



4-1 Discussion: Shift in Generations Can Cause a Quake in Organizational Behavior

After reading “The Engagement Paradox at Work” article in the Module Four Reading and Resources section, discuss the following:

- How have changes in employee roles as a result of organizational shifts influenced individual behaviors and perceptions?
- Has the organizational shift through generations influenced individual performance negatively or positively, and how has this in turn impacted organizational performance?

Respond to two of your peers. Did any of your peers’ responses provide additional insight that was not included in your original post? Did they change your original perspective on either question or both? Explain and discuss with your peers in your follow-up post.

To complete this assignment, review the [Discussion Rubric](#) document.

Rubrics

 [Discussion Rubric: Undergraduate](#)

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Navigating the Multigenerational Workplace (SHORT VIDEO)

Karen Goodman posted Jan 25, 2021 4:39 PM

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Hello Class,

Here is a short [video](#) from TEDx Talks that looks at the four generations that make up the workforce today. By 2020, there will be five generations! As noted in the Module Overview this week as we address Conflict Management, “If a leader is unable to understand the shared perception that is

influencing the behaviors observed or heard about or from others, then it is unlikely that the conflict will be resolved.” A manager’s job has become much more than just achieving the bottom line...it’s about understanding your employees, developing effective teams and working groups, providing the conditions needed to motivate the employees, and empower them to do the job. It’s also about understanding HOW to manage such a diverse workforce, and how to deal with conflicts that can and will arise in the workplace.

This video will provide insights into a multi-generational workforce, as it walks us through the characteristics of each generation, so you get an idea of what motivates each and how to manage conflict in the workplace should it arise.

Enjoy!

George, L. (2018). *Navigating the Multigenerational Workplace* TEDxTalksCreightonU. Retrieved July 21, 2019 from <https://www.youtube.com/watch?v=kzfAOc4L6vQ>

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4-1 Discussion: Shift in Generations Can Cause a Quake in Organi...

Alicia Felts posted Jan 27, 2021 4:13 PM  [Subscribe](#)

The generational gap in the workplace is “the difference in behavior and outlook between groups of people who were born at distinctly different times” (Tanner, 2020). Each generation grew up in a different context and may have different work expectations. For instance, members of the silent generation are typically depicted as being very fiscally conservative, while baby boomers may show more liberal fiscal tendencies. Gen Z’s are heavily tech-reliant and comfortable using social media platforms, while older generations may prefer other forms of communication. Problems in managing generational gaps in the workplace can arise from misunderstanding. Each generation can have its own preferences and expectations when it comes to completing job responsibilities. For instance, Gen Xers, baby boomers, and members of the silent generation may be more deferential to authority than their later-born counterparts. They may also put more stock in loyalty to a specific company. Also, since each generation can have a different preferred communication method, the potential exists for information to be missed by certain employees who are not as reliant on technology.

I think the organizational shift through generations has influenced individual performance positively. If you were to compare the baby boomers to Gen X, baby boomers are generally characterized as hard workers who enjoy overtime and long weeks and can be thought to be more committed to their roles compared to other generations. However, Gen Xers are viewed

as the best overall workers, they are committed to a work-life balance and are great revenue generators. Generation X employees are highly valued by employers because of their position in the workforce. While baby boomers are retiring and millennial's are still trying to determine their paths, Gen Xers can offer employers a wealth of knowledge, experience, and stability.

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4-1 Discussion: Shift in Generations Can Cause a Quake in Organi...

Averi Pickop posted Jan 25, 2021 9:54 PM [★ Subscribe](#)

Hello Class and Professor Goodman,

How have changes in employee roles as a result of organizational shifts influenced individual behaviors and perceptions?

Thirty-five percent of the United States workforce comprises the Millennial generation, the largest generation in the workforce, whereas 5% of the workforce comprises of Gen Z (Fry, 2020). The Millennial generation is constantly searching for opportunities, ways to innovate organizations (Chadha et al, 2018), and look for constructive feedback from their leadership (Myers et al, 2010), some without income being a factor (Chadha et al, 2018). Unfortunately, the Boomer generation may see this strive for more as arrogant (Myers et al, 2010). The Millennial generation also looks for strong relationships with their peers and leadership, which older generations may see as a burden, and blame parents, teachers, or anyone who influenced the Millennial as a child (Myers et al, 2010). The Millennial generation has a "...lack of formality regarding status, structure, or propriety, which may cause senior-level workers to feel disrespected by young workers whom they believe have not yet earned these considerations. Boomers may even resent Millennials' implicit and explicit requests for communication and

information” (Myers et al, 2010). According to Chadha et al, (2018), the Millennial generation grew up in a time that supported individuality and did not promote conformity, unlike older generations.

