

**BABY BOOMERS AND GENERATION X'S PERCEPTION
TOWARD GENERATION Y BEHAVIOR
IN THE WORKPLACE:
A STUDY OF ARCHITECTURAL ORGANIZATION**

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BABY BOOMERS AND GENERATION X'S PERCEPTION TOWARD GENERATION Y
BEHAVIOR IN THE WORKPLACE: A STUDY OF ARCHITECTURAL ORGANIZATION

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ABSTRACT

There are 3 generations in the workplace nowadays; these are Baby Boomers, Generation X, and Generation Y. Many organizations are becoming multi-generational workplaces. They have experienced workplace conflicts resulting from the differences between generations. Architectural organizations experience this problem as well. Conflicts between generations might affect the efficiency and ability of the workforce, including the working environment. The purpose of this thematic paper is to study factors that affect a generation's behavior in the workplace, additionally, to explore conflicts in multi-generational workplaces and the attitudes of each generation toward the other generations in the workplace.

This study used in-depth interviews and secondary sources to collect the data and categorized it into 6 categories, which are attitudes toward work, communication and technology, attitudes regarding respect and authority, work-life balance, leveraging, and loyalty.

According to this study, it can be concluded that generational differences in attitude and behavior do exist in architectural organizations and could lead to conflict in the workplace. The literature reviews and findings in this study show that every generation already recognizes these conflicts and try their best to resolve the problem. However, misunderstandings between generations still exist. Workforce performance can be improved, and it would be beneficial for the organizations if they are able to identify and understand each generation's characteristics and attitude toward other generations.

KEY WORDS: BABY BOOMERS / GENERATION X / GEBERATION Y /
ARCHITECT / WORKPLACE / CONFLICT / BEHAVIOR / ATTITUDE

81 pages

ความคิดเห็นของ BABY BOOMERS และ GENERATION X ต่อพฤติกรรมของ GENERATION Y ใน
สถานที่ทำงาน : กรณีศึกษาบริษัทสถาปนิกและการออกแบบ

BABY BOOMERS AND GENERATION X'S PERCEPTION TOWARD GENERATION Y
BEHAVIOR IN THE WORKPLACE: A STUDY OF ARCHITECTURAL ORGANIZATIONS

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บทคัดย่อ

สถานที่ทำงานในยุคปัจจุบันส่วนใหญ่ประกอบด้วยกลุ่มคน 3 รุ่นอายุ คือ Baby Boomers, Generation X และ Generation Y ทำให้สถานที่ทำงานเป็นที่รวมของกลุ่มบุคคลหลายหลายช่วงอายุ ซึ่งทำให้เกิดปัญหาความขัดแย้งที่เกิดจากความแตกต่างของบุคคลแต่ละกลุ่ม บริษัทสถาปนิกก็ประสบกับปัญหานี้เช่นกัน ความขัดแย้งเหล่านี้ส่งผลกระทบต่อประสิทธิภาพการทำงาน รวมไปถึงสภาพแวดล้อมในการทำงานอีกด้วย งานวิจัยนี้มีวัตถุประสงค์เพื่อที่จะศึกษาปัจจัยที่มีผลต่อพฤติกรรมของกลุ่มบุคคลในแต่ละช่วงอายุในสถานที่ทำงาน รวมไปถึงทัศนคติของ Baby Boomers ต่อพฤติกรรมของ Generation X และ Generation Y อีกด้วย

ข้อมูลในงานวิจัยนี้ ทำการรวบรวมมาจากการสัมภาษณ์แบบเจาะลึกและแหล่งข้อมูลอื่นๆ ซึ่งครอบคลุมทั้งหมด 6 หัวข้อ ซึ่งได้แก่ ทัศนคติต่องานที่ทำ การสื่อสารกับผู้อื่นและการใช้เทคโนโลยี การให้ความนับถือและเคารพในตำแหน่งหน้าที่ การบริหารความสมดุลระหว่างหน้าที่การงานและชีวิตส่วนตัว เป้าหมายและแรงกระตุ้นในการทำงาน และความจงรักภักดีในบริษัท

ผลการวิจัยในครั้งนี้สามารถสรุปได้ว่า มีความแตกต่างทางด้านทัศนคติและพฤติกรรมในกลุ่มบุคคลในแต่ละรุ่นอายุที่ทำงานในบริษัทสถาปนิก และความแตกต่างเหล่านี้นำไปสู่ความขัดแย้งในที่ทำงานของบุคคลในแต่ละรุ่นอายุ ความแตกต่างระหว่างการวิจัยและรายงานผลการวิจัยในอดีตทำให้เห็นว่า ปัญหาและความแตกต่างเหล่านี้กำลังได้รับการแก้ไขด้วยความร่วมมือจากทุกภาคฝ่าย แต่ยังคงมีความเข้าใจผิดเกิดขึ้น ดังนั้น การศึกษาและความเข้าใจที่ถูกต้องเกี่ยวกับเข้าใจทัศนคติและพฤติกรรมเฉพาะของกลุ่มบุคคลในแต่ละรุ่นอายุ จะทำให้บริษัทสามารถปรับปรุงประสิทธิภาพการทำงาน เพื่อประโยชน์ของบริษัทได้

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LIST OF ABBREVIATIONS

Abbreviations

BB

GX

GY

Terms

Baby Boomers

Generation X

Generation Y

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Recently, a new and the youngest generation, has entered the workplace. Because of the shorter generation's period and the delayed retirement of the older generations, it is the first time in history that there are four generations working together at the same time (Bibb, 2010; Dorsey, 2010). Many organizations are now multigenerational workplaces. There have been many studies concerning generations in the workplace, and each study has come up with a variety of and different names for the period for each generation, as illustrated in table 1.1. It is obvious in every study that Matures are the oldest generation in the workplace. Most of them have already retired. The secondary generation in the workplace is Baby Boomers. They are now in management positions. Generation X, the third generation, is between Baby Boomers and the youngest generation - Generation Y.

Table 1.1: Generation labels and dates

Source	Labels and (Dates)			
Crumpacker and Crumpacker, 2007	Veteran (1925-1945)	Baby Boomer (1946-1964)	Generation X (1965-1979)	Generation Y (1980-1999)
Alsop, 2008	Traditionalists (1925-1945)	Baby Boomers (1946-1964)	Gen Xers (1965-1979)	Millennials (1980-2001)
Parry and Urwin, 2009	Veterans (1925-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1980 onwards)
Dorsey, 2010	Matures (pre 1946)	Baby Boomers (1946-1964)	Generation X (1965-1976)	Millennials (1977-1995)

The generation gaps are obvious in the multigenerational workplace. Many organizations experience tension between employees of different generations. Most older employees are dismissive of younger workers' abilities, and the younger employees are also dismissive of their older co-workers' abilities (Willaman, 2009).

1.2 Statement of problem

Generation Y enters the workplace with high expectations, both for themselves and their employees. They are talented and possess the potential to increase the workforce's efficiency for organizations. They are the fastest growing segment in the workforce and the number is continuing to increase. Many organizations recognize the importance of this new generation's emergence. Executives and managers try to manage the multigenerational workforce where each generation has a different attitude toward work, especially Generation Y. They are concerned about the workplace environment and they are ready to leave immediately if they are dissatisfied. Most organizations prefer to retain their employees as long as possible because Matures and Baby Boomers are beginning to retire and the cost for replacing employees is high.

1.3 Significance of the study

As with other companies, most of the large architectural organizations in Thailand are multigenerational workplaces. However, their working traditions are different from other types of organizations. For example, their working hours are more flexible and they consistently work overtime in the evenings and at weekends. They have a different workplace environment than other careers, which inspires them and supports their creativity. Additionally, their dress codes are casual.

Architects spend most of their time in the office developing designs and sketching. Every generation is involved in the design process. Figure 1.1 represents the hierarchical organization's structure of an architectural organization in general. Matures and Baby Boomers are at the top of organization chart. They are responsible

for architects and junior architects on their teams. It is important for every generation, especially Matures and Baby Boomers, who are in management positions, to understand each generation’s characteristics in order to create a powerful workforce where each generation feels recognized and appreciated for their contributions. The misunderstanding of these characteristics will not produce any benefits.

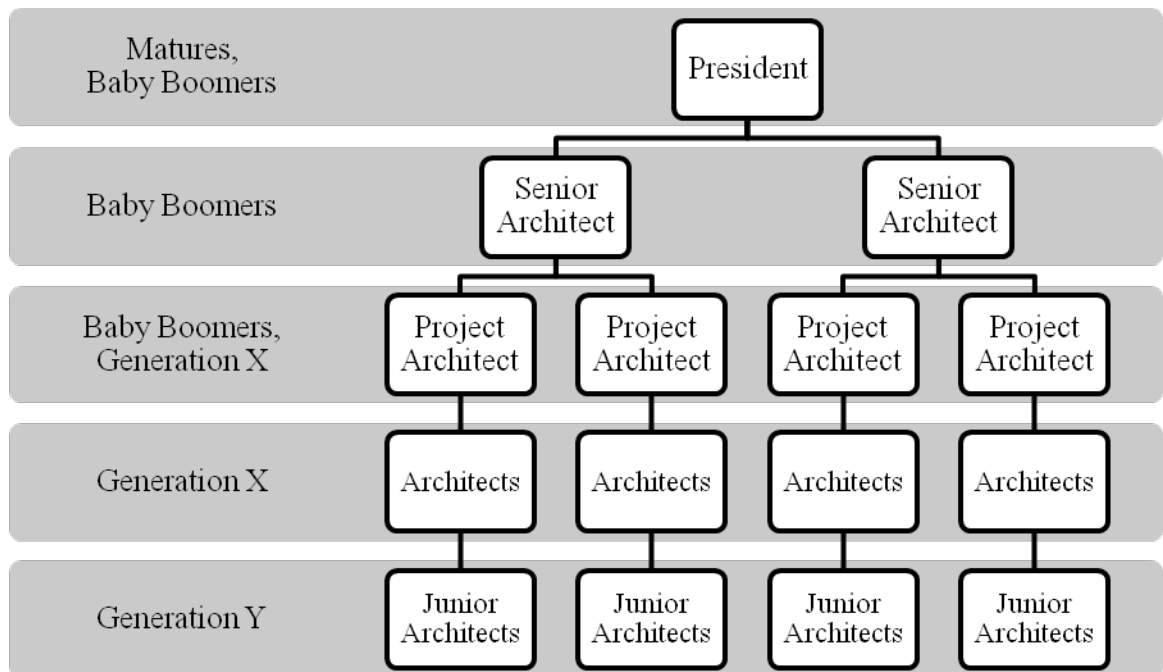


Figure 1.1: Organization chart of architectural organizations in general

This study intends to explore the conflicts between generations in architectural organizations by studying Baby Boomers and Generation X’s perception toward Generation Y in the architectural organizations and also Generation Y’s perception toward themselves. The results of this study will be beneficial for organizations or managers that want to increase multigenerational workforce performance and also be able to retain and manage their employees.

1.4 Objectives of the study

1.4.1 To explore the factors that affect the behavior of Baby Boomers, Generation X and Generation Y in the workplace.

1.4.2 To explore conflicts that result from generations' differences in multigenerational architectural workplaces.

1.4.3 To explore the perceptions of Baby Boomers and Generation X towards conflicts and Generation Y's behavior in the workplace.

1.4.4 To explore the attitudes of Generation Y towards themselves and conflicts in the workplace.

1.4.5 To provide recommendations for organizations in managing multi-generational diversity.

1.5 Scope of the study

In this studying, there might be some differences caused by unique individuals and places. This study will focus on common characteristics in each generation. Because of the predetermined study period, there are limited resources and time. This study will focus only on the Baby Boomers generation, Generation X, and Generation Y in architectural organizations located in the Bangkok area, which tends to have a similar workplace environment. Matures are eliminated from the study because most of them have already retired.

1.6 Benefits from the study

This study will help the organizations to understand the perception of Baby Boomers and Generation X toward Generation Y behavior in the architectural workplace, including the factors that affect their behavior and the attitude of

Generation Y towards themselves. It will assist the organizations in developing the strategy in human resource management with regards to generation diversity.

1.7 Definition of terms

- Matures

The term “Matures” in this study are sometimes called Traditionalists and refers to individuals who were born before 1945. (Bibb, 2010)

- Baby Boomers

The term “Baby Boomers” in this study refers to individuals who were born between 1946-1964. (Bibb, 2010)

- Generation X

The term “Generation X” in this study refers to individuals who were born between 1965-1979. (Bibb, 2010)

- Generation Y

The term “Generation X” in this study refers to individuals who were born between 1980-2000. (Bibb, 2010)

- Generation gap

The term “generation gap” refers to any conflict or misunderstanding between each generation in the workplace.

- Attitudes

The term “attitudes” refers to a positive or negative evaluation of people, objects, events, activities, and ideas.

