



NATIONAL RESEARCH
UNIVERSITY

Department of Management, St. Petersburg
School of Economics and Management

GENERATIONAL COHORT DIFFERENCES: EFFECTS OF PSYCHOLOGICAL ATTACHMENTS AND ORGANIZATIONAL CULTURE

Natalia V. Volkova
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RESEARCH DESIGN

Purpose – Establishing how employees' perception of organizational culture, commitment, and identification are differentiated among three generational cohorts, namely, Baby Boomers (1946- 1964), generations X (1965-1983) and Y (1984 -2003), in two Russian state organizations located in different cities of North-West region

Organizational culture

(clan, market, hierarchy, adhocracy cultures)

Cameron and Quinn's Organizational Culture Assessment Instrument

Organizational commitment

Porter's Organizational Commitment Questionnaire

Organizational identification

(disidentification, ambivalent, neutral and strong identification)

Kreiner and Ashforth's expanded model of organizational identification

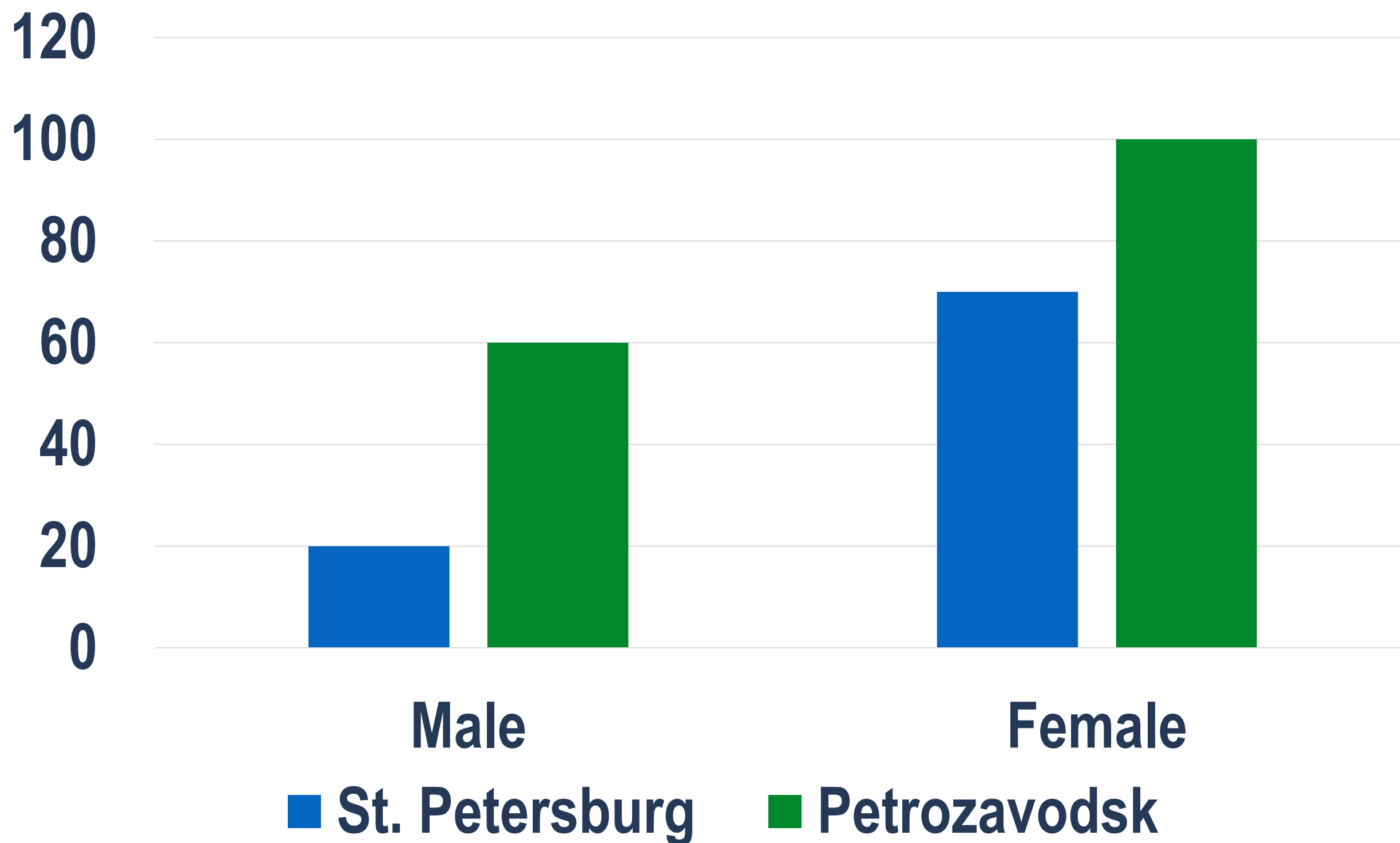
Demographic characteristics (age, gender, generational cohorts)

Altogether, 250 participants from two Russian state organizations sent three fully completed questionnaires back in 2018.