Communication has been a normal aspect of a Millennial’s life, and therefore communication and information are not prioritized or seen as more responsibility. The Millennial generation has pushed for innovation, and some companies have listened, such as Google (Myers et al, 2010); however, the Millennial generation commits to the individuals they work with, not the organization, whereas Boomers are committed to the organization (Myers et al, 2010). This could be a potential issue for individuals and organizations. Another potential issue is the Millennial generation’s need to be recognized because they see “time as a valuable resource” (Myers et al, 2010) and a resource that should not be pushed aside. Another negative aspect from the older generation's perspective, not even necessarily Boomers, is that Millennials have grown accustomed to group work and enjoy the fact that this reduces the risks of poor decision making (Myers et al, 2010). Studies have shown that when Millennials are dissatisfied and disengaged in the workplace, they leave, making higher turnover rates (Bogosian et al, 2017). From a personal perspective and as a Millennial, I would much rather be apart of an organization that promotes a cohesive team to prevent Millennials' stigma, and the preconception Millennials have regarding Boomers.

Has the organizational shift through generations influenced individual performance negatively or positively, and how has this impacted organizational performance?

I believe that the organizational shift through generations has influenced individual performance positively to a degree. Millennials only have a life-span of three years with each employer (Landrum, 2017), and this can be seen as a negative or a positive. In my personal opinion, this is an interchangeable perspective as it is a good thing a person leaves a position they are not satisfied with because their lack of engagement could hurt the organization. In contrast, if they are satisfied, they will be fully engaged. Why not want someone in your organization who wants to be there? From experience, I have seen how much it cost to retrain someone in a call center (10-15K per person), making it a tough financial pill to swallow if they leave. Fortunately, due to Millennials being driven by impact, promotion, and deep connections with peers, this generation has the ability to create a symbiotic relationship with the organization (Landrum, 201). Millennials expect a great deal of return but are also willing to work more than the typical forty-hour workweek and even on weekends. Chadha et al (2018) stated that Millennials who received contrasted feedback were more willing to work harder for the organization. That is important when reviewing an organization’s performance. How did the employer help their employee development within their organization? Overall, from personal experience, I believe that individual performance has positively impacted organizational performance, so long as the intrinsic and extrinsic

motivations have shifted with the generation and the organization itself fosters an environment that finds a balance between all generations.

-Averi-

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4-1 Discussion Shift in Generations Can Cause a Quake in Organiz...

Britney Shockley posted Jan 28, 2021 10:25 PM  [Subscribe](#)

4-1 Discussion: Shift in Generations Can Cause a Quake in Organizational Behavior

Employee roles have shifted to influenced individual behaviors and perceptions by advancing their knowledge and use of technology. As being part of the millennials group, I understand how the use of smart phones now change the way we do things. It was not until I was older that the smart phones became used more as compared to the Gen X years. With the advancement of technology and the changing generations, the people have become more lazy and less engaged in working. We as a society have become fonder of having our faces in the smartphones. Generation Z was born into the smartphone technology and have different outlooks on working. Millennials have changed the working world with their connection to phones. "It is evident that every employee would be hooked to a smart device" (Chandha, 2018).

The article mentions the advancements of millennials through work. It says that millennials are looking for progression in a company, they are more socially aware, and they are used to individuality. The organizational shift has influenced individual performance positively because with millennials they have started to work better on an individual level. Generation Z was born with more advancing technology and have also learned to work independently and figure things out by using their devices to find answers.

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Chadha, S. & Kumar, A. (2018). The Engagement Paradox At Work. Retrieved from <https://eds-a-ebshost-com.ezproxy.snhu.edu/eds/pdfviewer/pdfviewer?vid=1&sid=5e05c29a-5fb8-4c56-aa3d-d5859dd00ef7%40sessionmgr4006>

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4-1 Discussion: Shift in Generations Can Cause a Quake in Organi...

Camillo Di Lorenzo posted Jan 25, 2021 7:59 PM

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The organizational shift influenced many different behaviors and certain perceptions because of the different mindsets of the individual. It also it greatly dependent on its generation, and what I mean by that is Gen Z, Gen X, Millennials, Gen Y, Baby Boomers, etc. Generation X is the much more independent generation. They are heavily described as individuals who are much more independent and value their goals and interests both on a professional and personal level. Generally, this generation are more prone to quitting jobs because they were not satisfied with goals. Millennials are much more different in the aspect of “sticking it out” and achieving and feeding off of challenging times which keeps them extremely motivated. When it comes to millennials, they love the constant employee satisfaction because every time they get positive satisfaction their workplace behavior increases and productivity increases in a much positive way.