- Behavior

The term “behavior” refers to a range of actions and mannerisms.

- Cohort

The term “cohort” refers to all persons born in the same limited span of consecutive years. (Strauss & Howe, 1991)

- Older generations

The term “older generations” refers to Baby Boomers and Generation X.

- Younger generation

The term “younger generation” refers to Generation Y.

- Work performance

The term “work performance” refers to whether or not a person performs their job well. It is an important criterion which relates to outcome and success in a workplace.

- Working hard

The term “working hard” refers to working style whereby person puts forth all efforts and utilizes all available resources to complete the task in a specific time.

- Working smart

The term “working smart” refers to working style whereby person considers unconventional ways and utilizes few resources to complete the task in less time.

- Loyalty

The term “loyalty” refers to faithful adherence to an organization. It can be measured by the amount of time employee spends in one organization.

CHAPTER II

LITERATURE REVIEWS

2.1 Defining generations

Generation theories have been studied for a long time. Researchers or authors defined generations differently depending on their perspectives. Karl Mannheim (1952), as a sociologist, defined a generation as individuals that share the same age group, context, and historical experiences. Individuals who were raised in a different context can create a new generation, although they share the same location and age group. This is the same as those who were born at the same time will not always be involved in similarity of location, although they were in the position to experience the same events and data. Members of any generation can only participate in a temporary limited section of historical processes.

William Strauss and Neil Howe (1991) defined generation as a group of persons born in a limited span of consecutive years whose length approximates the span of a phase of life and whose boundary is fixed by peer personality. Peer personality can be determined by common age locations, beliefs and behaviors, and perceived membership in a common generation.

Another researcher, Koppersmith (2000) defined generation as an identifiable group, called cohort, that share birth years, age, locations and significant life events at critical developmental stages divided by 5-7 years in the first wave, core group, and last wave. Cohorts developed generational characteristics and peer personality through their shared experiences. Generational characteristics include values, attitudes, preferences, and behaviors. These characteristics form filters which influence the generations' life.

2.2 Generation background

There are currently four generations in multigenerational workplaces. However, this study will focus on only 3 generations, which are Baby Boomers, Generation X, and Generation Y. As shown in chapter I, there are a variety of names and birth dates for each generation. The table below (table 2.1) summarises the definition of generations that are used in this study.

Table 2.1: Summarized definitions of generations in this study

Generation	Also known as	Born	Age in 2012	Proportion of Thailand population
Baby Boomers	Boomers	1946-1964	48-66	29.34
Generation X	Baby Busters/ 13 th Generation/ The Lost Generation	1965-1980	32-47	25.03
Generation Y	Nexters/ Echo Boomers/ Millenials	1981-2000	12-31*	24.14

Source: Adapted from Parry and Urwin (2009), and Thailand National Statistical Office (2011)

* Generation Y, who are between 12-18 years old, will be excluded from this study because they need permission from their parents for the interview and they have not entered the workplace.

2.2.1 Baby Boomers

They are born between 1946-1964 and are parents of millenials. This is the most studied and analyzed generation (Lieber,2010). They are called Baby Boomers in every study (Meagher,2010) because the birth rate increased after World War II by so much that it caused a large impact on society (Sesangthong, 2009; Watson, 2010). Baby Boomers are raised by Traditionalist parents who encouraged their children to

pursue their dreams. They believe everything is possible because they grew up in an optimistic and positive time.

During the Baby Boomers lifetime, they experienced the Vietnam War, the space race, rock and roll music, the Beatles, and the invention of the television (Strauss & Howe, 1991).

2.2.2 Generation X

They were born between 1965 and 1980 and are a sandwich generation between two large cohorts, which are Baby Boomers and Generation Y (Hannay and Fretwell, 2010). They experienced AIDS, birth control pills, and the technology boom. If compared with the previous generation, Generation X is smaller in size (Meagher, 2010). This generation has been told that they were not as successful as their parents (Tolbize, 2008).

2.2.3 Generation Y

They were born between 1980 and 2000; they are the youngest, latest, and largest generation in the workforce. There have a variety of names, such as Nexters, Millennials, Echo Boomers, Game Generation, GenMe, and Next Digital (Strauss & Howe, 1991). They experienced the 9/11 terrorists attack, the Iraq War, the internet, reality TV, IPOD, Facebook, text messaging, and Youtube (Meagher, 2010). Generation Y are called a helicopter-parenting generation (Bibb, 2010) because their parents hover like helicopters and are ready to solve problems for their children (Alsop, 2008). They believe that they can do anything because they were told that by their parents since they were young.

Table 2.2: Generation characteristics

Baby Boomers	Generation X	Generation Y
<ul style="list-style-type: none"> • Optimism • Team orientation • Personal gratification • Health and wellness • Personal growth • Youth • Work • Involvement 	<ul style="list-style-type: none"> • Diversity • Think globally • Balance • Techno-literacy • Fun • Informality • Self-reliance • Pragmatism 	<ul style="list-style-type: none"> • Optimism • Civic duty • Confident • Achievement • Sociability • Morality • Diversity • Street smart

Source: Adapted from Parry and Urwin, 2009

2.3 Generations diversity in the workplace

Multigenerational workplaces consist of many generations working in the same location who have different attitudes and behaviors. Conflicts are likely to occur and they may result in lower productivity and work efficiency. The understanding of generation's differences in characteristics is very important for the organization in order to maintain the workplace environment and increase the productivity and efficiency of the workforce.

Many literatures have considered the factors that affect conflict in the workplace differently (as show in table 2.3). In this study, generations' diversity that influence conflicts in the workplace are divided into 6 categories, which are attitudes towards work, communication and technology, attitudes regarding respect and authority, work-life balance, leveraging, and loyalty.

Table 2.3: Different literatures focus

	(Schaming, 2005)	(Crumpacker & Crumpacker, 2007)	(Tolbize, 2008)	(Parry & Urwin, 2009)	(Sesangthong, 2009)	(Vazquez, 2009)	(Hannay & Fretwell, 2010)	(Lieber, 2010)	(Watson, 2010)
Attitudes towards work									
Communication and technology									
Attitudes regarding respect and authority									
Work-life balance									
Leveraging									
Loyalty									

2.3.1 Attitudes towards work

The way that each generation approaches tasks reflects in the perception of how hard others do their work (Tolbize, 2008). Baby Boomers are characterized as being process-oriented, while Generation X and Generation Y are results-focused. They prefer flexibility and managing their own time as long as they can create high productivity and get the job done in time (Vazquez, 2009).

Unlike previous generations, Baby Boomers networked and used politics in order to climb the organization ladder and ended up in the top positions. Generation X and Generation Y are not interested in workplace politics because they do not have power in the hierarchy organization structure (Schaming, 2005). They believe in the reward of collaboration (Vazquez, 2009).

The value of workspaces for Baby Boomers is that which reflects prestige and they prefer less tradition offices. Generation X and Y want workspaces where they are able to connect with others in nearby spaces. Simple and informal space is good enough for them (Schaming, 2005).

Table 2.4: Generation differences regarding stereotypes and work ethics

Generation	Stereotype	Work ethics	Work is ...
Baby Boomers	<ul style="list-style-type: none"> • Workaholic • Political • Self-centered 	<ul style="list-style-type: none"> • Efficient • Logical 	<ul style="list-style-type: none"> • An exciting adventure
Generation X	<ul style="list-style-type: none"> • Cynical • Lazy • Selfish 	<ul style="list-style-type: none"> • Task-oriented • Self-reliant • Independent 	<ul style="list-style-type: none"> • A difficult challenge • A contract
Generation Y	<ul style="list-style-type: none"> • Spoiled • Technology dependent • Scatterbrained 	<ul style="list-style-type: none"> • Multi-tasking • Group-oriented • Explain why 	<ul style="list-style-type: none"> • A means to an end fulfillment

Source: Adapted from Crumpacker and Crumpacker, 2007; Puybaraud, 2010

2.3.2 Communication and technology

Baby Boomers prefer face-to-face communication and value networking connections in a friendly style. Their relationships with others are created by personal touch (Hannay & Fretwell, 2010). Generation X prefers no meetings, speed and ease, get to the point, make decisions and move on. E-mail is an excellent tool for their communications. As a result of their multi-tasking ability, they might check their e-mail or messaging while having a conversation with others. Older generations might have seen this behavior as disrespectful. Generation Y likes one-to-one communications with supervisors and attends team meetings where everybody has an active role in the discussion and decision-making (Schaming, 2005).

Technology is native to the younger generations, not to the older generations. Baby Boomers are digital naïve, while Generation X and Y are digital

native (Hannay & Fretwell, 2010). Older generations need to learn technology when they are adults in order to stay current, while it is not necessary for young generations because they grew up with the technology (Sesangthong, 2009). Technology also allows higher productivity, which means less time to complete the tasks and reduced working hours. It acts against Baby Boomers' norm and creates conflict between them and younger generations in the workplace (Vazquez, 2009).

Table 2.5: Generation differences regarding communications and technologies

Generation	Communications and Technologies
Baby Boomers	<ul style="list-style-type: none"> • Face time • One-on-one • In-person
Generation X	<ul style="list-style-type: none"> • Direct • As needed/ Immediate
Generation Y	<ul style="list-style-type: none"> • E-mail/ Voice mail • Instant messaging • Lots of cc's

Source: Adapted from Crumpacker and Crumpacker, 2007; Puybaraud, 2010

2.3.3 Attitudes regarding respect and authority

The attitudes regarding respect and authority are different among younger and older generations. While younger generations complain about managers who ignore the ideas of employees, older generations also complain about the same things. Older generations need others to respect them and do what they say because of their experience. At the same time, younger generations want others to listen and pay attention to them. In addition, people in Generation X also want to be trusted to work independently in order to show their leadership abilities (Parry & Urwin, 2009).

Table 2.6: Generation attitudes toward respect and authority.

Generation	Attitudes toward respect and authority	Expectations
Baby Boomers	<ul style="list-style-type: none"> • Some may still be uncomfortable interacting with authority figures. 	<ul style="list-style-type: none"> • Deference • Special Treatment • More weight given to their opinions
Generation X	<ul style="list-style-type: none"> • They are comfortable with authorities and are not impressed with titles or intimidated by them. 	<ul style="list-style-type: none"> • They want to be held in esteem. • They want to be listened to.
Generation Y	<ul style="list-style-type: none"> • They believe that respect must be earned. 	<ul style="list-style-type: none"> • They want to be held in esteem. • They want to be listened to.

Source: Tolbize, 2008

2.3.4 Work-life balance

Baby Boomers are workaholics. They believe that long-hours / workweeks will lead them to success in business, and they expect other generations to do the same (Vazquez, 2009). Generation X and Generation Y want a balance between their work and private lives (Parry & Urwin, 2009). They want more vacation time while their leaders expect increased working hours (Hannay & Fretwell, 2010). However, people in Generation X are reported to do their best on work even though that work will interfere with their private life (Tolbize, 2008). Baby Boomers prefer coming to work late in the morning, and working overtime in the evening and on weekends. Generation X and Generation Y both prefer flexible working hours and locations (Schaming, 2005).

Table 2.7: Generation difference attitudes regarding work-life balance.

Generation	Attitudes regarding work-life balance
Baby Boomers	<ul style="list-style-type: none"> • Work takes priority over all else
Generation X	<ul style="list-style-type: none"> • Work-life balance
Generation Y	<ul style="list-style-type: none"> • Work-life balance • If must choose, they will select family and friends

Source: Crumpacker and Crumpacker, 2007

2.3.5 Leveraging

Every generation is motivated by activities and outcomes that are significant to them. Work value is one of the outcomes that workers desire and want to achieve for their work. The understanding of the capabilities of employees will add value to the working environment.

Baby Boomers need success. They competed with other people in the same generation to climb the organization ladder and are characterized as being workaholics. Extrinsic rewards such as a high salary are very important for Boomers. However, they are beginning to want more in flexibility in their working hours (Lieber, 2010; Watson, 2010).

Generation X needs autonomy. They need feedback from their managers, not orders. Due to their past experiences, they need a balance between work and their personal lives and more flexibility. They dislike a hierarchical organization structure (Lieber, 2010; Watson, 2010).

Generation Y needs validation. They are casual regarding work and motivated by flexibility and personal growth. They are self-oriented and expect equality (Lieber, 2010; Watson, 2010).

Table 2.8: Generation differences regarding reward appreciation.

Generation	Reward appreciation
Baby Boomers	• Promotion, title, and money
Generation X	• Autonomy and flexibility
Generation Y	• Opportunity to provide input, and technical wiz

Source: Crumpacker and Crumpacker, 2007

2.3.6 Loyalty

Older generations seem to have more loyalty toward their employers than younger generations. They have a live-to-work mentality (Lieber, 2010). In the case of Generation X, they give priority to the co-worker relationship rather than the relationship with the organization. From their experience, loyalty does not result in guaranteed job security. They have seen their parents who were loyal to their employers lose their jobs. On the contrary, they perceive job-hopping as a career advancement method (Tolbize, 2008; Lieber, 2010). Generation Y are less loyal to their employers because they are more me-oriented. They want to be promoted quicker than older generations. They do not feel that work is an important part of their lives (Smola and Sutton, 2002; Hannay and Fretwell, 2010).

