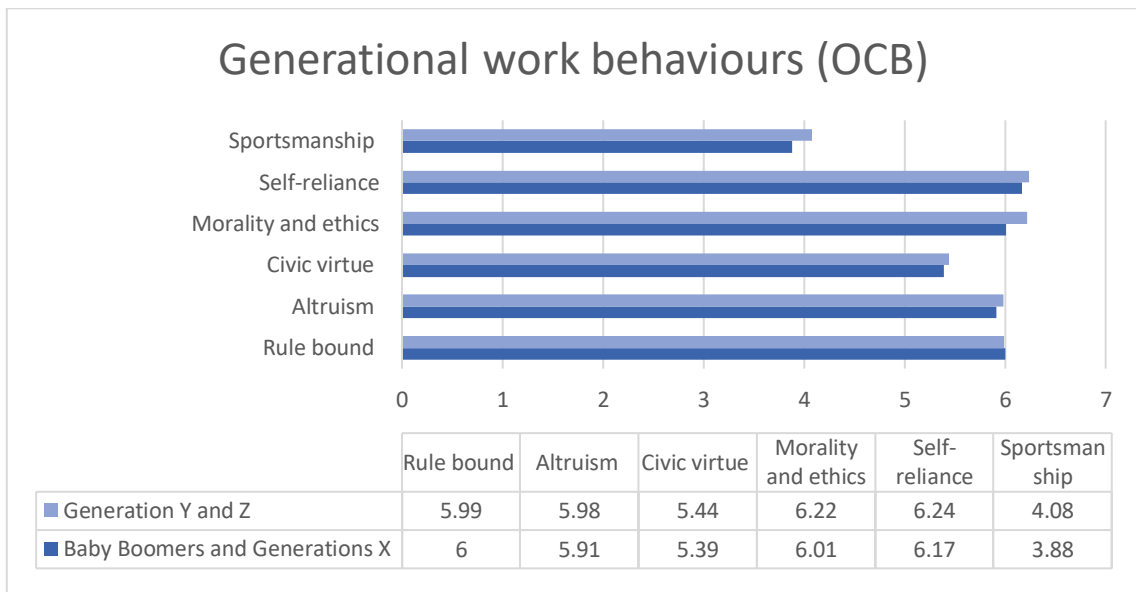


Figure 6.4: Generational Work Behaviour Choices

(Source: Constructed by researcher)

The results indicated more similarities than differences. Generations Y and Z displayed more commitment to sportsmanship, self-reliance, morality and ethics, civic virtue and altruism than the older cohort. This finding contradicts Crumpacker and Crumpacker's (2007) proposition that Baby Boomers have been earmarked as hard workers, workhorses, and do whatever it takes. One would think that the Baby Boomers would show more support for OCB than the later generations, which was certainly not the case in this study.

The Baby Boomers and Generation X displayed more commitment towards rule-bound as a work behaviour. Generation Y is branded as more focused on socialising behaviours (Winter & Jackson, 2014) and has taken on the obligation of creating an improved world by taking part in giving initiatives to achieve this end. Generations Y and Z, therefore, are less committed to rule-bound owing to this obligation, as it means not complying with the rules. This finding concurs with Crumpacker and Crumpacker's (2007) finding that Baby Boomers are more rule-bound and tend to be more work-focused than the younger generation.

No statistically significant mean differences, however, were noted across the generations regarding sportsmanship, self-reliance, civic virtue, altruism and rule-bound. This finding is supported by Govender and Parumasur's (2017) findings in the meat industry in South Africa that statistically significant generational differences do not occur. The only statistically significant difference found in this study was regarding the work behaviour of morality and ethics, on which Generations Y and Z scored the highest. This concurs with the statement by Winter and Jackson (2014) that Generations Y and Z are obligated to create a better world by doing the right things for the right reasons, even if it means not complying with the rules.

The statements formulated in this section explored ethical components that could be linked back to an earlier statement on work values, which concurs with the findings that for Generations Y and Z, the overall quality of life and doing the right thing is important (Jonck et al., 2017b). This raises the question of whether race has a role to play in non-generational differences, as one would think the events explained earlier would have affected the generational cohort, as supported by Mannheim's (1952) theory.

Therefore, to conclude regarding generations, how congruent is the OCB of the generational cohorts in the workplace? Accordingly, OCB tends to be more consistent between generations in the workplace than different. Self-reliant and morality and ethics, however, are the stronger preferred work behaviours between these two generational cohorts, as displayed in Figure 6.4.

6.5 Hypothesis 5

As previously indicated, hypothesis 5 was formulated from previous empirical studies as part of the literature review, as follows: Statistically significant racial differences exist in employees' OCB across the generational cohorts in the workplace.

In this study, hypothesis 5 is not supported, as racial differences across the generational categories are not statistically significant across all the dimensions of OCB. Significant differences could only be confirmed for sportsmanship. In this case, statistically significant differences were found – African and Coloured employees were found to be more dedicated to this behaviour than Whites.