If considering the shift from Generation X to Millennials, positive impacts have occurred. Diversity in jobs have increased tremendously, and the ability to fix something when it’s not working almost immediately. The problem is corrected right away, which will refrain from this problem occurring again. Yearly evaluations apparently are a thing from the past (which I don’t fully agree with). However, the idea of surveys will also help establish a certain culture and with this idea it will show everyone’s strong point and weak points of the job at hand. Using this survey, will be direct and will help them instantly. Using this survey will take away the idea of having to wait for your yearly evaluation to speak about a specific problem and what needs to be changed. Instead, the survey, will help fix the problem right away. Creating and maintain work relationships and personal relationships with all employees will help keep the staff for the long haul and less turnover. Doing this, will prevent being short staffed in any sense of the word, and positive vibes will be the entire way. Building a foundation is also important, and within that foundation you will definitely the trust and loyalty from all employees including management. Having this foundation, will also help keep everyone motivated which will put you on a path for success.

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Last post **January 26 at 12:45 PM** by Camillo Di Lorenzo

Discussion 4-1

Carlie Ulman posted Jan 28, 2021 11:07 PM [★ Subscribe](#)

Hi All,

First I would like to appreciate that the article did not paint Millennials / Gen Z as villains for once. So often I see articles criticizing the way my generation demands more out of their workplace rather than just accepting the bare minimum so it was refreshing to see it laid out in a positive way.

Employees roles have changed as a result of organizational shifts by having to adapt to the current generations values and use of technology. Millennials are far more technologically dependent as well as more reward oriented than past generations (Chadha, 2018). This has created a new set of guidelines for how roles need to be defined as my generation is less likely to accept a loosely defined role. The generational organizational shift I think has impacted performance positively. We are often referred to as lazy or demanding and entitled when the reality is we are just demanding to be paid our worth or refusing to overwork ourselves for a business that does not deserve it. Older generations seemed to have accepted a lot of poor organizational practices that Millennials will not and while it has caused a rift among the generations, the changes tend to be pro-employee. Millennials and Gen Z need to feel supported and appreciated for their work as a general rule (Chadha, 2018) and as long as management recognizes this and continues to offer praise for good work the performance will continue to be positive.

Reference

Chadha, S., & Kumar, S. A. (2018). The Engagement Paradox At Work. *Human Capital*, 21(10), 14–21.

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Last post yesterday at 1:59 PM
by Karen Goodman

Generational culture shifts

Cassandra Miliner posted Jan 28, 2021 6:58 PM

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Having 5 generations working together has presented its problems for companies. There have been intergenerational conflicts based on those in different generations not knowing how to effectively communicate with one another. An article I read about multigenerational conflict in the workplace talks about how HR is more important than ever in the current workforce. HR must work alongside executives and management in order to make sure employees of all ages are being engaged (Charon and Carpenter, 2014).

This article as well as the one this discussion focuses on both state the challenges millennials and Generation Z has presented to the workforce. These two generations need an environment that is more engaging than prior generations; hence the title: Engagement Paradox. They like to be viewed as individuals within an organization where they are able to showcase their own talents. They also took for recognition more than other generations may have and would like it to be personalized (Chada and Kumar, 2018).

From my standpoint, this has positively impacted the current workforce. HR and management is more engaged in keeping top talent. They do this by employing a reward system, providing quality reviews and having ongoing communication with their workforce that may have not been employed in prior generations.

Carpenter, Marian J. MD and de Charon, Linda C. PHD (2014) Mitigating Multigenerational Conflict and Attracting, Motivating, and Retaining Millennial Employees by Changing the Organizational Culture: A Theoretical Model. *Journal of Psychological Issues in Organizational Culture*. Retrieved from: <https://eds-b-ebshost-com.ezproxy.snhu.edu/eds/pdfviewer/pdfviewer?vid=20&sid=0ecb6b0c-ce30-43f7-a137-99a76dda7af2%40pdc-v-sessmgr02>

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Generations and Organizational Behavior

Christine Goutmann posted Jan 28, 2021 2:09 PM  [Subscribe](#)

I think as the generations in the workforce shift, organizations have needed to shift from an autocratic, or custodial behavior structure to a more team focused, transparent, and supportive layout. “95% of millennial employees said they would work even harder if they had learnt how their task contributed to the company's larger strategy.” (Chadha & Kumar, 2018). As younger generations are increasingly motivated by how their individual efforts to contribute to the organization’s goals, organizations are needing to communicate that connectivity to their associates and reinforce the alignment of the individual goals with those of the organization, as well as remaining transparent as to the overall goals and strategy of the organization.

But while the workforce majority shifts to younger generations, it is also true that the boomer generation is remaining in the workforce longer than previous generations (Fry, 2019). So as leaders it’s not only necessary to devise systems that motivate and engage younger Millennials and GenZ, but also remains inclusive for Boomers and Silents. The stock team I managed for a few years had employees from that included at least one GenZ, Millennial, GenX, Boomer, and Silent. As the company became more tech based operationally, we found that we had to spend a little extra time in training for the guy born in 1941, who didn’t have the same history and familiarity with smart tech that the one born in 1998 had. We found success often in pairing the 2 together, so that the tech savvy helped train others. As a GenX, I occasionally relied on the younger members of the team to help me learn some of the new tech as well. In that respect, the more modern lateral team structure worked well for all generations, in terms of adopting new policies and procedures, productivity, and team integration.