Table 2.9: Generation different attitudes regarding loyalty.

Generation	Attitudes toward loyalty
Baby Boomers	• They value company commitment and loyalty.
Generation X	• Less loyal to companies than previous generations but loyal to people.
Generation Y	• Committed and loyal when dedicated to an idea, cause or product.

Source: Tolbize, 2008

2.4 Generations' similarities

Although there are many differences in each generation, they also share some common characteristics. They want to use less resources to complete the tasks. They are also willing to change their environment, both external and internal, if they think it is disorganized or unnecessary. Lastly, although each generation has different levels of loyalty towards organizations, they do share common reasons why they will continue to stay with the organizations. It depends on how well it is organized and the ability to create an opportunity for a better quality of life, better communications, compensation, and improvement, including the organization that respects older workers because of their experience, and respects younger workers because of their talent (Tolbize, 2008).

2.5 Generation differences by countries

The previous study of generations' diversity in the workplace is an universal concept. There are differences in disparate countries, history, and culture (Hole, Zhong, and Schwartz, 2010). In eastern countries, culture affects attitudes and behavior significantly. It is a part of social norms, rules, and regulations. It also affects the differences in organization's culture of each country.

Generations are shaped by political, socioeconomic, and cultural events that impact their lives (Hole, et al., 2010). The definition of generations in each country is also different relating to events that vary from country to country, and the definition of generations also varies because of the principle of various geometry. Table 2.10 illustrates the generation cohorts in different country which result from cultural and economic transformation. A group of nearby countries seems to have similar generation divided. Generations divided are almost the same, but are divide exhaustive. However, it is obvious that Generation Y in most countries is divided similarly. It would be beneficial and easier for those similar countries to apply the Generation Y theory in their context.

Table 2.10: Generations in different countries.

	1950	1960	1970	1980	1990		
Literature reviews	Baby Boomers (1946-1964)		Generation X (1965-1980)		Generation Y (1981-2000)		
China	Post 50s generation (1950-1959)	Post 60s generation (1960-1969)	Post 70s generation (1970-1979)	Post 80s generation (1980-1989)	Post 90s generation (1990-1999)		
India	“Traditional” generation (1948-1968)		“Non-Traditional” generation (1969-1980)	Gen Y (1981-onward)			
South Korea	“475” generation (1950-1959)	“386” generation (1960-1969)	Gen X and Gen Y (1970-onward)				
Japan	1 st Baby Boomer (1946-1950)	Denso generation (1951-1960)	Shinjinrui generation (1961-1970)	2 nd Baby Boomer (1971-1975)	Post Bubble (1976-1987)	Shinjinriui junior (1986-1995)	Yutori (1996- 2002)
Russia	Baby Boomers (1943-1964)		Gen X (1965-1983)		Gen Y (Gen “Pu”) (1983-2000)		
Bulgaria	Post War generation (1945-1965)		Communist generation (1966-1980)		Democracy generation (1980-onward)		
Czech Republic	Baby Boomers (1946-1964)		Generation X- “Husak’s children generation” (1965-1982)		Generation Y (1983-2000)		
South Africa	Baby Boomers (1943-1970)		Gen X (1970-1989)		Gen Y (1990-2000+)		
Brazil	Baby Boomers (1946-1964)		Gen X (1965-1980)		Gen Y (1981-2001)		
U.S.	Baby Boomers (1946-1964)		Gen X (1965-1980)		Gen Y (1981-2001)		

Source: Hole, Zhong, and Schwartz, 2010

According to Srikatanyoo’s (1997) research, generations in Thailand have many characteristics that are similar to generations in the United States or western countries. Similarities arise from globalization, including advances in technology, computers and internet, information received, watching movies and listening to music. These factors play an important role in influencing attitudes and behaviors of every generations in Thailand.

2.6 Related studies

There are many studies about generation differences, generation gaps in the workplace, the effect of new generations entering the workplace, and other related topics.

2.6.1 Foreign studies

Smola and Sutton (2002) studied generation differences by revising the work value for the new millennium in the American workforce. They investigated work values and beliefs in order to explore differences among generations. The study started by defining generations in the workforce first. Then, they summarized previous research according to age groups and respective values and beliefs. After that, they found existing surveys indicating that work values are different which resulted from the generation differences. Finally, they compared their findings with the data in the past to explore possible changes in values over the past 25 years. The study also included a discussion of organizational differences and managers. In conclusion, they concluded that work values change over time and there are differences among generations. They also found that younger generations have less commitment to their work than older generations.

Another study by Sesangthong regards bridging generations in the workplace by improving inter-generational communication skills (Sesangthong, 2009). The study reviewed and analyzed the differences between four generations, also the cause and effect of these generations in the same workplace. In the end, the study concludes that it is difficult to eliminate generation differences in the workplace. However, conflict can be reduced if managers understand the differences between each generation.

2.6.2 Domestic studies

Pinupong (2008) studied factors that affect job satisfaction of Generation Y. The study reviewed motivation and satisfaction theories, including the attitudes of Generation Y towards compensation, work-life balance, and organizational culture. From this study, it can be concluded that the top 5 factors that affect Generation Y's

job satisfaction the most are compensation, promotion, learning support and opportunity, work-life balance, and challenge respectively. This study also found that personal characteristics - such as gender, income, and position - do not effect job satisfaction of Generation Y.

The study of Sornlump (2012) regards factors affecting work passion in cross generations of the Cement Thai (Kaeng Khoi) Co., Ltd. The research methods of this study are documentary review, focus group interview, and questionnaire survey. It also concluded that each generation has different attitude towards motivation and work values, which affects work passion. Factors that significantly relate to work passion are work value, colleagues, organizational justice, independent work, appreciation from others, and career advancement.

Research conducted by SiamHRM.com (Manager Weekly, 2011) suggested that there are generation shifts in organizations and also the existence of the latest generation, Generation Y. They conducted a study to understand the factors that attract Generation Y to a particular workplace and retain them there. They studied 3 main topics; the first one is the factors that affect their decision on career selection. Second, the factors that cause them to enjoy their work. Lastly, the kind of organizational culture they prefer.

The results of the study show that Generation Y in Thailand selects their career by choosing their dream job first and determine whether or not it can fulfill their future requirements. Next, they chose by type of business, such as international companies, and businesses in highly competitive industries because these companies challenge their abilities. For the second question, Generation Y in Thailand prefers jobs that offer high salaries first. They also consider other compensation that fulfills their personal lives, such as free BTS tickets and spa and fitness vouchers. Finally, for the last question, in Generation Y's opinion, relationships and teamwork between co-workers is the most important factor for the workplace.

2.7 Conceptual framework

The conceptual framework of this study is constructed from the previous literature reviews regarding defining generations' theories, backgrounds, diversity, and similarities in the workplace. This framework will be used to explore factors that affect the behavior of generations in the workforces, which sometimes lead to conflicts within the organizations, also the perceptions of Baby Boomers toward younger generations, and the attitudes of younger generations toward themselves.

Each generation has its own specific characteristics. Generations' characteristics may be either similar or different and reflect through their behaviors. The perception of each generation is also affected by their characteristics (Tolbize, 2008). The diversity of behaviors and perceptions may lead to generational conflict in the multi-generational workplace.

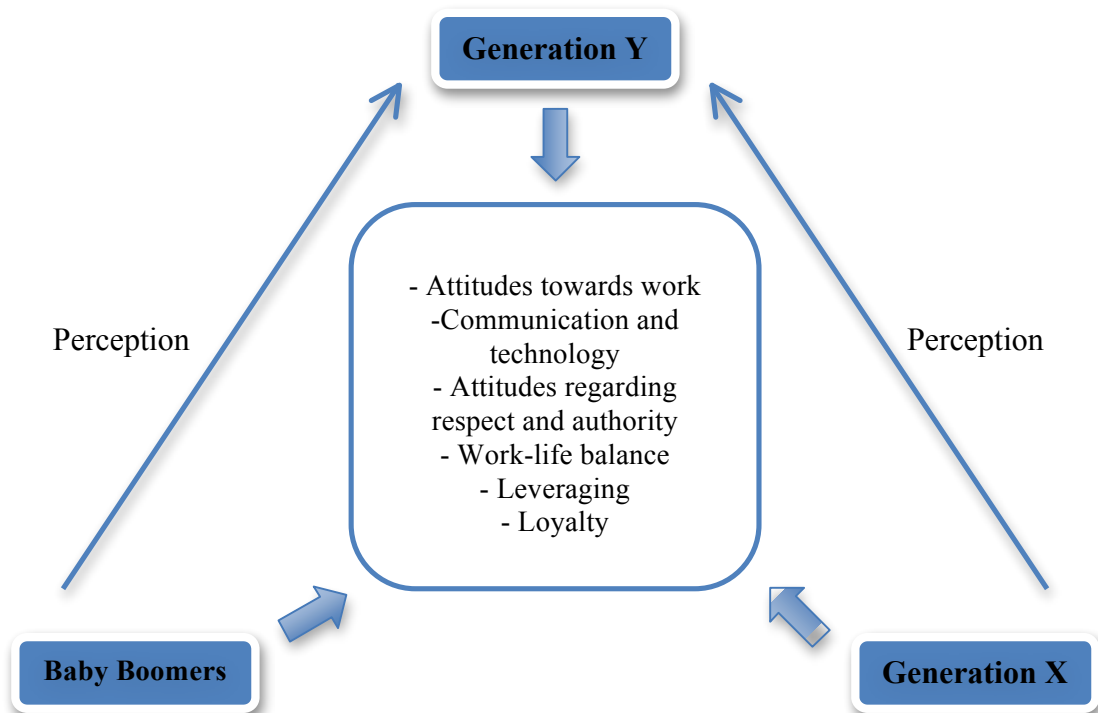


Figure 2.1 Conceptual framework

In order to understand the terms and concepts of this study, operational definitions listed in table 2.11 will be used as a guideline in this study.

Table 2.11: Operational Definitions

Variables	Operational Definitions
<ul style="list-style-type: none"> • Baby Boomers (Characteristics) 	<ul style="list-style-type: none"> • In this study, Baby Boomers characteristics are assumed as factors that affect behavior and perception of individuals, whose age is between 48 and 66 at the time of this study.
<ul style="list-style-type: none"> • Generation X (Characteristics) 	<ul style="list-style-type: none"> • In this study, Generation X characteristics are assumed as factors that affect behavior and perception of individuals, whose age is between 32 and 47 at the time of this study.
<ul style="list-style-type: none"> • Generation Y (Characteristics) 	<ul style="list-style-type: none"> • In this study, Generation Y characteristics are assumed as factors that affect behavior and perception of individuals, whose age is between 19 and 31 at the time of this study.
<ul style="list-style-type: none"> • Attitudes toward work 	<ul style="list-style-type: none"> • In this study, attitudes toward work are assumed as perspectives and approach of individuals toward architectural work.
<ul style="list-style-type: none"> • Communication and technology 	<ul style="list-style-type: none"> • In this study, communication and technology are assumed as the preferred style of individuals for communicating with co-workers in the workplace, and their comfort level of using the technology as tools for communication and work production.
<ul style="list-style-type: none"> • Attitudes regarding respect and authority 	<ul style="list-style-type: none"> • In this study, attitudes regarding acquiesce are assumed as the perspectives, approaches, and expectations of individuals toward the agreement and acceptable level of opinion expression in the workplace.

Table 2.11: Operational Definitions (cont.)

Variables	Operational Definitions
<ul style="list-style-type: none"> • Work-life balance 	<ul style="list-style-type: none"> • In this study, work-life balance is assumed as the level of individual's indication of work, priority, and preferable working period.
<ul style="list-style-type: none"> • Leveraging 	<ul style="list-style-type: none"> • In this study, leveraging is assumed as the motivating factor that individuals believe to be success and want to achieve.
<ul style="list-style-type: none"> • Loyalty 	<ul style="list-style-type: none"> • In this study, loyalty is assumed as the level of relationship of the employees toward organizations.
<ul style="list-style-type: none"> • Perception 	<ul style="list-style-type: none"> • In this study, perception is assumed as the understanding of individuals toward other generations, which results from individuals' senses and characteristics.

CHAPTER III

RESEARCH METHODOLOGY

This chapter will discuss the process and method used in this study, which includes unit of analysis, target population, data collection, interviews conducted, and technique.