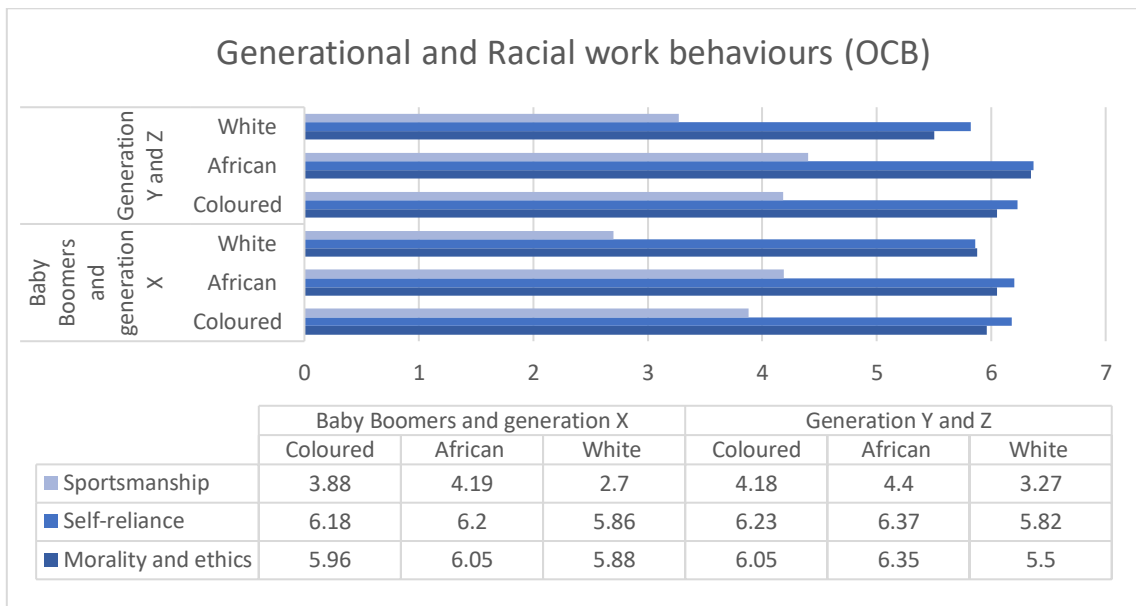


Figure 6.5: Generational and Racial Work Behaviour Choices

(Source: Constructed by researcher)

The results indicated that there are more similarities than differences in the foundation of the OCB work behaviours. Overall, African employees showed the highest tendency towards sportsmanship work behaviour, with Generations Y and Z, in particular, showing the most commitment of the two generational groups. No statistically significant generational differences were found, but statistically significant differences in race were found between White and Coloured employees, and between White and African employees based on sportsmanship. Most of the sportsmanship statements tested were negatively stated, that is, the item was reversed scored but tended to test the work environment. This finding concurs with that of Becton and Field (2009) who proposed that significant differences exist between Chinese and American employees, which would make sense, as the American culture has a more individualistic approach compared to Chinese/African cultures regarding team orientations.

Overall, African employees showed more commitment to self-reliance, morality and ethics, and civic virtue work behaviour. In particular, Generations Y and Z showed the highest tendency of the two generational groups. No statistically significant generational differences were found on all these behaviours, which concurs with the

findings of Govender and Parumasur (2017) who did not find any differences regarding race, supporting the notion of one nation.

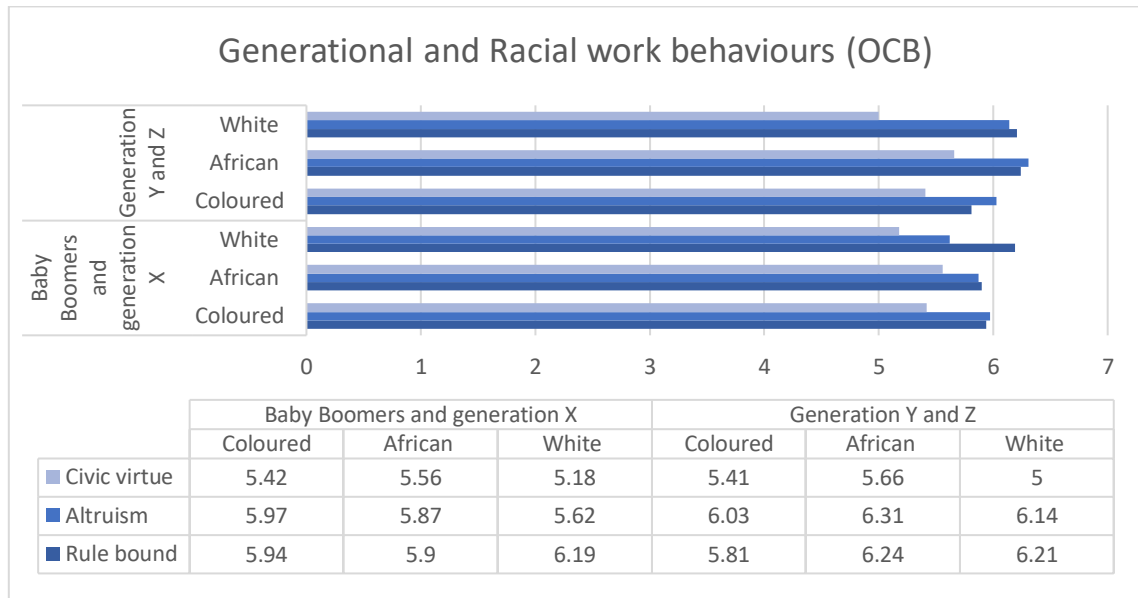


Figure 6.6: Generational and Racial Work Behaviour Choices

(Source: Constructed by researcher)

Overall, the African respondents, however, again displayed more commitment to altruism, although, in the Baby Boomer and Generation X cohort, the Coloured respondents showed the most propensity for it. Nevertheless, no statistically significant generational differences were found regarding race. Generations Y and Z displayed more commitment to this behaviour than Baby Boomers and Generation X from a generational perspective. This finding is similar to that of Govender and Parumasur (2017), in that no statistically significant generational or racial differences could be found. Generation Y and Z had a greater commitment propensity towards altruism than Baby Boomers and Generation X.