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Fry, R. (2019, July 24). *Baby Boomers are staying in the labor force at rates not seen in generations for people their age*. Retrieved from www.pewresearch.org

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Last post **Thu at 5:42 PM** by
Frances Behagg

4-1 Discussion: Shift in Generations

Colleen Kientz posted Jan 27, 2021 10:01 PM [★ Subscribe](#)

Hello classmates and professor,

I have enjoyed this week's reading and discussion. Over the years, many things have changed from 8-track cassettes to CDs and online streaming. We went from landlines and rotary phones hanging on walls to cell phones that can fit in your pocket. As technology has changed over the years, so have the roles within organizations. Coming from the Generation X era, I have seen many organizational shifts. We were raised and taught the value of a dollar. We got an education, got jobs, got married, and wanted to live the American dream. Many people stayed at their careers for over 20 years and retired, having only that one job. As times changed, organizations had to change, or they would not compete with the evolving times.

When looking at the different changes in organizations such as implementing new technology, leadership changes, and culture changes an organization can be successful or fail with the change depending on how they relay it to their employees. Over the years I have had the opportunity to work in the fast food industry in many leadership roles. The food industry usually hires the younger generation of workers just starting their careers. This has allowed me to work with Millennials and Gen Z employees and to learn how to adapt. The one thing I have taken with me is how to treat my employees. Communication is essential on all levels, and being a good listener goes far. The generation

of today values their time and expects you to follow thru with what you promise. When employees have a leader that doesn't show they care about them or their needs, will see a lot of turnover. They look for a culture they can grow into and learn. The biggest issue I see is that face-to-face conversations and personal interactions were essential to me when I started working. Today, with the evolution of technology, younger generations look for their interactions through a computer screen and social media, which has caused social interaction issues. When an employee is not happy, they now have a large platform to share their frustrations, which can cause issues with their future employment as well as damage the reputation of companies. When an organization sets the environment, they must explain the why's behind the culture, behavior, or policy they are expecting. Communication is essential, as well as recognition and training, and development.

I believe that the organizational shift through generations can positively or negatively influence individual performance depending on the culture of the organization and its leaders. Millennials have a strong desire to be heard and have many ideas and suggestions to offer. They will switch jobs very quickly if they do not find fulfillment in their lives and usually switch jobs often. They prefer to work in organizations that don't have a hierarchy, and everyone respects each other's ideas and opinions. Companies that offer freedom to think outside the box and let their employees be creative will positively impact them. I have seen many great ideas get implemented or new food ideas created because someone took the time to listen. Companies have become more innovative and care more about their employees. I like this quote from Simon Sinek, "We are drawn to leaders and organizations that are good at communicating what they believe. Their ability to make us feel like we belong, to make us feel special, safe, and not alone is part of what gives them the ability to inspire us." (Goodreads.com, n.d.). I look forward to furthering discussions. Have a great week.

Colleen

Goodreads.com, (n.d.). Simon Sinek Quotes. Retrieved from https://www.goodreads.com/author/quotes/3158574.Simon_Sinek

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Corrina Connolly posted Jan 28, 2021 9:41 PM [☆ Subscribe](#)

Changes in employee roles as a result of organizational shifts have influenced individual behaviors and perceptions by generation. Each generation has brought their own concepts to the work place. while the older generations are known for being hard working individuals, the younger generations are good for bringing new ideas and outlooks to the work centers. These new generation introduce easier and more efficient ways to complete tasks that organizations have been doing for years. When given the opportunity to add their input to the organization they may be able to improve the organization.

The organizational shift through generations has influenced individual performance positively. The organizational shift has allowed for younger employees to feel empowered and appreciated in the work centers which leads to better performance from those individuals. When the employee feels empowered they work harder to accomplish the goals of the organizations. When the employees work hard and improve their performance then the organizational performance is also positively impacted.

The organizational shift through generations has influenced individual performance in a positive way, for the most part. Each generation has its own contribution to the organization.

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New Generations

Frances Behagg posted Jan 27, 2021 8:45 PM  [Subscribe](#)

I am a Gen X. My generation has seen the end of typewriters and cameras that used film. We stayed outside until the lights came on and played Oregon Trail on a school computer. We were the transitional, and liaisons to other generations. Working in the fire service and being a supervisor, has given me the opportunity to see the merging and transition of generational influences. In the past year, my department has hired about 50 new employees and the age demographic range from early 20's to early 30's. During the onset of the new year, my crew has consisted of majority individuals employed with the department for under a year. "The Engagement Paradox at Work", had made some real evident point and some "aha!!" moments.