3.1 Unit of analysis and target population

Phenomenological qualitative research was used in the study. This type of research allows researcher to understand how participants are influenced and affected by their past experiences. It also helps researcher to eliminate any prejudgments regarding the phenomenon since researcher needs to receive information from the participants which is exactly the same as they had given in the interview, and also a deep understanding of how participants perceive their experiences (Meagher, 2010)

This study uses criterion sampling to choose participants. The benefit for the study is the ability to reach individuals that represent people of each generation. The interview participants consist of members of Baby Boomers, Generation X, and Generation Y who have work experience in architectural field of not less than 1 year and are now working at architectural organizations in Bangkok area. The organizations where participants are employed must have all 3 generations working altogether and have not less than 30 people in each department because a small company will not have a clear hierarchy organizational structure. Participants in Baby Boomers generation and Generation X are supervisors of Generation Y.

Participants were selected from five different architectural organizations, both Thai and international companies. Creswell (2007) recommended a sample size between 5-25 individuals all of whom have experienced the phenomenon. There were

2 participants from each generation from each company, which equals 6 participants per company, 10 participants per position, and a total of 30 participants in this study.

Table 3.1: Number of participants and companies in the study

Organizations	Position	Project architects / Leaders	Architects	Junior Architects	Total
	Generation	Baby Boomers/ Generation X		Generation Y	
Architects 49		2	2	2	6
Architects One Hundred and Ten (A110)		2	2	2	6
Design 103 (D103)		2	2	2	6
Hassell (Thailand)		2	2	2	6
Charcoal		2	2	2	6
Total		10	10	10	30

Representatives from the five architectural companies listed in table 3.1 were contacted for permission to interview their employees.

3.2 Data collection, Interviews conduct, and technique

In order to ensure the reliability and validity of this study, the data was collected by in-depth interviews and secondary sources. The formal letters were sent to both participants and their managers in order to receive permission for in-depth interviews at that time. A brief explanation of the study, its objectives, and a scope of the questions used during the interviews were sent in advance together with a formal

letter in order that the participants would have an opportunity to read through the questions and prepare themselves for the interview.

The in-depth interviews asked participants open-ended questions in order to provide opportunities for participants to answer the questions in a descriptive way. In addition to the prepared questions, researchers asked additional questions relating to participants answers during the interviews in order for the researcher to gain further details concerning that particular topic. Also, participation observation allows researchers to collect additional data about the participant and workplace environment.

Participants who were in project architect positions were asked questions relating to their perceptions of Generation X and Generation Y behaviors in the workplace. While participants who were in architects and junior architects positions were asked questions relating to their attitudes toward themselves. Questions used in the interviews were constructed based on literature reviews in this study.

After interviews, the data was organized and analyzed in order to identify each generation's characteristics, and attitudes toward other generations based on literature reviews. In order to clearly understand the data, researcher needs to make sure that the data collected from the interview is interpreted in an appropriate way. The analyzed data was divided into groups of concepts as studied in the literature reviews and other additional study. In some areas, researcher may have collected additional data in order to develop concepts during study.

CHAPTER IV

FINDINGS

The topics in this chapter are organized according to generation diversity as mentioned in chapter II. The finding relating to Baby Boomers and Generation X's perceptions towards Generation Y in the workplace and also Generation Y's attitudes towards themselves was gathered from in-depth interviews. Key issues consist of attitudes towards work, communication and technology, attitudes regarding respect and authority, work-life balance, motivation and goals, loyalty, and attitudes toward other generations.

4.1 Attitudes toward work

Every generation in a workforce makes an effort to create good work. They do the tasks in the way that they think is the best. Because of the differences in generation and behavior, they seem to have different attitudes toward work, which creates comparison among generations.

4.1.1 Process-oriented or result-focused

In this study, it is obviously seen that older generations are more likely to be process-oriented. Eighty percent of Baby Boomers are process-oriented. They spend most of their time at the beginning, to set up the concept and function of the project, which they believe is the most important part of the task. It is not clear whether Generation X is process-oriented or result focused. They did not spend as much time at the beginning as Baby Boomers did, but they do think seriously about concept before they begin to produce the outcome. Seventy percent of Generation Y concentrates more on the outcome. They begin to do the outcome immediately after they are

assigned the task and think of other elements, such as concept and function, at the same time.

Table 4.1: Attitudes towards their work progress

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
Process-oriented	BB	x		x		x	x	x	x	x	x	80%	53.3%
	GX		x	x	x		x		x			50%	
	GY	x				x			x			30%	
Result-focused	BB		x		x							20%	46.7%
	GX	x				x		x		x	x	50%	
	GY		x	x	x		x	x		x	x	30%	

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
<ul style="list-style-type: none"> - “To be able to set up the concept at the beginning of the task will be beneficial for work and it will establish the clear direction for others to follow” (BB1, 2011) - “I concentrate more at the beginning because I believe that well began is half done.” (BB3, 2011) - “Paying attention to the beginning process will lead to perfection of the task. If less time is spent, the outcome will lack of something.” (BB5, 2012) 	<ul style="list-style-type: none"> - “I like to work as fast as possible, so I did everything to get the task done. I just do the task in my own way.” (GX1, 2011) - “I spent a lot of time in the process because I use the materials in the process as part of the final outcome.” (GX3, 2011) - “If we set up clear concept at beginning, it will be easy for us and others to follow and do the task in the same direction.” (GX8, 2012) 	<ul style="list-style-type: none"> - “I do both process and outcome at the same time. It is easy to make changes according to my needs. (GY1, 2011) - “I am mostly assigned to do the outcome. The concept is already set up by my senior.” (GY3, 2011) - “I need to finish my work fast so I always do the perspective (the final outcome) and think about other elements at the same time.” (GY5, 2012)

The concentration on the final outcome by Generation Y causes disadvantages for work in older generations’ opinions. Baby Boomers believe that the outcome is not complete because young generation did not spend much time thinking carefully at the beginning of the design process (BB1, 2011). They also think that Generation Y is hot tempered. Young generation always does everything too fast, including their work. The result is they finish the tasks fast but they are not complete (BB5, 2012). Generation X thinks that the incomplete work occurs because Generation Y did not organize their ideas well enough. They also think that Generation Y does everything in their mind and the outcome is often confused because they have less experience (GX2, 2011). In addition, some Baby Boomers and Generation X participants also believe that the incomplete work was not caused by result-focused working, but the lack of experience instead (40% and 50% respectively). However, most of Generation Y thinks that each person has their own way of working and they believe that they will not create any differences if they complete all requirements of the tasks.

Table 4.2: Participants attitudes towards cause of incomplete work of Gen Y

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
Result-focused	BB	x		x		x			x	x		50.0%	40.0%
	GX			x				x		x		30.0%	
Less experience	BB				x		x	x			x	40.0%	45.0%
	GX	x	x			x	x				x	50.0%	
Personal factor	BB		x									10.0%	15.0%
	GX				x				x			20.0%	

4.1.2 Factors leading to career success

Every generation agrees that hard work and great work performance will lead them to success in their career. However, each generation weights the effects of these factors differently. Baby Boomers think that a hard-working person has more diligence than others and it reflects in the effort, which that person puts into work. The work performance will be outstanding if that task needs attention and concentration. Even if the work does not come out good, the hard-working person seems to have

more of a chance to succeed in Baby Boomers' opinions. Generation X thinks that working hard and diligence is useless if the outcome is not good. Generation Y's beliefs are similar to Generation X. They know that working hard is not related to or a guarantee for success in their career. The work performance is more important. Generation Y believes that by working hard, their skills will improve and their work performance might improve also.

Table 4.3: Attitudes towards factors to successful in career

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
Working hard	BB		x	x				x		x		40.0%	33.3%
	GX			x				x				20.0%	
	GY		x		x					x	x	40.0%	
Working smart	BB	x			x	x	x		x		x	60.0%	66.7%
	GX	x	x		x	x	x		x	x	x	80.0%	
	GY	x		x		x	x	x	x			60.0%	

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
<ul style="list-style-type: none"> - "Diligence reflects effort that person puts into work. It will be a benefit if that work needs to concentrate." (BB2, 2011) - "Person who devotes less time to work might have better work than those who use more time. However, I do believe working hard will lead them to successful in one day." (BB3, 2011) 	<ul style="list-style-type: none"> - "I see persons who work hard, but their work performance is not good. Their diligence and hard work is useless. They should work wisely instead." (GX1, 2011) - "Working hard does not guarantee that work result is good. Work performance is more important for successful in career." (GX2, 2011) 	<ul style="list-style-type: none"> - "Those people who use less time and whose work performance is also excellent seem to have better chance for success in career. (GY1,2011) - "Persons who devote more time to work do not mean they will success in career but others can see that he/she put forth an effort to create good work." (GY6, 2012)

The differences in generations' attitudes opinions of the factors that can lead to success in their careers create conflict in the workplace. Since Generation Y believes that work performance is more important than hard work and diligence, Baby Boomers views this behavior and attitude as laziness and they are not committed to their work (BB1, 2011). However, Generation X believes Generation Y tries to show their dedication to work by working hard. They feel that many of the younger generation spend time and devote their efforts to unnecessary tasks. They think that it is useless and it would be great if Generation Y worked smarter to improve their work efficiency instead.

4.1.3 Workplace environment

Every generation wants to have an open space where they can connect with their colleagues, a modern and nice workplace environment. However, each generation has specific needs for a workplace environment. Fifty percent of Baby Boomers need to have a well-organized open space. They need to connect with others in the workplace while having privacy in their personal space at the same time. Fifty percent of Generation X prefers to have a modern workplace environment, which helps create inspiration and creativity. Generation Y is more concerned with atmosphere. Sixty percent of them need to have colleagues that are able to understand them well. They also want to have a center space near their workstations where they can socialize, eat, and meet with their colleagues.

Table 4.4: Attitudes towards desire workplace

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
Open space + Privacy	BB		X			X	X	X			X	50.0%	26.7%
	GX						X	X				20.0%	
	GY			X								10.0%	
Open space + Flexible	BB				X				X	X		30.0%	23.3%
	GX				X	X			X			30.0%	
	GY							X				10.0%	
Modern workplace + Inspired creativity	BB	X		X								20.0%	30.0%
	GX	X	X	X						X	X	50.0%	
	GY					X					X	20.0%	
Nice colleague	BB											0.0%	20%
	GX											0.0%	
	GY	X	X		X		X		X	X		60.0%	

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
- "It is not comfortable to work in a small room even if it is well-decorated and reflects the power of management." (BB5, 2012)	- "Office should look nice and modern and create inspiration. The library should be nice and have new books for finding new ideas." (GX1, 2011)	- "The most important thing is a colleague. They make me feel comfort and relaxed even when I have a hard time in a workplace." (GY1, 2011)
- "Open space allows us to connect with others easier but we do need to have private space in case we need to concentrate on work." (BB10, 2012)	- "Office environment, such as modern decorations, can boost our productivity and inspire us in some ways." (GX9, 2012)	- "If you have a conflict with a colleague, you will feel that the work is boring and get tired easily." (GY4, 2012)

Baby Boomers, who are in management position, are important people who can improve the workplace environment. Many of them already recognize the need of younger generations. They try to provide and improve workplace environment

as much as they can. One of the participants said that he tried to create a family-like atmosphere in the workplace because employees spend more than 8 hours per day at the office. He thinks that it would decrease the stress of the employees and create a good atmosphere in the workplace (BB3, 2011). In addition, an organization that has just moved to a new location has the opportunity to improve the environment of the workplace to suit the young generation's needs. They purposely chose the location in the middle of downtown where transportation is convenience (BTS, MRT, Boat, etc.) (BB4, 2011).

4.2 Communication and technology

4.2.1 Communication tools

Each generation has their own way of using the communication tools. It is surprising that older generations, especially Baby Boomers who are not comfortable with technology, are using new communication tools. Most of older generations use e-mail if they have attachments or need to record a conversation log. They always make a phone call after sending the email to confirm that it was received. Thirty percent of Baby Boomers and ten percent of Generation X use instant messaging, such as imessage, LINE, and whatapps for close-end questions or affirmative sentences. One-to-one communication is preferred by Generation Y. They prefer one to one communication only with their colleagues and seniors. E-mail is used to communicate with other parties and they assume that others will receive and read their e-mail without making a confirmation phone call.