To conclude regarding race, how congruent is the OCB of the various racial groups in the workplace? OCB tends to be more consistent among racial groups in the workplace than different. Overall, between all generations and racial groups, self-reliant was the most preferred behaviour followed by rule-bound and altruism. The

African and Coloured racial groups are the most committed towards self-reliant, whereas White cohorts' strongest work behaviours are rule-bound, as displayed in Figures 6.5 and 6.6.

6.6 Hypothesis 6

As previously indicated, Hypothesis 6 was formulated from previous empirical studies as part of the literature review as follows: Statistically significant gender differences exist in employees' OCB across the generational cohorts in the workplace.

H6 is not supported, as gender differences across generational categories are not statistically significant across all the dimensions of the OCB. Significant differences could only be confirmed for self-reliance, morality and ethics and rule-bound. In two of the three cases (self-reliance, morality and ethics), the younger female employees were significantly more dedicated. However, on the OCB dimension of rule-bound, the older females were significantly more dedicated.

It was anticipated that earlier cohorts such as the Baby Boomers and Generation X grew up during a time where the role of the female was defined as staying at home, looking after the children, and maintaining the home (Erasmus et al., 2008, p.31). During this time, males were expected to be the breadwinner and support the household (Erasmus et al., 2008, p.31). This also led to the acknowledgement of the glass ceiling in some cultures where women saw the top but could not reach it (Malie, 2011). It was anticipated that Generations Y and Z as a cohort labelled born free and growing up under a democratic government would have witnessed the increased presence of women and gender equality in the workplace.

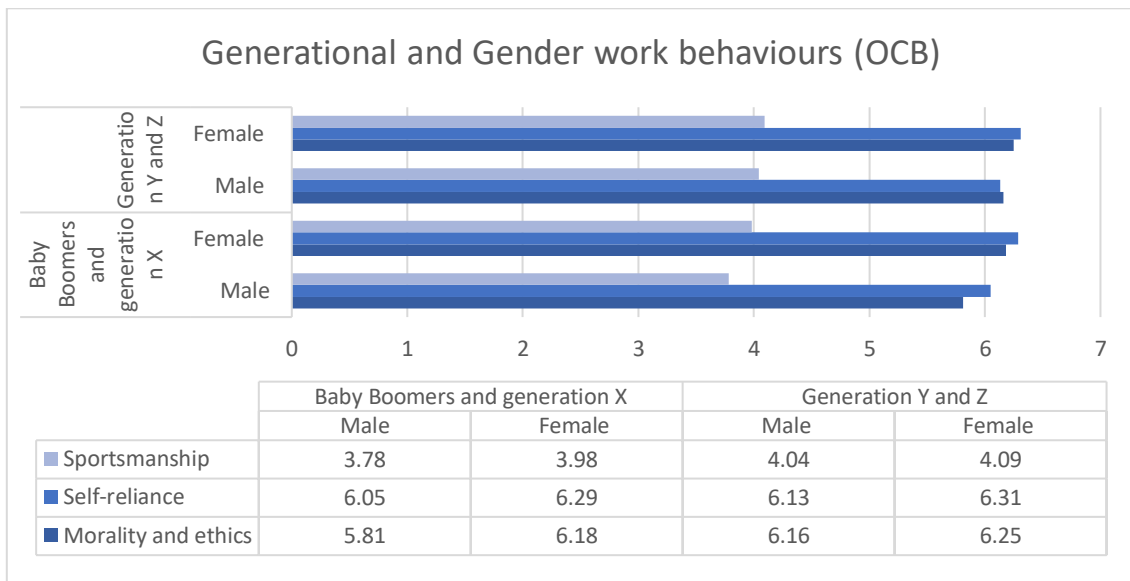


Figure 6.7: Generational and Gender Work Behaviour Choices

(Source: Constructed by researcher)

The results indicate that there tend to be more similarities than statistically significant differences in the foundation of the OCB work behaviours regarding generations, gender, and interaction effects. Overall, females displayed more propensity for all six OCB work behaviours, namely sportsmanship, self-reliance, morality and ethics, civic virtue, altruism and rule-bound compared to males.