In the past, the organization's culture consists of being motivated by the equity theory and Maslow's Hierarchy Needs. According to Chadha and Kumar (2018), "the workforce will invariably lead us to the famous Herzburg two-factor motivational theory" and "will need to be revisit and redefined with arrival of Gen Z"(2018, p 16). The new employee tends to be like sponges soaking up any and all information that is given. These individuals are highly motivated, excited, and influenced at this stage of their career. They rarely use sick leave and use leave time to receive certifications before a deadline. They show up early, are willing to extra details for station maintenance, and they maintain a healthy and positive work environment. Anytime they are not actively engaged in a task, you can find them on their phone. These individuals are influenced by social media and share information well.

The organizational shift through the generations has influenced individual performance both, negatively and positively, and has impacted organizational performance. The biggest performance that this has influenced is those individuals who are negative have a bigger platform with social media and technology. The other side this technology has enabled members to find classes they need and connect with other members. The impact that the newer members have made is a team and cohesive work environment to maintain their position.

In conclusion, this article helped me to understand the progression and motivation of the new generation. I am excited to see the changes and new ideas they bring. Hopefully, this motivation will continue as they begin to compete for management positions.

I found that out of the hygiene factor number 3 was most interesting. The factor explains the new generation would like regular and honest feedback. The factor, also, explains the need for "instant gratification" (Chadha and Kumar, 2018). Who does not like a whole heartedly great job?

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Shift in Generation

Harli Young posted Jan 28, 2021 7:58 PM [☆ Subscribe](#)

Hello,

- How have changes in employee roles as a result of organizational shifts influenced individual behaviors and perceptions? Employee roles have changed more individualized as a result of the organizational shift. Employees are more likely to speak up and want to be recognized for the work that they do. Individuals today are very work driven and do not have a problem with bringing the work home in order to make sure the task is complete. Millennials want to put everything they have into their work. Their hearts sing because they are living their purpose. Their minds are stimulated by the challenge (Cahar & Kumar, 2018).
- Has the organizational shift through generations influenced individual performance negatively or positively, and how has this in turn impacted organizational performance? Today, most employees are tech-savvy and I believe that this organizational shift through the generations has positively impacted individual performance. The use of technology has allowed the organizations to reach a larger pool of employees, which gives the organization more talent; "It allows organizations to reach out to a larger population of potential candidates like freelancers, working parents, etc (Chadha & Kumar 2018)."

Chadha, S., & Kumar, S. A. (2018). The Engagement Paradox At Work. *Human Capital*, 21(10), 14–21.

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4-1 Discussion

Jared Sterba posted Jan 27, 2021 11:42 PM [★ Subscribe](#)

Hello All,

I really enjoyed this weeks readings personally. As I was reading through "The Engagement Paradox at Work" I was thinking of specific scenarios I have seen at my work place. As we have grown and educated ourselves as humans, we might also find that organizations have grown into the technological standpoint. This can be a huge shift for the generation that was used to pen and paper. My mom works in the aircraft business, and she is always talking about how the younger kids get more job chances due to their experience with technology or stubbornness of wanting to move up. This has been one of the biggest changes in the workplace. This gives older generations negative feelings about the younger generation, especially when the younger one becomes the boss. Millennials are not afraid to leave a company for something new, however, the older generation would stay with a company for their whole life to show loyalty no matter what they did. Employees just don't feel very valued not being able to move up due or being inhibited at work that a younger person is getting due to education or experience. This can turn individual performance into a negative place, which then in turn reduces the production of the whole organization. Shruti Chadha and S. Ajay Kumar say "Millennials grew up in a different world. When they work at a company, money does not merely motivate them. Instead, they want more opportunities, more progression, and more chances at development."

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Joshua Pruitt posted Jan 29, 2021 2:50 AM [☆ Subscribe](#)

In my opinion, I believe that the changes in employee roles resulting from organizational shifts, individual behaviors and perceptions have been influenced. In "The Engagement Paradox at Work" by Shruti Chadha and S. Ajay Kumar, they describe this shift in behaviors and perceptions in terms, generally, what motivates people from a generational perspective. Motivating factors for one generation is likely not going to be as effective for cohorts of a different generation as often times there are generational influences and differences of foundation to a cohort's background such as education, professional development, and even technology use. As an example, the article likens Millennials' growing up "in a different world" to not being solely motivated on money alone (Chadha & Kumar, 2018).

I do believe that the organizational shift through generations has influenced individual performance positively. By understanding the nuances of inter-generational motivation and interpreting the reasons behind those differences can help target what is most motivating for people based on their generational cohort. By being able to target what motivates employees the most, this benefits the organization's performance by keeping their staff engaged which will help them to feel a sense of purpose to continue to do high quality work.

Thanks for reading!

Josh

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Chadha, S., & Kumar, S. A. (2018). The Engagement Paradox At Work. Human Capital, 21(10), 14–21.