Table 4.5: Alternative of using communication tools

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
One to one communication	BB								X		X	20.0%	33.3%
	GX			X		X	X					30.0%	
	GY	X				X	X	X			X	50.0%	
E-mail	BB			X	X		X		X	X		50.0%	46.7%
	GX		X		X			X	X	X	X	60.0%	
	GY		X	X					X			30.0%	
Messaging	BB		X			X		X				30.0%	20.0%
	GX	X										10.0%	
	GY				X					X		20.0%	

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
<ul style="list-style-type: none"> - “E-mail is basic communication tool in my company. It allows me to attach files and also to communicate with many people at the same time.” (BB3, 2011) - “I usually use new applications, such as Line to communicate with clients, especially those who are foreigners because it is much faster than e-mail and I can get an answer immediately.” (BB5, 2012) 	<ul style="list-style-type: none"> - “We usually use e-mail if we need to communicate with other organizations. After we send an e-mail, we will make a call to make sure that the e-mail was read and to confirm the content in the e-mail.” (GX2, 2011) - “E-mail allows us to communicate with one other by using words and pictures at the same time so that others will be able to understand much easier.” (GX9, 2012) 	<ul style="list-style-type: none"> - “Because I have no experience, I prefer one-to-one communication with my senior. It allows me to ask questions immediately if I do not understand.” (GY1, 2011) - “I do not think it is necessary to make a call after I sent an e-mail. They need to check their e-mail and they will see me e-mail anyway.” (GY2, 2011)

However, older generations want generation Y to rely on new technology less. Sometimes the person in charge did not receive the e-mail because it was sent to the wrong person or due to a technical error. They want Generation Y to make sure that the other person received their message. (BB2, 2011)

4.2.2 Communication problems

Every generation admits that they have communication problem with other generations, especially between Baby Boomers and Generation Y. Sixty percent of Baby Boomers and seventy percent of Generation Y participants admit that they have problems in communication with other generations. Only 30% of Generation X feels that they cannot communicate with Generation Y. They think that Generation Y understands what they are saying. However, the final outcome reflects that young generation got the wrong point and did not clearly understand. Generation X think this situation is caused because they grew up in a different time period and Generation Y has less experience than older generations.

Table 4.6: Communication conflict between older and young generations

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
Having communication problems	BB	x	x			x	x			x	x	60.0%	53.3%
	GX	x	x								x	30.0%	
	GY	x	x									70.0%	
Do not have communication problems	BB			x	x			x	x			40.0%	46.7%
	GX			x	x	x	x	x	x	x		70.0%	
	GY			x			x				x	30.0%	

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
<p>- "It is normal that older and younger generations have problems in communication, like we are speaking different languages, but we can do nothing about it because we grew up during different periods of time." (BB1, 2011)</p> <p>- "There are times when I have played jokes with my juniors, but they did not think that they were funny. Both of us felt very awkward at those moments." (BB5, 2012)</p>	<p>- "Younger generation can understand what I am saying but they might get the wrong main point." (GX1, 2011)</p> <p>- "The problem in communication with younger generation occurs because their experience is still far behind mine. It is hard for them to understand. It takes time for me to explain and I still have to monitor them closely after I assign work to them." (GX2, 2011)</p>	<p>- "I am not sure if I can communicate well with others or not. However, I do not think of it as generation gaps, it is just individuals' styles." (GY1, 2011)</p> <p>- "I use the same sentence as when I talk with my friends but older generations do not understand what I am trying to say." (GY2, 2011)</p>

This problem is recognized and Baby Boomers have tried to resolve this problem by communicating with Generation X instead because it is much easier. Then Generation X will explain the situation to Generation Y because they are more likely to understand each other. Older generations also try to adapt themselves by practicing with their kids at home.

Baby Boomers	Generation X
<p>- “I prefer to command Generation Y via Generation X because it takes less time to explain. Because generation Y has much less experience than me, they are not able to understand what I am saying.” (BB2,2011)</p> <p>- “I do have a generation gap with younger generations. Sometimes I am telling a joke, but they do not get it. However, I try to improve myself by learning from my children at home.” (BB5, 2012)</p>	<p>- “I have opportunities to work with many people who are in Generation Y. I am learning how to deal with them step by step.” (GX3, 2011)</p> <p>- “All we have to do is try to understand them, both Baby Boomers and Generation Y. It is not that hard to understand what they are trying to communicate.” (GX6, 2012)</p>

4.2.3 Technology in workplace

The ability of using technology in architectural design relates to the generations. Most Baby Boomers are not comfortable using new technology because they are more familiar with the old traditional design style, pencils and papers. Generation Y is very good at using technology and they are always assigned to complete the final presentation part. Generation X, the middle generation, is comfortable with both the old traditional style and new technology, but they are not as good as Generation Y.

Table 4.7: Technology and working style

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
Working in traditional style	BB		x	x	x			x		x	x	60.0%	33.7%
	GX		x	x								20.0%	
	GY						x	x				20.0%	
Working both traditional and technology style	BB	x				x	x		x			40.0%	66.7%
	GX	x			x	x	x	x	x	x	x	80.0%	
	GY	x	x	x	x	x			x	x	x	80.0%	

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
<p>- "I felt more comfortable with new technology after I graduated with a master's degree in computer for architecture design. But I still familiar with tradition style so I mixed between old and new one." (BB1,2011)</p> <p>- "New technology is widely used in architectural organizations nowadays. We need to adapt ourselves if we want to compete with others." (BB6, 2012)</p>	<p>- "I think my generation is the only generation that can do well on what the Boomers and Generation Y are good at. But we are not actually as good as either of them." (GX1, 2011)</p> <p>- "Traditional style and technology both have benefits for the task. We are using both of them in order to maximize our work performance." (GX8, 2012)</p>	<p>- "We were taught to use both traditional style and new technology since we attended university. It is an usual way to do the task in our generation" (GY5, 2012)</p> <p>- "Different working styles are suitable for different processes of the task. It also depends on the ability of each person."(GY8, 2012)</p>

The conflict regarding using technology for the design occurs because Baby Boomers and Generation X believe that Generation Y uses technology wrong in the design process, which results in a lack of details and quality in their work. The older generations believe that technology is beneficial for the production process, but not the design process. Generation Y believes that using technology in the design process does not affect their design ability, but it is the ability of using technology and their experience instead.

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
<p>- “I am not comfortable in using computers in the design process. I think it limits my creativity and it makes me lose something in the design process. I also do not want my junior to use technology during the design process either.” (BB2, 2011)</p> <p>- “Technology allows us to save time in production process. So we can spend more time in the design process, which is very good for us.” (BB5, 2012)</p> <p>- “I think computers are useful if we know how to use them. Generation Y is too addicted to computers and I think it limits their creativity.” (BB7, 2012)</p>	<p>- “Technology is useful if we use it as a tool to present work to clients. It cannot be used in the design process like new generations do nowadays.” (GX2, 2011)</p> <p>- “In my opinion, technology is not a disadvantage to our creativity when we design using computers. But it may affect younger generation in some way because their work is better when they do not use computers.” (GX5, 2012)</p>	<p>- “Boomers and Gen X are good at sketching because they were taught to do so. We are more familiar with computers since we grew up with them. It helps those who cannot sketch well. However, sometimes technology limits our design because of our abilities in using programs.” (GY1, 2011)</p>

Everything has two sides. Technology can be beneficial or a weakness. Baby Boomers and Generation X think that smart phones and the internet will disturb the working of Generation Y in some way. However, they do not prohibit Generation Y from using new technology while working because they believe that it has some benefits for them.

Table 4.8: Attitudes towards benefit of technology in the workplace

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
Advantage	BB	x		x		x	x	x	x			60.0%	73.3%
	GX	x	x		x		x	x		x	x	70.0%	
	GY		x	x	x	x	x	x	x	x	x	90.0%	
Disadvantage	BB		x		x					x	x	40.0%	26.7%
	GX			x		x			x			30.0%	
	GY	x										10.0%	

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
<p>- “Internet could have both advantage and disadvantage. We do not monitor whether they use the internet for working purposes or not. Everyone is an adult and we have a gentleman’s agreement.” (BB5, 2012)</p> <p>- “I do not think smart phones will decrease work efficiency for younger generation. In fact it might make them feel more relaxed and put more effort into their work.” (BB6, 2012)</p>	<p>- “Technology these days effects work a lot. Everybody has a personal smart phone, which can connect to the internet all the time. I think it disturbs our work, especially for younger people because social networks are very important for them.” (GX5, 2012)</p>	<p>- “I find inspiration from the internet because it is newer and faster than those great architectural books.” (GY2, 2011)</p> <p>- “I can play Facebook and chat while I am working. It help me relax and feel connect with others while I am working. I do not think it interrupts my work.” (GY3, 2012)</p>

4.3 Attitudes regarding respect and authority

It is surprising that Baby Boomers and Generation X participants in this study show respect to Generation Y by listening and paying attention to young generation’s opinions. They believe that they can obtain benefits, such as new ideas and inspiration from comments of young generation. Authority is not included in their significant work values. Also, older generations do not apply command and control management to Generation Y. Young generation is trusted and can do their work independently. Meanwhile, Generation Y respects older generations by giving more weight to older generation’s opinion because they believe that older generations have more experience than them. As a result, there is no conflict regarding respect and authority in this study because Baby Boomers and Generation X feel that they are respected the same as Generation Y who feels that their opinions are important and listened to.

Table 4.9: Attitudes regarding respect and authority in workplace

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
Being respected and giving authority	BB			X	X	X	X	X	X		X	70.0%	66.7%
	GX		X	X		X			X		X	50.0%	
	GY		X	X	X	X	X	X	X		X	80.0%	
Being disrespect	BB	X	X								X	30.0%	33.3%
	GX	X			X		X	X		X		50.0%	
	GY	X								X		20.0%	

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
<ul style="list-style-type: none"> - “We are open to criticism. We always brainstorm to get new ideas and everyone of every age is welcome to join.” (BB3, 2011) - “We always listen to younger people. Actually, we allow them to express freely in their tasks. We are just advisors and monitor them to keep them on track.” (BB4, 2011) 	<ul style="list-style-type: none"> - “It is different in each situation because the design has no right or wrong. It depends on individuals’ style.” (GX2, 2011) - “We need to remove the age and position when we listen to comments. We need to listen to younger people because sometimes their creativity can inspire us.” (GX3, 2011) 	<ul style="list-style-type: none"> - “Usually, seniors will be the ones who present the work to clients so we should follow their ideas. If we do not follow at the beginning, we have to at the end anyway.” (GY8, 2012) - “I feel like the comments of the older people are like an order that we need to follow, although they do not force us to follow them” (GY9, 2012)

4.4 Work-life balance

Every generation wants a balance between their working time and their private life. Baby Boomers, Generation X, and Generation Y think that they are not addicted to work (70, 50, and 60 percent respectively). However, Generation X and Generation Y always work overtime and they feel that their work interrupts their private life, especially Generation Y. Sometimes they continue the task at home because they want to maintain their usual private life. This behavior creates a misunderstanding with older generations because they do not see Generation Y working overtime at the office. Unlike in the previous literature reviews, Baby Boomers in this study are trying to balance their working life and private life. They rarely work overtime both in the evening and at the weekend.

Table 4.10: Attitudes towards themselves about work-life balance

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
Workaholic	BB			X				X		X		30.0%	40.0%
	GX		X	X		X		X			X	50.0%	
	GY		X				X	X			X	40.0%	
Work-life balance	BB	X	X		X	X	X		X		X	70.0%	60.0%
	GX	X			X		X		X	X		50.0%	
	GY	X		X	X	X			X	X		60.0%	

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
- “I rarely work overtime and try not to bring work home. I want to separate my work and private life.” (BB1, 2011) - “I try to finish my work within normal working hours so I can spend other time with my family at home.” (BB5, 2012)	- “I do not work overtime because I am able to finish my work. I want to spend my time doing other things rather than staying late in the office.” (GX1, 2011) - “If the task is well managed, even projects that are in a hurry, it is not necessary to work overtime. (GX6, 2012)	- “I rarely work overtime. If necessary, I prefer to do it at home rather than staying in the office. So I can have my private life together with work.” (GY1, 2011) - “There are some processes that technology needs time to process, such as rendering perspective, so I prefer to let the programs run while I can do other things at home.” (GY9, 2012)

As a result, most Baby Boomers (70 percent) prefer fixed working hours. They want to start working at 8 o’clock and work 8 hours a day. Unlike Generation X and Generation Y who believes that they are working too many hours and need to manage their working time by themselves. Although flexible working hours are not allowed in many organizations, employees manage their working time themselves by

taking days off, especially Generation Y. This behavior creates conflict between them and their manager who feels that young generation are not working during working hours.