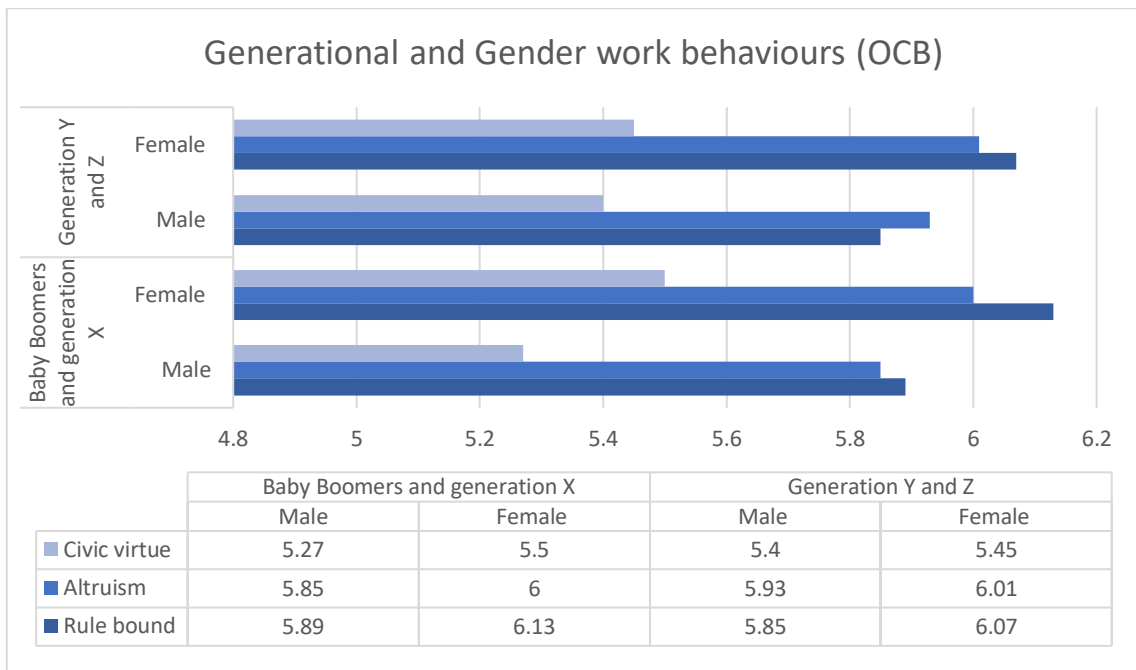


Figure 6.8: Generational and Gender Work Behaviour Choices

(Source: Constructed by researcher)

Generations Y and Z are highly committed to five out of the six OCBs, namely sportsmanship, self-reliance, morality and ethics, civic virtue and altruism compared to the Baby Boomers and Generation X. Rule-bound is the only OCB where Baby Boomers display a higher level of commitment than Generations Y and Z. This makes sense because more rules were sadly applied during the apartheid years, and females were discriminated against in the workplace. Gender differences, however, were found based on self-reliance, morality and ethics, and rule-bound. This came as no surprise, as all three of these behaviours have an equality aspect to which females display more commitment. No interaction effect could be found on any of the elements between generations or gender. This, however, does not concur with Govender and Parumasur (2017) who found no gender differences in their study.

To conclude regarding gender, how congruent is the OCB of the gender groups in the workplace? OCB tends to be more consistent between gender groups in the workplace than different. Gender, however, revealed the most differences of all the control variables. Given that, overall, between all generations and gender groups,

self-reliant is the most preferred behaviour followed by morality and ethics. On the third preferred behaviour, males preferred altruism, whereas females preferred rule-bound. Sportsmanship is the least devoted behaviour in all groups within this sample size, as displayed in Figures 6.7 and 6.8.

After discussing the three hypotheses, more similarities than differences were found. Accordingly, one could concur with Fields (2012a, p. 243) that workplace behaviours essentially consist of three types of behaviour, which are the operations of good soldiers, smooth operators, and saboteurs. In this study, it was clear that most generations were highly committed to being good employees (good soldiers) and, therefore, want the business to do well. Teamwork (sportsmanship), however, is a great concern.

Chapter 7: Conclusion, Limitations and Recommendations

7.1 Introduction

In the previous chapter, the results of the study were discussed regarding the research hypotheses, theory, and the literature. This chapter sets out the principal findings of the research based on the hypothesis and research questions of this study. Subsequently, recommendations are made to businesses and managers. The limitations of the research are discussed and recommendations for future research are made.

7.2 Principal findings

7.2.1 Work values

- Principal finding 1

Differences could not be confirmed for all three dimensions of the work value phenomenon in the context of this study. While the youngest generation seems statistically significantly more work focus, differences between the two generation groups regarding self-discipline and anti-leisure are not statistically significant.

- Principal finding 2

Racial differences in employees' work values across generational cohorts are not supported for work focus, self-discipline, or anti-leisure, the three dimensions of work values.

- Principal finding 3

Gender differences in the work values of males and females are not always statistically significant across the generational cohorts. Although two out of the three dimensions do support the hypothesis. The work values of work focus and self-discipline are significantly stronger among females, therefore gender statistically significant differences do occur. The work value, work focus, generation and gender statistically significant differences were found. In the work value - self-discipline, statistically significant differences were found with an interaction effect between

generations and gender. For the work value anti-leisure, generations and gender differences were found to be statistically insignificant.

7.2.2 Work behaviour/organisational citizenship behaviour

- Principal finding 4

Differences between the generational categories are not statistically significant across all the dimensions of OCB. Significant differences could only be confirmed for morality and ethics, to which the younger employees were significantly more dedicated.