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Shift in Generations

Lacey Gagnon posted Jan 28, 2021 3:49 PM

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The discussion this week once again goes along exactly with what I am dealing with at work. If this class were not pre-written, I would wonder if it was one of those Google algorithms. I was having a generation vs work ethic conversation with another manager this week and they were having a hard time understanding why a Gen Z employee did not work the way they did. This manager is forty and the employee is twenty-four. Not a huge difference, but even sixteen years is enough for that manager to now alter the way they work to support the talent, needs and wants of this young and talented employee.

Until recently I did not know I was a millennial, I was Gen X to my core. When the term originally started being used, I remember them saying a millennial started in 1982 or even 1985 in some cases. Last year during a work training called "How to coach millennials" I had the pleasure of learning that in fact now, I was a millennial! After some soul searching and a nod to my youth in the 1990's I realized that it was not bad anymore to be a millennial, a gen x or even a boomer. The new generation that was entering the work force and causing a disruption in a completely different way is Gen Z.

Each generation has a shift, but as the article "The Engagement Paradox at Work" points out each brings a cache of unique experiences (Chadha and Kumar). When you think about each generation, they have their known strengths (or weaknesses depending on who you ask). Baby Boomers lived through childhood with parents who had suffered hard times financially and even ethically and are now more openminded and willing to spend money because of that influence. Gen X where the rebels, the individuals, the first to use dial up internet and have cellphones, they were able to bridge the gap between the older technology and the new. Gen Z, because of the instant gratification of having the ability to google an answer immediately, they are challenging the work force to change and provide faster answers.

A word that was thrown out in the training I mentioned above was "Response Intolerance." This is a new shift that is coming as companies adapt to faster more accurate answers for employees. The surveys mentioned are a great start, but there is a quote from Simon Sinek that speaks to what we need to do to keep millennials engaged and promote the same employee satisfaction from other generations as well "When people are financially invested, they want a return. When people are emotionally invested, they want to contribute" (Sinek). We need to find that connection. Each person is different. Find what appeals to them and the gap will be bridged without having to completely reinvent the company. Companies are finding ways through employee engagement programs, talks about culture and development, health and well-being initiatives and even encouragement of outside interests. These programs are becoming the norm in order to promote engagement and create a more positive employee performance.

References

Chadha, S., & Kumar, S.A. (2018). The Engagement Paradox At Work. *Human Capital*, 21(10),14-21.

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4-1 Discussion: Shift in Generations Can Cause a Quake in Organi...

Marisol Cavazos posted Jan 28, 2021 9:28 PM [☆ Subscribe](#)

Employee roles have surely changed throughout the years. I remember being in high school having to take a typewriting class with a typewriter. Now you must have computer skills to work at most jobs, so this has caused many new employee roles to be created as well as some roles to be eliminated. Organizations have also changed as technology changes. I remember working at doctors' offices that had filing clerks because patient charts were paper and everything had to be manually filed. Now with EHR electronic health records, there is no need for a filing clerk, but there is now a need for an IT technician. The workforce is full of different generations and like the speaker in the video stated about getting to know the person instead of stereotyping them will benefit everyone including the organization. I liked what she said about allowing each generation to teach and to learn. I have heard everything stereotyping about the generations exactly as she stated and have even seen people literally state they hate working with millennials which I personally do not understand. I enjoy working with all generations, and I have personally learned from younger coworkers such as honing my computer skills. I also love to teach and share my knowledge as well. I think everyone really benefits especially the organization.

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Last post yesterday at 2:54 PM
by Rachael Sabin

Hello,

Paige Norquay posted Jan 27, 2021 12:23 PM [☆ Subscribe](#)

Hello,

Changes in employee roles influenced individual behaviors by allowing employees to succeed. What I mean by that is when employees become disengaged as (Chadha, S., & Kumar, S. A. 2018) state changing their roles at work allow some to be rid of work that they do not enjoy while allowing

others who do enjoy that specific task to shine. Employees are motivated by contributions, rewards, and a feeling of belonging or comradery. In previous modules we discussed perception being everything, if employees perceive that they are valued they will perform at the top of their ability. However, as (Chadha, S., & Kumar, S. A. 2018) also point out disciplining or threats of discipline to encourage employees to reach goals is perceived as demoralizing and has a vastly negative effect on overall performance and job satisfaction.

The organizational shift through generations has influenced individual performance in a positive manner. The longer we study the more we learn and new generational influences have forced employers to be more engaged with their employees which has proven to increase performance. Employee performance is the driving factor in organizational performance, so of course if individual's performance is increasing so is organizational performance. This even transfers over into team performance as if each individual on a team is performing well the team or department will perform accordingly. "For teams, inputs such as collective knowledge, experience and cooperative teamworking behaviour can result in high productivity and quality output." (Arvinen-Muondo, R. Perkins, S., 2013) To ensure that this organizational shift continues to improve managers must remember what motivates employees such as feedback, performance appraisals and keep adapting these through generational and individual differences.