Table 4.11: Attitudes towards desire working hours

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
Flexible working hours	BB				X					X	X	30.0%	43.3%
	GX	X		X			X			X	X	50.0%	
	GY		X	X		X	X			X		50.0%	
Fixed working hours	BB	X	X	X		X	X	X	X			70.0%	56.7%
	GX		X		X	X		X	X			50.0%	
	GY	X			X			X	X		X	50.0%	

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
<p>- “Generation Y seems to have problems with coming to work in the morning. Like when we were studying, there were those who came before time, on-time, and late. Maybe nowadays there is no one who comes before time.” (BB3, 2011)</p> <p>- “We are not strict about coming to work late, but it needs to have limits too.” (BB4, 2011)</p>	<p>- “Most companies have fixed working hours, because we need to contact others.” (GX2, 2011)</p> <p>- “I work late at night but I do not feel that it interferes with my private life. Maybe it results from my always being late in the morning and it is more convenience to use public transport at night.” (GX3, 2011)</p>	<p>- “My private life is most important. If I have to work overtime on the weekend, I will be absence during the following week.” (GY2, 2011)</p> <p>- “I want to have flexible but fix the number of hours instead. It allows me to have more flexibility in my life and it would not create any problem because my working hours will not different much from others.” (GY5, 2012)</p>

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
<ul style="list-style-type: none"> - “It would be great if I can enjoy my work and prepare for my retirement at the same time.” (BB2, 2011) - “Appreciation from people who are in the same career mean a lot me because they do the same thing and they know my attempt to do the job.” (BB3, 2011) 	<ul style="list-style-type: none"> - “Everything can motivate me depending on what I want at that particular time. I will work harder if I know the holidays are coming.” (GX1, 2011) - “I want to work happily and enjoy my work at the same time.” (GX10, 2012) 	<ul style="list-style-type: none"> - “Challenge in the task makes me want to do the work. (GY5, 2012) - “A promotion or appreciation of my work is not my motivation. Other things such as compensation and workplace environment can motivate me a lot.” (GY8, 2012)

4.5.2 Goals

Besides having a good retirement plan, Baby Boomers want to design a building that impacts society and becomes their masterpiece and get acceptance from others. Generation X does not set a specific goal because they believe that they can get their rewards along their working life with living happily. Generation Y is the generation who wants to start their own businesses the most. Some of them would like get acceptance from others in order to create a good profile for their future work.

Table 4.13: Goals of each generation

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
Wealthy	BB	x							x		20.0%	13.3%	
	GX						x			x	20.0%		
	GY										0.0%		
Acceptance / Fame	BB			x		x			x		x	40.0%	33.3%
	GX				x				x			20.0%	
	GY		x		x				x	x		40.0%	
Become professor	BB							x				10.0%	10.0%
	GX		x									10.0%	
	GY	x										10.0%	
Own business	BB				x		x					20.0%	26.7%
	GX	x										10.0%	
	GY			x		x	x	x			x	50.0%	
Do no specific	BB		x									10.0%	16.7%
	GX			x		x	x			x		40.0%	
	GY											0.0%	

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
<ul style="list-style-type: none"> - “I want to create work that I am proud to present as mine.” (BB3, 2011) - “I want to design a great public building that impacts society. I used to renovate abandoned buildings. After the construction was finished, the neighborhood was improved (BB5, 2012) 	<ul style="list-style-type: none"> - “I do not set goals for my life. I believe that I can get the rewards for working hard along the way. I want to be successful both in my career and my private life. I want to receive rewards for my hard work and also enjoy my life at the same time.” (GX3, 2011) 	<ul style="list-style-type: none"> - “Because I plan to be a professor, I need to create a profile in this career before I start to do other things.” (GY1, 2011) - “I want to have my own business someday.” (GY5, 2012)

4.6 Loyalty

In this study, participants in every generation do not feel that Generation Y is disloyalty, although the turnover rate of Generation Y is higher than others Generations.

Table 4.14: Attitudes towards loyalty of Generation Y

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
Loyalty	BB	x		x	x		x		x	x		60.0%	60.0%
	GX	x			x		x	x		x		50.0%	
	GY		x	x	x	x		x	x		x	70.0%	
Disloyalty	BB		x			x		x			x	40.0%	40.0%
	GX		x	x		x			x		x	50.0%	
	GY	x					x			x		30.0%	

Baby Boomers do not think about moving to another company because they are in management positions and have become partners with the company. Most Baby Boomers participants think that Generation Y is impatient. The turnover rate for Generation Y is much higher than other generations and is viewed as disloyalty. Generation X changed companies often when they were young. At that time, they were seeking challenges and career advancement. Their turnover rate has decreased because it is now hard for them to adapt themselves into a new workplace. Generation X thinks that Generation Y is seeking career advancement the same as they did in the past. Generation Y will change their job immediately if they are not satisfied with the workplace environment or they are willing to experience new things at a new workplace.

Table 4.15: Attitudes towards cause of high turnover rate of Generation Y

	Participants										%	Total %	
	1	2	3	4	5	6	7	8	9	10			
Impatient / Dissatisfied	BB	x		x						x	x	40.0%	36.7%
	GX				x		x			x		30.0%	
	GY			x		x		x			x	40.0%	
Making profile / Get experience	BB					x		x	x			30.0%	20.0%
	GX								x			10.0%	
	GY						x		x			20.0%	
Seeking for advancement / Challenge	BB		x		x		x					30.0%	43.3%
	GX	x	x	x		x		x			x	60.0%	
	GY	x	x		x					x		40.0%	

Key quotes that reflect the above mentioned statistics are listed below.

Baby Boomers	Generation X	Generation Y
- “The turnover rate is high. It is obviously seen in Generation Y. Maybe they are bored and want to experience a new place. Sometimes they just want to record in their profile that they formerly worked in a big company.” (BB5, 2012)	- “The younger generation changing jobs quite often is not because they do not have loyalty, but rather because they are willing to try new things like we did in the past. The turnover rate will be lower when they get older because their position will be higher and it is hard to adapt to a new environment.” (GX2, 2011)	- “I will quit this job if I can find a workplace in my hometown and the compensation is good” (GY1, 2011) - “I almost quit this job once. The work I was offered is much easier and close to my hometown, but the compensation was not good. So I decided to stay here. If I have the opportunity, I will give it another try.” (GY2, 2011)

4.7 Attitude towards other generations

Most of the Baby Boomers believe that they have experienced more hardship than Generation Y has. Generation X does not think that they and older generations have experienced more difficulty because they are now in present as same as Generation Y. Older generations also think that there are other factors, such as hometowns, personal behavior and attitudes which are not related to generations, which also lead to conflict in the workplace. However, Generation Y thinks that they live better than previous generations because they were raised differently from them.

Baby Boomers	Generation X	Generation Y
<p>- “My generation has gone through many things, and they make us stronger than other generations.” (BB1, 2011)</p> <p>- “My generation, as in leadership positions, needs to be responsible for younger generations. It is a lot of pressure for us and I do not think that Generation Y can imagine how hard it is.” (BB8, 2012)</p>	<p>- “I do not think the kids nowadays are more comfortable and have more conveniences than us or older generations. We all now live in the present and we all have the same things. This generation is lucky that they have had technology since they were young.” (GX2, 2011)</p> <p>- “Generation is not the only reason for the problems in the workplace. It comes from different attitudes and behavior of each person.” (GX7, 2011)</p>	<p>- “We are different from other generations because we grew up in a different environment. Everything is so easy and possible in our generation.” (GY2, 2011)</p>

Baby Boomers and Generation X believe that parents have changed the way they take care of their children, and Generation Y admits that they still need help from their families.

Baby Boomers	Generation X	Generation Y
<p>- “Parents have changed the way they take care of their children. I also have a daughter and I can feel the difference between today and the past.” (BB2, 2011)</p>	<p>- “Families effect personality of each person. It reflects on the responsibility of each person.” (GX1, 2011)</p> <p>- “Many of younger generation still receive financial help from their parents, but it depends on family conditions.” (GX10, 2011)</p>	<p>- “My parents are involved in every part of my life. They want me to be a professor so I decided to start studying for my master’s degree after I graduated my bachelor’s degree. They also helped me complete my final project when I was in university. (GY1, 2011)</p>

Baby Boomers and Generation Y agree that their different working habits result from their different levels of experience. Baby Boomers think that technology also effects Generation Y’s behavior. Generation X believes that it might result from the university where they started to learn about this career.

Baby Boomers	Generation X	Generation Y
<p>- “New generation is impatient and does everything fast. They do everything at the same time. This might result from technology that brings convenience to their lives.” (BB5, 2012)</p> <p>- “Because younger generation still has less experience, it will affect</p>	<p>- “Young generation was taught in a different way than we were in the past. Many universities are now encourage them to have a high degree of creativity, which is good, but they forget to think about reality. If their design cannot be realistically built, their creativity is</p>	<p>- “Older generations work exhaustively because they have experience. Our tasks seem to be rough when compared with older generation’s tasks. It is not that we are lazy, but we do not know what we have to do.” (GY1, 2011)</p> <p>- “We will improve when we have more experience.</p>

<p>the disorder in their working process and cause mistakes in their work. However, I think this is a normal situation and they will improve when they have more experience.”</p>	<p>useless.” (GX3, 2011)</p> <p>- “Universities affect a lot. It is the place where individuals start in this career and it has a significant influence.” (GX8, 2011)</p>	<p>I believe that older generations acted the same as us in the past.” (GY4, 2012)</p>
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CHAPTER V

DISCUSSION

This chapter will discuss the differences and similarities between generations, including perception of Baby Boomers and Generation X towards Generation Y's behavior, which leads to conflicts between generations in the workplace. This chapter also analyzes the attitudes of Generation Y towards themselves, including other relevant factors regard to generational differences, which cause misunderstandings and leads to conflict in the workplace.

5.1 Attitudes towards work

There are 3 main topics relating to attitudes towards work. The first topic is the order of process-oriented or result-focus in each generation. The second topic is the advantages and disadvantages of working hard and working smart. And, the last topic is a desirable workplace environment.

5.1.1 Process versus outcome

Each generation has its own way to complete the task. Baby Boomers give priority to the process rather than the outcome. They believe that if the task is carefully planned and well organized, the outcome will be good.

“Paying attention to the beginning of the process will lead to perfection of the task. If less time is spent at the beginning, the outcome will always lack something.” (BB5, 2012)

Generation X and Generation Y seem to believe similarly; they believe that it does not matter how the task gets done as long as the work gets done. Generation X and Generation Y both concentrate more on the outcome and want to finish the task quickly. They think that to complete the work is more important than how it was done.

Baby Boomers believe that the incomplete task occurs because Generation Y concentrates too much on the outcome and omits the process, which results in their failure to organize their thoughts about the design and concept. Generation X also thinks that Generation Y does not devote enough time to the design process. They, instead, do both process and outcome at the same time. However, Generation Y thinks differently. They think that they can do the same task as older generations, but in their own style.

“Incomplete work occurs because Generation Y did not organize their ideas well enough. Generation Y does everything in their mind and the outcome is often confused because they have less experience.” (GX2, 2011)

In this study, it can be implied that experience and skill are participants in the quality of the workforce. It is obviously seen in Generation X and Generation Y who are result-focused. Both of them devote less time to the process but the way they complete the task is different. Generation X separates the work between the process and the outcome. The task is quickly organized in the process because of their experience and they are able to concentrate more on the outcome. This is unlike Generation Y who completes the process rapidly and multitasks. They believe that they can complete several tasks at the same time. They mix the process and the outcome together. The result is that the task is complete, but chaotic.

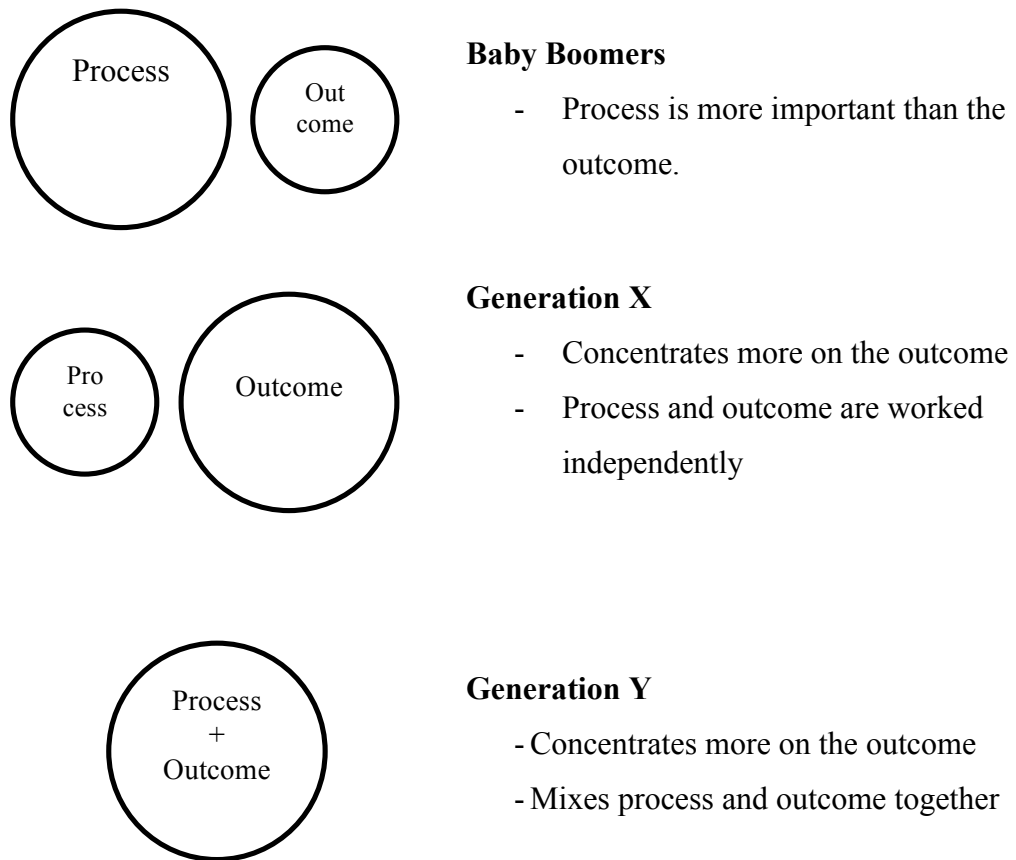


Figure 5.1 Illustrates the generation’s significance of process and outcome

5.1.2 Working hard VS working smart

Baby Boomers are a workaholic generation. They work long hours to show their commitment to the task. They believe that long hours equate to career success and expect others to do the same. Generation X believes that working hard will not pay dividends for them. They experienced their parents being laid off when they were young. Otherwise, they believe that they can achieve rewards through hard work. Unlike Baby Boomers who believe that long hours are a sign of commitment, Generation Y believes that the commitment is getting the task done.