- Principal finding 5

Racial differences across the generational categories are not statistically significant across all the dimensions of OCB. Significant differences could only be confirmed for sportsmanship; in this case, the statistically significant differences between racial groups was found. African and Coloured employees were more dedicated to this behaviour than White employees.

- Principal finding 6

Gender differences across generational categories are not statistically significant across all the dimensions of the OCB. Significant differences could only be confirmed for self-reliance, morality and ethics and rule-bound. In two of the three cases (self-reliance, morality and ethics), the younger female employees were significantly more dedicated. However, on the OCB dimension of rule-bound, the older females were significantly more dedicated.

7.2.3 Application to the work environment

The above findings are discussed in the following sections regarding the work environment. Currently, South African businesses are challenged with low economic growth. Accordingly, companies are forced to look at other areas of their business to improve efficiencies. Some such areas include diversity and inclusiveness, which make the findings valuable in the broader context of human resources management.

Work values such as the PWE and work behaviour such as OCB are linked to overall performance for individuals, teams, and businesses. If one, therefore, has a workforce that is naturally inclined to these work values, it could be instrumental for success in a struggling economy. In the South African workforce, there are currently four different generations: Baby Boomers and Generation X being the older of the generations, and Generations Y and Z being the younger generations.

- Principal findings 1, 2, and 3

Significant statistical differences were found on work focus across the generations in the workplace, which implies that the notion of the younger generations being lazy is incorrect. This study confirms the opposite, and propose that the younger generations are more work focus than the earlier generations. This refutes a previous South African study that found significant statistical differences (Jonck et al., 2016) to support the notion that Baby Boomers and Generation X were more work focus than Generations Y and Z.

This finding confirms the generational characteristics proposition made by Codrington and Grant-Marshall (2006) that Generation X is less work-focused. They might need more motivation and must be guided more regarding their performance indicators (Codrington & Grant-Marshall, 2006). The implication for management, however, is that the findings are inconsistent on which generations are more work-focused, but rather show that differences do not occur and management must take note of that. This would suggest that management should put effective, consistent key performance indicators in place to deal with lazier employees in the workplace. The performance indicators lead to the least preferred work value as self-discipline, which would be of great concern to business leaders, as they must put systems in place to deal with this, as it could impact the performance of the business in the long run. The question, however, could still be asked: Did the study deal with race or gender as added factors?

The next finding regarding the race question was that no consistent statistically significant differences in work values exist between race within the generations in the workplace. It should be noted that some races do have different preferences regarding certain work values. This finding challenges the finding made by Lyons

and Papavasileiou (2015) that millennials across the world differ, and statistically significant variances do occur. This could imply that South African managers should realise that the South African workforce is different when it comes to work values as they pertain to a particular race.

The last finding investigates the impact of gender. Accordingly, no consistent significant statistical differences in work values between genders within the generations were highlighted. This finding challenges the view of Fernandes et al. (2012) who proposed smaller variances within Generation Y but statistically significant variances within Generation X regarding gender because of social influences. The finding that Baby Boomers and Generation X females are more inclined towards the self-discipline work value with the interaction effect between genders and generations, however, has profound implications for the work environment, as it would imply that older females have more self-discipline than younger females.

The implications for managers in the South African context are that none of the statistically significant generational differences found in hypothesis 1 (work focus) could be attributed to race or gender in the overall context and that the South African workforce are very much the same with regards to work values. This thinking does challenge the propositions made of the academics in chapter 1, regarding differences in work values (Campbell et al., 2010; Filipczak et al., 1999, p. 9; Liefoghe & Roongrerngsuke, 2013) but it does support notion of preferences by certain cohorts, race or genders. It also answers the proposition made by Parry and Urwin (2011), that race and gender cannot be the reason why mixed results are obtained with regards to generational studies.

- Principal findings 4, 5, and 6

In this section, the generational work behaviour preferences in the workplace are discussed. The results indicated that no consistent statistically significant differences occur between the current generations in the workplace; more similarities were found. Generations Y and Z are more devoted to sportsmanship, self-reliance, morality and ethics, civic virtue and altruism, which implies that the younger generations (Generations Y and Z) are more inclined towards a performance

business culture than the older generations. The only statistically significant OCB behaviour that was found between generations is morality and ethics. This concurs with Bencsik et al. (2016) who found that Generation Y is ambitious, rates advancement, and prioritises accomplishments. Addeco (2015) further found that Generation Z displays positive sentiments about the future.

The findings concur with another South African study by Govender and Parumasur (2017) who found no statistically significant differences between the three generations in the workplace. Hence, the implications for business are that all younger employees have a natural tendency to want to perform and deliver good results and that managers should focus more on the older generations to ensure performance. The question, however, remains, what effect does race, and gender have in a more diverse business environment?

The results indicated that more similarities than differences were found on the foundation of the OCB work behaviours regarding generational and racial differences. The sportsmanship dimension was the only OCB where purely racial differences were found, which implies that the White cohort in the business is less inclined to exercise sportsmanship behaviour and Africans the most likely. In the business world, managers must search for this type of behaviour, especially in larger diverse teams, as they could break down team spirit in the long run. Sportsmanship, however, is overall the least preferred behaviour, which is very concerning, as in most businesses, application teamwork is important and, therefore, business managers must focus on building the sportsmanship behaviour between employees in the workplace. The question still remains: What impact does gender have on the overall finding?