References

- Arvinen-Muondo, R. Perkins, S. (2013). *Organizational Behaviour: People, Process, Work and Human Resource Management*. Kogan Page.
- Chadha, S., & Kumar, S. A. (2018). The Engagement Paradox At Work. *Human Capital*, 21(10), 14–21. Retrieved from <https://eds-a-ebscohost-com.ezproxy.snhu.edu/eds/pdfviewer/pdfviewer?vid=1&sid=2a060e5c-e73c-4a80-a826-df7a255df2fa%40sessionmgr4006>

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4-1 Discussion: Shift in Generations Can Cause a Quake in Organi...

Patrick Dixon posted Jan 29, 2021 12:03 AM

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Hi Class,

How have changes in employee roles as a result of organizational shifts influenced individual behaviors and perceptions? It has influenced employees' roles by human resources, employees, and managers becoming more involved with their employees to ensure that their staff are engaged more

into the organization. I remember back in the Generation X era, there was no personal interaction with employers and their staff to ensure we worked as a team. More time was given to complete jobs, and there was no sense of urgency or immediate showing of return on the completed work. Millennials are working at a faster pace and smart phones enable them to stay connected with work even while at home. Talented workers want to be more involved and more in tuned with what is going on within the organization. As an individual whether you are the employee, human resources, or a manager, the behaviors have shifted from minimum praise or awards to the employees leaning more towards more interactions between peers and upper management. The changes in an individual's behavior as in absenteeism or tardiness, poor quality of work, and employee complaints are some examples of behaviors that an employee can show when unhappy in an organization (Chadha & Kumar 2018). Now there is more interactions on all levels. It is encouraged in all positions, for employees to engage even with social media. An individual will become more invested. Perceptions of the workplace has changed from a negative to positive environment.

Has the organizational shift through generations influenced individual performance negatively or positively, and how has this in turn impacted organizational performance?

Performance has shifted positively through employee engagement. It has improved organizations performance. There is more communication within organizations. Some organizations have started motivating employees to want to work harder and better. Organization performance increases are due to employees working better, then the company becomes better. An example of this practice is the fact that employee engagement is an emotional state where employees feel passionate, energetic, and committed to their work. That's why Employee Engagement is & always will be the very high priority for HR department, as it leads to high productivity, positivity and it creates a happy environment at work. It even helps employees to do their job effectively. Employee engagement is a very powerful concept and every organization should be more focused on increasing employee engagement activities, as its directly related to employee performance & organization growth (TRIPATHI,2018).

Chadha, S., & Kumar, S. A. (2018). The Engagement Paradox At Work. *Human Capital*, 21(10), 14–

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Paradox of Engagement Discussion

Pedro Gonzalez posted Jan 28, 2021 8:29 PM  [Subscribe](#)

Hello class,

The changes in employee roles as a result of organizational shifts have influenced the behaviors and perceptions to adapt and be aware of change for the millennials and Gen Z which is a wave of high use of technology, like smart phones and social media; furthermore, engagement is revamped with several options that could be applied in our environment like showing appreciation, communication as a group, avoid silo, and many other types (Chadha and Kumar, 2018). A good and healthy approach to practice, would be to be aware of what your input is, and later see the final product and connect how you contributed to it (Chadha and Kumar, 2018). By the consideration of the new styles of inputs with the use of technology, you could raise awareness and be able to apply a system that could incorporate all types of styles of learning and contributing for the better of all of the company.

The organizational shift through generations has changed because the new generations, after surveying what they really want from their work, is being more involved and suggesting entrepreneur roles with a sense of more independence. You could still keep the engagement level high which is important but, according to the cover story, the new generation of input is more valuable if it would to be applied but also, if it would to be recognize by the styles of engagement. As the story mentions it, the changing of the laws of engagement on a survey in 2014 for Gen Z suggested that 64% requested more entrepreneur classes in college and also, 42% expected to be self employed throughout their career (Chadha and Kumar, 2018).

This story has helped me have a better feel of understanding coworkers that fit these generations and have taken into effect the use of cel phones a lot. I sense a feeling of

independence with them and a feel of wanting to venture into their own business or trade. So as far as my industry goes, the future for construction and installations may take a hit due to most of the cel phone or smart device users don't like doing physical work that much but rather develop systems of how to do things in a different way in moments where we are not working for R&D departments thus just slowing the process and expectations of production turn around times. Has this affected any of you?

Hope you are all doing good and staying safe!

-Pedro.

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4-1 Discussion: Shift in Generations Can Cause a Quake in Organi...

Rachael Sabin posted Jan 26, 2021 2:59 PM  [Subscribe](#)

Hi Class and Professor Goodman!