*“... I do believe that working hard will lead them to success one day.”
(BB3, 2011)*

However, each generation agrees that working smart will improve efficiency of the workforce and has more benefits than working hard. The values of individuals do not affect how diligent they are. It is not related to career success, but it

will reflect individuals' commitment to work. In addition, young generation also realizes that although working hard is not related to career success, it will improve their skills and show their attention to the work, which may lead to success in the future.

“If we put an effort in the task, although the outcome is not good, our skills will improve in some way.” (GY2, 2011)

5.1.3 A desirable workplace

Workspace and environment in the workplace is an important factor that strongly effects the motivation of the workforce in an architectural organization. It is considered a psychological contract. Every generation wants to have an open workplace and a nice workplace environment which inspires their creativity, such as a nice library where they can search for books or a recreational area where they can socialize and relax during their working hours. An organization that has just renovated or moved to a new location seems to have more of a chance to fulfill the needs of the workforce.

Each generation has specific needs for their desired workplace. It is surprising that Baby Boomers no longer need an elegant well-decorated room like they did in the past. They need an open space because they want to be more connected to others. However, they still want their own workspace to be private.

“Open space allows us to connect with others easier but we do need to have private space in case we need to concentrate on work.” (BB10, 2012)

Generation X is concerned with the appearance of the workplace the most. They want to work in a modern area, which they believe will boost their motivation and inspire their creativity. This may be because they are the generation that entered the old tradition office and stayed through the change in the style of the workplace.

Generation Y is the only generation that is concerned with the atmosphere in the workplace, especially their colleagues. This generation is just entering the workplace and they are willing to learn from their seniors. This is the main reason that they are pleased to work with colleagues who they can rely on and who understand them well.

5.2 Communication and technology

For Communication and technology there are 3 main topics to discuss. The first topic is communication tools. The second topic is Generation Gap that creates conflict in the communication between generations. The last topic will discuss the advantages and disadvantages of using technology in the workplace.

5.2.1 Welcome to digital world

Every generation prefers different communication tools depending on efficiency and suitability for their needs. One-to-one communication is the best way to communicate for every generation, especially Generation Y, to communicate in the organization. Generation Y has less experience and one to one communication allows them to respond immediately. E-mail is often used to connect with other organizations because they are not comfortable with them. Generation X and Baby Boomers generally use e-mail because it is an easy and fast communication tool. Baby Boomers are more open to new technology as long as they perceive value in it. They use Line to receive additional data such as pictures of documents taken by others at other places while having a phone conversation. Short messages, such as line and imessage, are also widely used nowadays by Baby Boomers for closed-end questions.

The conflicts in using communication tools occur because each generation uses these tools differently. For example, sometimes the recipients did not receive e-mail or received it but misunderstood the content in that e-mail. Older generations also make a phone call after sending an e-mail to confirm, explain, and ensure that the recipient understands their intention correctly and they also want their juniors to do the same.

“We usually use e-mail if we need to communicate with other organizations. After we send an e-mail, we will make a call to make sure that the e-mail was read and to confirm the content in the e-mail.” (GX2, 2011)

To the contrary, Generation Y is comfortable sending a quick e-mail rather than picking up the phone. They do not see the importance of making a phone call

after sending e-mail because they assume the recipient will be connected 24 hours a day like their generation.

“I do not think it is necessary to make a call after I sent an e-mail. They need to check their e-mail and they will see my e-mail anyway.” (GY2, 2011)

5.2.2 What did you say?

There are many times when older generations cannot understand what younger generation is trying to communicate. While younger generation sometimes knows that older generations did not understand them, they do not believe that they have done anything wrong because they communicate in the same manner as they do with their friends. Similarly, older generations think that younger generation understands what they have said, but the result is the opposite.

Every generation knows that the misunderstandings in communication between generations result from the differences in when they grew up and the experiences of the generation.

“It is normal that older and younger generations have problems in communication, like we are speaking different languages, but we can do nothing about it because we grew up during different periods of time.” (BB1, 2011)

Communication skills are important tools to resolve conflicts in the workplace. They can be used to find the cause of the conflict and create creative solutions. Although the problem in communication between generations will not directly affect work, it may frustrate the colleague and decrease workforce efficiency, especially regarding emotional subjects. Many organizations already recognize the communication problems between generations in the workforce and seek ways to resolve them. Generation X is important as a connection between older and younger generations. At the same time, both Baby Boomers and Generation Y need to be more patient, adapt themselves, and try to understand one another other.

“All we have to do is trying to understand them, both Baby Boomers and Generation Y. It is not that hard to understand what they are trying to communicate.” (GX6, 2012)

5.2.3 New technology: Advantage or disadvantage

The attitude toward advantages or disadvantages of each generation to the use of technology in the design is related to their ability to use technology and experience. In the design process, Baby Boomers always use pencil and papers because they are familiar with them. They think that the use of technology in the design process is a disadvantage because they have seen incomplete work from Generation Y who uses computers in the design process. However, Generation X receives an advantage from using technology in the design because they have more experience than Generation Y and they are able to mix the old tradition method (pencil and papers) and new technology (a computer) together. Generation Y does not think that the use of technology in the design process will cause a disadvantage in their work performance, rather any disadvantage is caused by their ability, or lack of, to use the technology and their lower experience.

“Tradition style and technology both have benefits for the task. We are using both of them in order to maximize our work performance.” (GX8, 2012)

Generation Y is growing up in a wired world where they can stay connected 24 hours a day. They believe that their 24-hour connected behavior will not lower their work performance because they are a multitasking generation. Older generations believe that there are good and bad side effects. If used in proper amounts, they believe that it might help younger generation to feel more relaxed and improve their motivation to work. They do not need to strictly control their internet use because they believe that Generation Y is already adults and know the proper limits.

“I can play Facebook and chat while I am working. It helps me relax and feel connected with others while I am working. I do not think it interrupts my work.” (GY3, 2012)

5.3 Let's listen and show respect to others.

Different from the previous literature reviews, older generations in architectural organizations seem to listen more to younger generation because they know that they have fresh, new ideas and are full of creativity.

“We always listen to younger people. Actually, we allow them to express themselves freely in their tasks. We are just advisors and monitor them to keep them on track.” (BB4, 2011)

Meanwhile, Generation Y is the most confident generation and was raised up in a school system that catered to people's self esteem. They want to say what they think and expect others to listen.

The tasks nowadays need decision-making, problem solving, troubleshooting, and managing. There are no right or wrong solutions, but they require options to select the best solution, depending on the tasks. Although the younger generation's opinions are more accepted than in the past, there is always more weight given to the comments of those who have more experience or the project leader. Older generations know that they should not ignore ideas from younger generations because it will affect performance and lead to conflicts in the workplace.

5.4 Working over-time is out-of-date

Every generation is trying to find a balance between their work and private lives, including workaholic generation, Baby Boomers. Baby Boomers prefer to stay at the office and finish the task because they want to separate their work and private lives. Generation Y, labeled by older generations as lazy, desires a work-life balance, which means limiting the number of hours spent at work. They prefer to finish the task at home if they cannot finish it during normal working hours because they want to maintain their private life routine. Actually, Generation Y is like older generations who spend long hour at work, but they are more concerned with the balance between work

and family life. Generation Y prefers mobile working. Young generation prefers work that requires their commitment to work overtime less than the older generations.

“I rarely work overtime. If necessary, I prefer to do it at home rather than staying in the office. That way I can have my private life together with work.” (GY1, 2011)

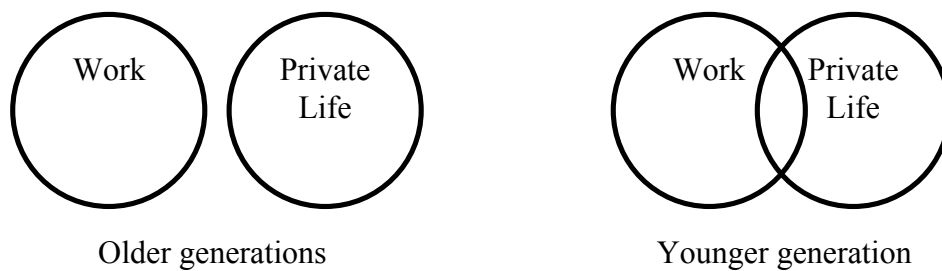


Figure 5.2 Illustrate how each generations balances their work and private life

Older generations also believe that younger generation should arrive at the office before seniors and leave after seniors, even if their work is already finished. Many organizations currently find that Generation Y is consistently coming to work late in the morning, but they are willing to stay late in the evening in order to compensate for their tardiness. They also take days off if they feel that they have worked too much. This is the main reason that older generations believe that young generation does not work as hard or as long as the older generations do, because young generation is not punching the clock from 8am to 6am everyday.

“Generation Y seems to have problems with coming to work in the morning. Like when we were studying, there were those who came early, on-time, and late. Maybe nowadays there is no one who comes early anymore.” (BB3, 2011)

5.5 Motivations and goals

5.5.1 We need motivations.

There are no specific motivations for each generation. Overall, they want to live their lives happily and enjoy their working lives. Baby Boomers motivations are

mostly related to work value because they are in the top positions in the organization. They are thinking of their step back as they are closer to their retirement. The opportunities for advancement are no longer motivational factors. Generation X's motivations will change through time according to their needs. They want to enjoy their working life and it is not surprising that they will pick a lower paying job if it offers less stringent working hours to allow for greater work-life balance. Generation Y is motivated by the challenge of the tasks. However, they are also likely to be motivated by material objects such as high salaries and good benefits. They will immediately leave the job if they feel that they are not paid enough.

5.5.2 Goals

As with their motivations, Baby Boomers' goals also relate to work value. They want to do work that creates an impact on society, and value the acceptance of and compliments from others in the same career. Generation X does not have specific goals, but they want to live happily and enjoy their work. They believe that their dedication to work is a trait to be rewarded and they prefer to receive that reward along with their working life.

"I do not set goals for my life. I believe that I can get the rewards for working hard along the way. I want to be successful both in my career and my private life. I want to receive rewards for my hard work and also enjoy my life at the same time." (GX3, 2011)

Generation Y constantly prepare themselves to achieve their goal because they are the youngest generation in the workforce. However, their goal is not to be promoted, but it is to advance in a related career, such as to operate their own business. They

5.6 Loyalty

Baby Boomers are the most loyal generation in the workforce. They are on top of the organizational chart and focus the least on career advancement in a new workplace. Generation X is starting to settle in with their present organization. They

believe it would be difficult for them to restart their career and adapt themselves to a new environment in a new organization. Generation Y seeks advancement in their careers and will change their jobs often like Generation X did in the past. The organization's brand and reputation for professional development will attract Generation Y the most. Some of them enter an organization that has a high reputation and then they leave in order to create a good career profile. Generation Y is also looking for a balance between their work and private lives and is very willing to seek out this characteristic. Older generations do not understand the younger's need and this leads to a high turnover rate. However, older generations do not perceive these behaviors of Generation Y as disloyal.

“The reason for younger generation changing jobs quite often is not because they do not have loyalty, but rather because they are willing to try new things like we did in the past. ...” (GX2, 2011)

The different levels of turnover rate in each generation may result from the life stage of each generation instead of level of loyalty. It may be more related to age than generation differences. Generation Y, the youngest generation, just started their careers and will be more motivated by career advancement than older generations who are at the end of their working lives.

5.7 Generation differences and attitude towards other generations

Most of Baby Boomers believe that they have experienced more hardships during their lives than younger generations. They need to be responsible for everything in the workforce, including younger generation. Generation X believes that they and older generation did not experience more difficulty than Generation Y because they are all now living in the same time period. However, Generation Y believes that their lives are much easier than previous generations. They know that older generations did not live as comfortably as they do now.