The results indicated that more similarities than statistically significant differences were found on the foundation of the OCB work behaviours regarding generations, gender, and the interaction effects between the two. Overall, females displayed the most propensity towards all six of the OCB work behaviours, namely sportsmanship, self-reliance, morality and ethics, civic virtue, altruism and rule-bound compared to males. This would imply that women, in particular, those in Generations Y and Z, are more inclined to OCB; hence, employing women would be beneficial for an organisation.

Overall the OCB findings of this study does challenge the values and mindset generation differences proposed by academics in the first chapter (Filipczak et al., 1999, p. 9). This study found that employees in the workplace are actually very similar.

7.3 Limitations of the research

In this section, the following study limitations are discussed, namely, the sample used in this study. The sample was drawn from only one company in South Africa. It, however, was conducted in different cities and factories, each with its subculture. Nevertheless, even sample sizes regarding generations, race, and gender could not be obtained. Changes, therefore, were made to the data set to accommodate the statistical analysis, which is a limitation to this study.

7.4 Recommendations for future research

There are two suggestions for future research in the field of generational studies.

Understanding and reviewing the original foundation of the theory

Many studies were completed based on Mannheim's theory, which was created in 1952 but, to date, most of the studies could only partially confirm the theory and, at best, had mixed results. This, however, does not mean that the theory is wrong, but merely that more detail is needed to enable future researchers to understand the context better. The theory is based on two main elements, namely:

- people or cohorts that are formed by sharing specific times and, in most cases, birth dates; and
- significant and life-changing events that bind people together in their formative years.

If one investigates the first element of the theory regarding cohort forming, how long must people spend together to ensure that a cohort is formed? The theory is unclear on the specific period, as it may differ from time to time or even from person to person. Future research could potentially clarify this question on the time or impact of events. The second question concerns the events that some academic papers

refer to as life-changing events. How is a life-changing event defined? In South Africa, apartheid would have been classified as a life-changing event, but as yet, the results of empirical research are not always consistent.

Understanding the level of interaction between the work value self-discipline and gender

One of the profound findings of this study was that there is an interaction effect between generations, gender, and the selection of the work value of self-discipline. The current interaction proposes that Baby Boomer and Generation X females have a stronger commitment to the protestant work ethic. This, however, was supported by the two-way ANOVA only in this study; hence, further investigation is needed in this context, as previous studies have both concurred with and contradicted the finding that females have a stronger work ethic than males. No study could be found on the interaction of these two components with generations, gender, and work values. Future studies could investigate the relationship between Baby Boomer and Generation X females and the preference for PWE work values.

7.5 Conclusion

The academic literature review proposed that the four generations in the work place will each have its own preference to work values and behaviour due to time and environment in which they were born and raised (Campbell et al., 2010; Filipczak et al., 1999, p. 9; Liefoghe & Roongrerngsuke, 2013). The environment during those times and life changing events will create cohorts of similar preference (Mannheim, 1952). Therefore, race and gender will have effects on cohort formations, as inclusivity has changed over the last couple of decades in South Africa.

However, in this study, more similarities than differences were found between generations, race and gender cohorts. Generations, race and gender differences could not be confirmed on all the dimensions of the work values (PWE) or behaviour (OCB) scales nor did race or gender have a main interaction effect on generational differences all the dimensions work values and behaviours. The work force (generations, race and gender) in the fast-moving consumer goods industry of South Africa are more alike than what they are different with regards to work values (PWE)

and behaviour (OCB) therefore businesses should take advantage of this, in the current low economic growth business environment.

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Appendices

9.1 Appendix 1: RCL Foods approval



Figure 9.1: RCL Foods Approval Letter

(Source: Researcher)