Can't believe were halfway through this course already! I feel that changes in employee roles as a result of organizational shifts have influenced individual behaviors and perceptions in many ways. There are five generations of employees in the work force currently. First are the traditionalists, who are tactful, straightforward, dependable and loyal, who respond best to satisfying work and contributing to the cause, emphasis is on stability. Next, are the baby boomers, who are optimistic, competitive, workaholics who are team-oriented. They respond best to specific goals and deadlines, mentor roles, and coaching style feedback. The third type are the Generation X'ers who are skeptical, informal, independent and flexible. They respond best to immediate feedback, flexible work arrangements, and personal development opportunities. Then, we have the Millennials, who are civic and open minded, achievement oriented, and competitive, who respond best to personal relationships, flexibility and personal relationships. Lastly, we have the Generation Z'ers who are progressive, less focused, entrepreneurial, global minded individuals who like to work on multiple projects at the same time, have work-life balance, and be self directed and independent. Organizational shifts have influenced these generations by adapting with each of them and trying to accommodate the different styles of the generations. ("Generational Differences...", nd) There have been factors recognized as being key to success with multi generational employers. These are connectivity, Career progression, personalization, making the voice work, and real time recognition (Chadha, Kumar, 2018).

The organizational shift through the generations has influenced individual performance positively because employers are adapting their approach with each generation of employee. (Chadha, Kumar, 2018) This is key to a successful business organization because individuals vary across their generations. This has impacted organizational performance though ensuring more satisfied employees, which, in turn, ensures better business.

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Chadha, S., & Kumar, S. A. (2018). The Engagement Paradox At Work. *Human Capital*, 21(10), 14–21. Retrieved from <https://eds-b-ebSCOhost-com.ezproxy.snhu.edu/eds/pdfviewer/pdfviewer?vid=1&sid=a4f9eec3-2bba-4993-8ec1-6cd76e12e71a%40pdc-v-sessmgr06>

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Last post **Thu at 3:50 PM** by
Rachael Sabin

4-1 Discussion: Shift in Generations Can Cause a Quake in Organi...

Scott Billups posted Jan 26, 2021 8:30 PM [☆ Subscribe](#)

Hello,

With more and more organizations looking to perform better and remain in competition with the industry change will be forever constant. From leadership moves and all the way to restructures and acquisitions, employees' behaviors react to the changes whether realized or not. Not having a clear understanding of change, and their role in that change can have a negative effect on employee behavior and yield a perception that could run through the organization and derail the company's goals. Organization shifts come with the responsibility that those shifts must be managed properly to enhance employee morale and engagement, not break it.

Organizational shifts through different generations I would say have impacted individual personal both negatively and positively. For organizations who know how to recognize, engage, and reform their current organizational structure to meet the needs of a diverse workforce come across with better performance overall. The organizations in which, they are slower to adapt and adopt in engaging drives workforce will become obsolete in modern business. One of the major drivers of organizational performance is diverse,

multigenerational cultures that foster innovation, creativity are more profitable than the ones that do not embrace it.

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Last post **Wed at 9:55 AM** by
Karen Goodman

4-1 Discussion: Shift in Generations Can Cause a Quake in Organi...

Stephanie Martin posted Jan 28, 2021 7:02 PM  [Subscribe](#)

Hello Class,

After reading "The Engagement Paradox at Work" article in the Module Four Reading and Resources section, discuss the following:

- *How have changes in employee roles as a result of organizational shifts influenced individual behaviors and perceptions?*

Overtime so much has and will change. I see that employee roles have changed due to organizational shifts overall and this is impacting outlooks on perceptions and behaviors. “Millennials want to put everything they have into their work. Their hearts sing because they are living their purpose. Their minds are stimulated by the challenge. Like Millennials, Gen Z is a cohort of digital natives; they have had the technology and the many forms of communication since birth.” (Chadha & Kumar, 2018) If we think about what has changed in just 20 years, that’s crazy. Behaviors have changed in ways that individuals start to look out for themselves, start to put future and worth into consideration. As things start to shift the individual starts to develop a self-demand to be successful. “Factors such as achievement, recognition, responsibility, and career advancement are key motivating factors that will help employees exceed at their work. Whereas factors such as supervision company policies, work conditions, salary were the hygiene factors, which when absent were sure to demotivate employees.” (Chadha & Kumar, 2018) Motivation is key to allowing an employee to want to be part of the organization. We may look back and say well a job is just a job in the past now it's more like what does this job has to offer me.

- *Has the organizational shift through generations influenced individual performance negatively or positively, and how has this in turn impacted organizational performance?*

I would have to say this is a positive shift in generations although it could be a negative as well. Employers are seeing employees having a higher turnover rate as they explore their options going from employer to employer, this puts more pressure on organizations to motivate employees. This is a big change from what it was in the past. We need to remember that things will just keep changing, organizations need to recognize these changes and adapt positively. The success of an organization is the employees and if the culture of generations has developed into more demanding behavior to satisfy personal growth then employers need to act on that regardless if it is a negative for the organization. Making changes will be a positive for success.

-Stephanie

References:

Chadha, S., & Kumar, S. A. (2018). The Engagement Paradox At Work. *Human Capital*, 21(10), 14–21.

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Last post **yesterday at 3:12 PM**
by Karen Goodman

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