The way that parents of Generation Y support their children is an important factor that causes older generations to believe that the younger generation's lives are easier than theirs were. Baby Boomers and Generation X, as parents

themselves, feel that they support their children in the same manner as Generation Y was support by their families.

It is hard for other generations to understand the reasons behind the behavior of Generation Y in the workplace. Older generations believe that Generation Y's work habits result from their lower experience and specific generation behavior. Generation Y tends to be impatient because they grew up with technology which is able to give them everything that they want within a few seconds. Generation X also believes that the university, where young generation started to learn about their career path, is an important factor that affects their behavior in the workplace.

CHAPTER VI

CONCLUSION AND RECOMMENDATIONS

6.1 Generation conflicts in an architectural organization

Organizations are now multigenerational workplaces. The differences in behavior and attitudes create generation conflicts in a workforce. Generation differences can affect the way the organization builds the workforce, deals with changes, motivates and manages people, and improves the efficiency of the workforce.

Baby Boomers, the oldest generation in the workforce, has the highest experience level. They are not comfortable with those who had different attitudes and behave differently than they do. They strictly adhere to traditional work processes because they believe that they are the most efficient way to complete the task. They attempt to use new technology in the work for convenience purposes, not to finish the task faster. The name - workaholic generation – is given to them because they have a long workweek and believe that it shows their commitment to the job. However, they are trying to balance between their working life and their private life. They are not seeking career advancement any longer because they are close to retirement.

Generation X, the middle generation, is a combination of the youngest and oldest generations in the workforce. They grew together with the changing technology and workplace's traditions. They can quickly organize their work process which allows them to use the benefits of traditional working processes together with new technology. They are seeking a balance between their working and private lives. As a result, they are not workaholics to the extent as are Baby Boomers, but they still prefer to remain at the office to finish the tasks. They believe that they can be promoted and advance their careers in their present organizations.

Generation Y, the youngest generation, is just entering the workforce. They have different attitudes and behaviors than previous generations. They use technology, which they are skilled in, to help them finish the task quickly. Their

private lives are more important than their working lives. They will do anything to maintain their private lives, such as take a day off if they feel overworked or take the task home to finish. Generation Y is the only generation that is seeking advancement in their careers because they are still young. They have already set their goals and they are now preparing to achieve those goals in the future.

The findings in chapter IV are slightly different from the literature reviews in chapter II. These differences may result from the type of organizations studied – in this instance an architectural organization. Architectural organizations have specific traditions and manners. Older generations are more open to the opinions of younger generations. Arriving for work late, within appropriate limits, in the morning is acceptable in some organizations. Additionally, working overtime is normal in architectural firms. These differences will be obvious in an international organization.

Table 6.1: Comparison between common findings from literature reviews and specific findings from architectural firms

	Literature reviews	Findings
Attitudes toward work		
Baby Boomers	<ul style="list-style-type: none"> - Process-oriented - Working hard - Room that reflects prestige 	<ul style="list-style-type: none"> - Process-oriented - Working hard - A private open space
Gen X	<ul style="list-style-type: none"> - Result-focused - Working smart - Open space 	<ul style="list-style-type: none"> - Result-focused - Working smart - Nice workplace appearance
Gen Y	<ul style="list-style-type: none"> - Result-focused - Working smart - Open space 	<ul style="list-style-type: none"> - Result-focused - Working smart - Good atmosphere & colleague

Table 6.1: Comparison between common findings from literature reviews and specific findings from architectural firms (cont.)

	Literature reviews	Findings
Communication and technology		
Baby Boomers	- Face to face communication	- Using new technology ex. Smart phone
Gen X	- Speed and ease communication - Email, telephone	- Speed and ease communication - Email, telephone
Gen Y	- Face to face communication	- Use one to one communication only with colleagues, E-mail with other firms
Attitudes regarding respect and authority		
Baby Boomers	- More weight given to their opinion	- Listen and more open for younger's opinions
Gen X	- Want to be trusted and work independently - More weight given to older person	- Want to be trusted and work independently - Listen and more open for younger's opinions
Gen Y	- Want others to listen and pay attention to them, also use their opinions as significant parts in the task.	- Want others to listen and pay attention to them, also use their opinions as significant parts in the task.
Work-life balance		
Baby Boomers	- Workaholic - Work overtime at office	- Work-life balance - Work overtime at office
Gen X	- Work-life balance	- Work-life balance
Gen Y	- Work-life balance - Work overtime at home	- Work-life balance - Work overtime at home

Table 6.1: Comparison between common findings from literature reviews and specific findings from architectural firms (cont.)

	Literature reviews	Findings
Motivations and goals		
Baby Boomers	- Promotion - Compensation	- Related to work value
Gen X	- Autonomy - Flexibility	- Motivations and goals change according to what they want at that time
Gen Y	- Opportunity for advancement	- Challenging - Compensation (Materials objects) - Plan for future
Loyalty		
Baby Boomers	- Loyalty	- Loyalty
Gen X	- Loyalty	- Settle down with present company
Gen Y	- Disloyalty	- Loyalty as long as they get what they want - Ready to leave if they are dissatisfied

6.2 Effect of multigenerational workforce

The differences in behavior and attitudes of each generation can lead to conflicts between generations in the workplace, misunderstandings, lower workforce efficiency, and poor workplace environment. Organizations are experiencing tension between employees of different generations. Older employees are dismissive of

younger generation's abilities while the same number of younger employees is dismissive of the abilities of the older colleagues.

Many organizations have dramatically changed themselves because of what they have learned from research regarding generation differences. It is important for the organization to separate myth from fact, especially in Generation Y, in order to support generations' needs. There are significant myths about attitudes of organizations and older generations always misunderstand toward Generation Y, which are

- Generation Y is result-focused. They omit the process and rush to produce the outcome immediately after they are assigned the task. Generation Y also has process but they do it in a rough manner or at the same time they produce the outcome. They believe that the quality of work is not different. Workforce performance could be improved if older generations understand the working style of Generation Y and Generation Y realizes the importance of being process-oriented.

- It is not true that Generation Y is not committed to work, but their commitment to work is getting the task done. They do not believe that working hard will lead them to successful careers, but work performance will. They also prefer to complete overtime tasks at home in order to maintain their private life.

- Organizations believe that it is hard to manage Generation Y because Generation Y does not want to be told what to do and that is because their parents have complimented them on everything they have done since they were young. Actually, Generation Y seems to obey authority more than either Baby Boomers or Generation X did in the past. They want to be told what to do by their managers because they learned when they were young that following what authority figures tell them will lead to success.

- Generation Y lacks loyalty to the organization because they will change jobs if they are offered a higher salary. In fact, this myth is not related to generation differences. It is common that young people, who are in lower level positions in organizations, are less committed and change jobs more often than older people who are in higher level positions.

- Generation Y lacks interest in their work. According to the research, young generation is less motivated by the content of their jobs than the older

generations. However, Generation Y can be motivated by doing challenge work, which they can enjoy and view as meaningful.

- Generation Y is motivated by materials reward, such as high salaries. Actually, this myth relates to organizational level. Commonly young people in lower positions, who make less money, are more easily motivated by extrinsic rewards than people in higher level positions in the organizations.

It would be beneficial for the organizations to analyze and really understand the characteristics of each generation. As a result, they could improve management strategies for the workforce, retain employees longer, and also attract new, talented employees. The ability to distinguish between the behavior and attitude of each person that result from their personality rather than generational characteristics is also important for the organizations. If misunderstood, it may cause the organization to make incorrect generational changes. Thus, it will cause more harm than good.

6.3 Recommendations

Understanding the similarities and differences between generations is an important tool for organizations to increase workforce efficiency and improve workplace environment. People in each generation can learn from the differences in other generations. Open-mindedness is a must in order to understand the reasons behind other generations' attitudes and behavior.

- Workforce efficiency is the most important

Every generation should agree that the quality of the outcome is more important than the process of how the task is accomplished. Older and younger generations should find a middle point where they can work within their own styles and still be able to maintain the quality of work. Workforce efficiency will be extremely increased if they can finish the task quickly, like Generation Y does, and has the same elements in the outcome as Baby Boomers do in their traditional working process. It is important for every generation to explain and discuss the reasons behind their working process.

- **Use correct communication and technology**

Technology will be beneficial if it is used correctly. Older generations will use technology if they perceive value in it. Generation Y, who grew up with technology, use it in every part of their life, including their work.

Generation Y should understand that other generations are not familiar with being connected 24 hours a day. They also need to understand that communicating with older generations is not the same as communicating with their friends. Meanwhile, older generations should try to understand Generation Y's method of communication and suggest what is acceptable to them.

- **Listen to others opinions**

It is good that younger generation's opinions are accepted by older generations in architectural firms. However, the final decision is always made by those who have greater work experience or are responsible for the project. Sometimes, the opinions of the younger generation will be abandoned. It is important for the decision makers to explain the reasons behind their decision making, which will avoid conflicts between generations relating to their attitudes regarding respect and authority.

- **Organization and their employee**

Workforce efficiency will improve if the organization understands and is able to use the similarities between generations and is able to manage conflicts between them. It is organizations responsibility to provide motivational factors for their employees in order to increase workforce efficiency and be able to retain them. Organization will save the cost of replacing employees who have resigned which ranges from 70-200 percent of the resigned person's salary (Legas and Sims, 2011). However, policies that are developed for a specific generation might not affect other generations well (Catsouphe, 2007).

- **Generation X as the future leader**

In the future, Generation X will take the place of Baby Boomers, and Generation Y will take the place of Generation X. The new generation, Generation Z, will enter the workplace and same generation conflicts are likely to occur in the future.

It is important for Generation X to learn from Baby Boomers experience, and also learn how to deal with new generation from Generation Y. This might help to decrease the generation conflicts between older and younger employees in the organizations.

6.4 Further research opportunity

There are many factors that affect generations' characteristics and behavior in the workplace. This study covers only 6 categories of generational differences which are attitudes towards work, communication and technology, attitudes regarding respect and authority, work-life balance, leveraging, and loyalty. Each category can be studied deeper in order to maximize the understanding of each category. Additionally, in the future, other generational differences may occur. This study could be used as guide line in further studies of generation differences.

The type of workplace also affects generation characteristics and behavior. This study included only architectural organizations in Thailand. The conceptual model for this study can be applied and used for the study of generations' behavior, attitudes, and perception of each generation towards others and themselves in other professional workplaces which are specialized, such as engineering, construction or a creative organization. Also, It can be seen from the study that there are slightly differences between Thai organizations and international organizations, which can be studied further in the future.

Despite the fact that most studies follow the universal generation typology that derives from the United States model, different events and situations among countries that occur at any particular time may mean that this typology may not be fully applicable to all contexts. Hence, future studies in Thailand may seek to investigate the meaning of generation differences that fit the country's particular context. This will allow for a more accurate analysis and understanding of generation issues within Thailand.

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APPENDIX

Interview questions

General

- What is your position? Could you explain about your work responsibility?

Attitudes towards work

- When doing the task, you concentrate more on process or result, why?
- Do you think other generation concentration more on which one, why?
- What factors could bring you to success in career? Do you think it is as same as other generations? Why?
- What is your desire workplace?
- What you have done to fulfill the employees needs in workplace? (For Bay Boomers)

Communication and technology

- What tools that used to communicate with others? Is it the same between colleague and other organization?
- Is the same tools have same efficiency when used with different generations? How?
- Do you have problem communicate with other generations? Which generations that hard to communicate with, why?
- Does technology has advantage and disadvantage for your work and other generations? Please explain.

Attitudes regarding respect and authority

- How did you weight others opinion? (age, position, majority vote, etc.)
- If you need to make an important decision, does the age of commentator effect your decision? How?

Work-life balance

- What is your normally working time? (including overtime)
- What is your desire working time?
- Between working life and private life, which one is more important? Could you explain how you balance between these two?
- What do you think about other generations method to balance between their work and private life?

Motivations and Goals

- What is your motivations?
- Do you think other generations have the same motivations as yours, explain?
- What is your goal? How did you prepared to achieve that goal?
- What is prepared to motivated younger employees? (For Baby Boomers)

Loyalty

- How long did you worked for this organization? Could you describe the number of organizations you use to work, numbers of years, and the reason for leaving that company?
- Do you think Generation Y change their jobs often? (For Baby Boomers and Generation X) Is it the same when you were young?
- What behavior that you perceive as disloyalty to the organization?

Attitudes towards other generations

- Do you think you experience the generation gap? From which generation? How can you manage that gap?
- What is the cause of the difference in each generations' behavior and attitude?
- Could you give the characteristic for each generation?

Remark : The questions might be ask differently according to the interview's generations. The addition question might be add in order to get deeper information.

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