9.2 Appendix 2: Ethical approval

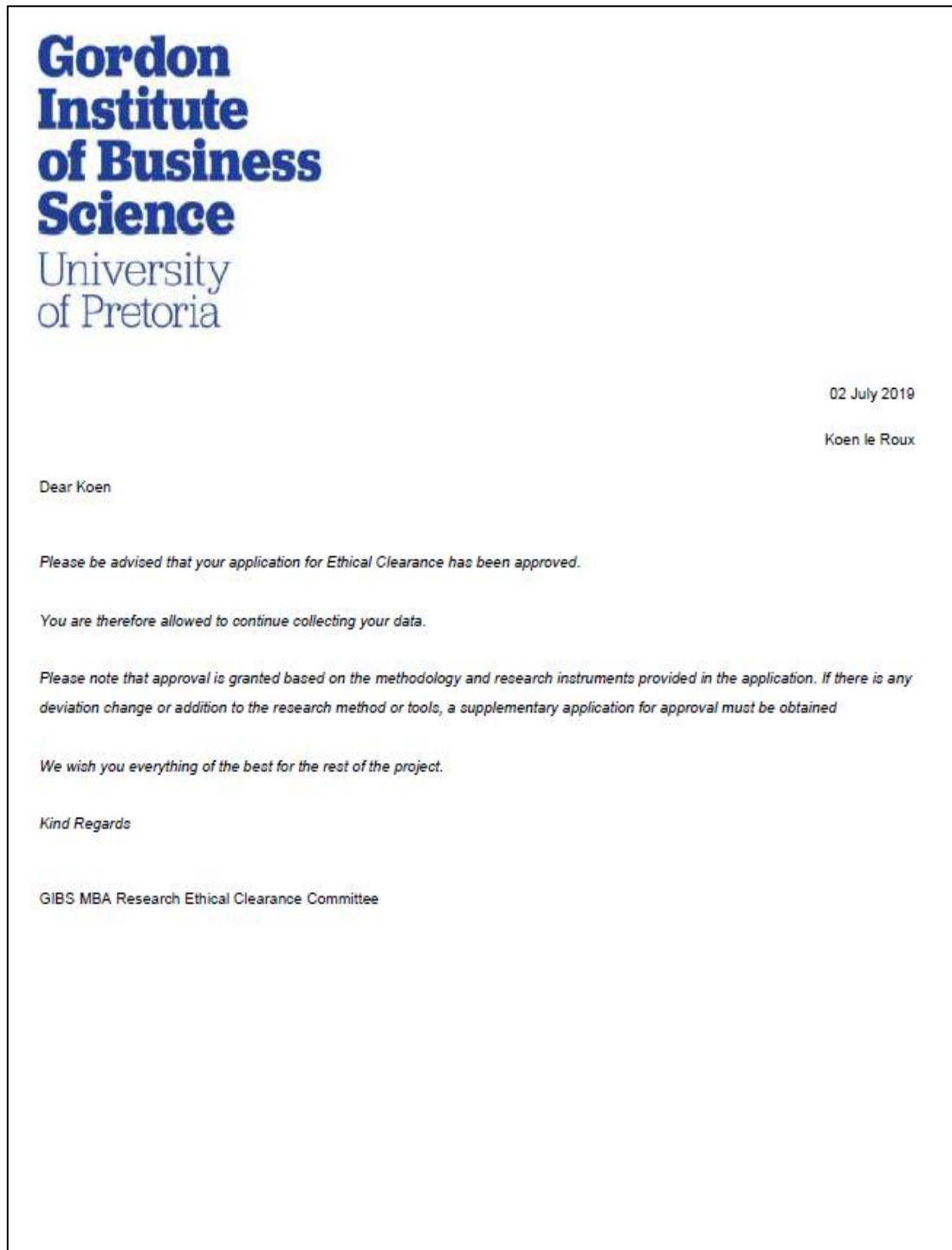




Figure 9.2: Ethical Approval

(Source: GIBS MBA Research Ethical Clearance Committee)

9.3 Appendix 3: Introduction letter to questionnaire



**Gordon Institute
of Business Science**
University of Pretoria



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I am currently a student at the University of Pretoria 's Gordan Institute of Business Science and completing my research in partial fulfilment of an MBA.

I am conducting research with regards to generational theory in the work setting, with the aim of understanding generational preferences towards certain work values and organizational citizenship behaviour. This study could provide the management of the fast-moving consumer goods industry, with great sight in to generational choices, as work values and organizational citizenship behaviour have proven to be key driver into personal, team and company performance. The questionnaire is expected to take you about 20 minutes to complete. **Your participation is voluntary, and you can with draw at any time without penalty. All data will be reported without identifiers and will be kept confidential.** If you have any concerns, please contact my supervisor or me. Our contact details are provided below:

Researcher:	Koen le Roux
Email:	Koen.leroux@rcffoods.com
Phone:	+2782 699 8844
Researcher Supervisor	Professor Alet Erasmus
Email:	ErasmusA@qibs.co.za
Phone:	+2782 784 2467

Figure 9.3: Introduction letter to questionnaire

(Source: Constructed by researcher with guidelines from GIBS green pages)

9.4 Appendix 4: Protestant work ethic and OCB questionnaire

WORK FEATURES		Strongly agree	Mostly agree	Somewhat agree	Unecided	Somewhat disagree	Mostly disagree	Strongly disagree	Office use
Please respond to every item and indicate your response with an X in the relevant column that best represents your answer.									
No.	How you agree or disagree with the statements below?								WF
1	Most people spend too much time at work, wasting time on things that don't add value to the business	7	6	5	4	3	2	1	WF-1
2	Our society would have fewer problems if people had less vacation/holidays	7	6	5	4	3	2	1	WF-2
3	Money that people obtain easily , for example, through gambling or betting, is usually spent unwisely	7	6	5	4	3	2	1	WF-3
4	One of the few things in life that give me pleasure, is to delve in good work	7	6	5	4	3	2	1	WF-4
5	The most difficult "work tasks" one has to do, usually turn out to be the most rewarding	7	6	5	4	3	2	1	WF-5
6	Most people who do not succeed in life are lazy	7	6	5	4	3	2	1	WF-6
7	A self-made millionaire is likely to be more ethical than a person that was born wealthy	7	6	5	4	3	2	1	WF-7
8	I often feel I would be more successful if I sacrificed certain pleasures	7	6	5	4	3	2	1	WF-8
9	People should have more leisure time to spend relaxing	7	6	5	4	3	2	1	WF-9
10	Any person who is able and willing to work hard has a good chance of succeeding	7	6	5	4	3	2	1	WF-10
11	People who fail at a job have usually not tried hard enough	7	6	5	4	3	2	1	WF-11
12	Life would be meaningless if we did not have to go through suffering	7	6	5	4	3	2	1	WF-12
13	Hard work does not always guarantee success	7	6	5	4	3	2	1	WF-13
14	A credit card encourages careless spending	7	6	5	4	3	2	1	WF-14
15	Life would be more meaningful if we had more leisure time (meaning fun/holiday time)	7	6	5	4	3	2	1	WF-15
16	A person who can approach an unpleasant task with eagerness will get ahead in life	7	6	5	4	3	2	1	WF-16
17	A person who works hard , is likely to make a good life for him / herself	7	6	5	4	3	2	1	WF-17
18	I feel uneasy when there is little work for me to do	7	6	5	4	3	2	1	WF-18
19	People that don't want to work hard usually reflects a weakness of character	7	6	5	4	3	2	1	WF-19
WORK Behaviors		Strongly agree	Mostly agree	Somewhat agree	Unecided	Somewhat disagree	Mostly disagree	Strongly disagree	Office use
Please respond to every item and indicate your response with an X in the relevant column that best represents your answer.									
No.	How you agree or disagree with the statements below?								WB
1	I willingly help others who have work-related problems	7	6	5	4	3	2	1	WB-1
2	One has to obey company rules and regulations even when no one is watching	7	6	5	4	3	2	1	WB-2
3	I tend to always find fault with what the organization is doing	7	6	5	4	3	2	1	WB-3
4	I am mindful of how my behaviour affects other people's jobs	7	6	5	4	3	2	1	WB-4
5	I read and keep up to date with our organization's announcements, memos, and so on	7	6	5	4	3	2	1	WB-5
6	I take steps and try to prevent problems with other employees in the work place	7	6	5	4	3	2	1	WB-6
7	I do not take extra breaks apart from the official times we are entitled to	7	6	5	4	3	2	1	WB-7
8	I help others who have been absent from work or who need assistance	7	6	5	4	3	2	1	WB-8
9	I am inclined to focus on what is wrong in the work place, rather than to look at the positive	7	6	5	4	3	2	1	WB-9
10	I attend functions that will help build the company image even if it is not required of us	7	6	5	4	3	2	1	WB-10
11	My attendance at work is above the norm for employees in our company	7	6	5	4	3	2	1	WB-11
12	I do not abuse the rights of others	7	6	5	4	3	2	1	WB-12
13	I am always ready to lend a helping hand to those around me	7	6	5	4	3	2	1	WB-13
14	I tend to make "mountains out of molehills" when things go wrong	7	6	5	4	3	2	1	WB-14
15	I believe in giving an honest day's work for an honest day's pay	7	6	5	4	3	2	1	WB-15
16	I consider the impact of my actions on fellow employees at work	7	6	5	4	3	2	1	WB-16
17	I attend meetings that are important, even if it is not compulsory to do so	7	6	5	4	3	2	1	WB-17
18	I am inclined to spend a lot of time complaining about matters that are not even serious	7	6	5	4	3	2	1	WB-18
19	I help to orientate new people even though it is not required of me to assist	7	6	5	4	3	2	1	WB-19
20	I try to be up to date with changes in the organization	7	6	5	4	3	2	1	WB-20
21	I try to avoid creating problems for co-workers	7	6	5	4	3	2	1	WB-21
22	I demand a lot of attention and support from others in the work place	7	6	5	4	3	2	1	WB-22
23	I think it is good to be a more conscientious/ careful employee	7	6	5	4	3	2	1	WB-23
24	I usually help other who have heavy workloads	7	6	5	4	3	2	1	WB-24
Please complete V4 to V9, V4 to V6 by writing in the date, Year of birth and Town in city that you work. V7 to V9 must be completed by making a X on the most correct block. All the lines (V4 to V9) must be completed									
V3 Respondent number (Office use)									
V4 Date completed									
V5 Year of birth									
V6 Town or City									
V7 Ethnicity or Race	1 African	2 White	3 Indian/Asian	4 Colored	5 Other				
V8 Home language	1 Zulu	2 English	3 Afrikaans	4 Xhosa	5 Sotho	6 Venda	7 Tswana		
	8 Tsonga	9 Swasi	10 Ndebele	11 Other					
V9 Gender	1. Male			2. Female			3. Prefer not to say		

Figure 9.4: Example of Distributed Questionnaire

(Source: Fields, 2012b, 2012a)

9.5 Appendix 5: Assumptions that underpinned tests.

The t-tests were underpinned by the following six assumptions (Source: Chiba, 2015, pp. 1, 2):

- One dependent variable is measured at the continuous level
- At least one independent variable with two categorical, independent groups.
- Independence of observations.
- There are no significant outliers in the two groups of the independent variables.
- The dependent variable is normally distributed for each group of independent variables.
- There is homogeneity of variances.

The two-way ANOVA tests were underpinned by the following assumptions (Source: Surbhi, 2017, p.1):

- The population from which the samples are drawn is normally distributed.
- Measurement of dependent variable is done at the continuous level.
- There are two or more than two categorical independent groups in two factors.
- Categorical independent groups have the same size.
- Independence of observations.
- Homogeneity of the variance of the population.