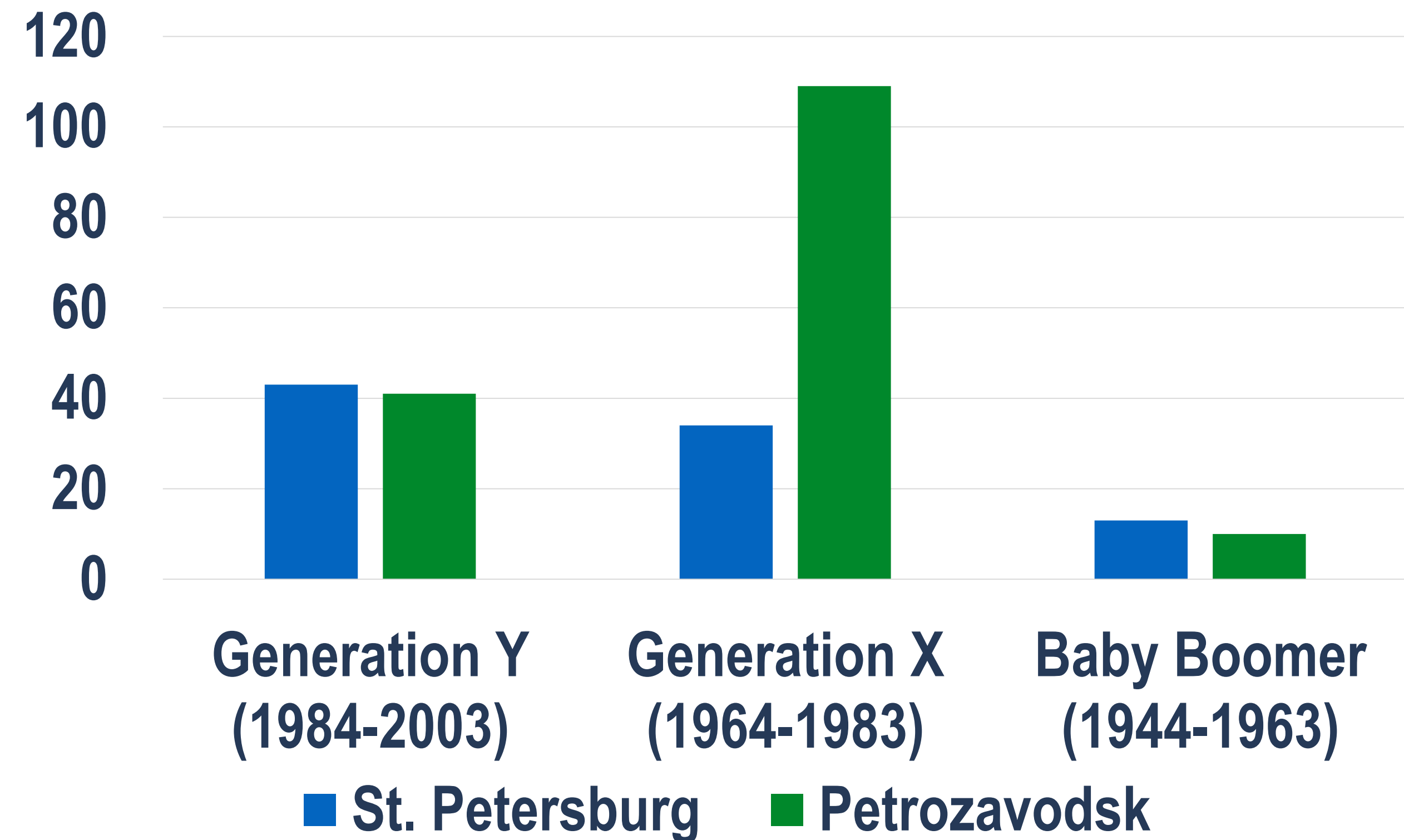
The data collected in two sample groups (90 and 160 people) in St. Petersburg and Petrozavodsk respectively

SAMPLE

Gender composition

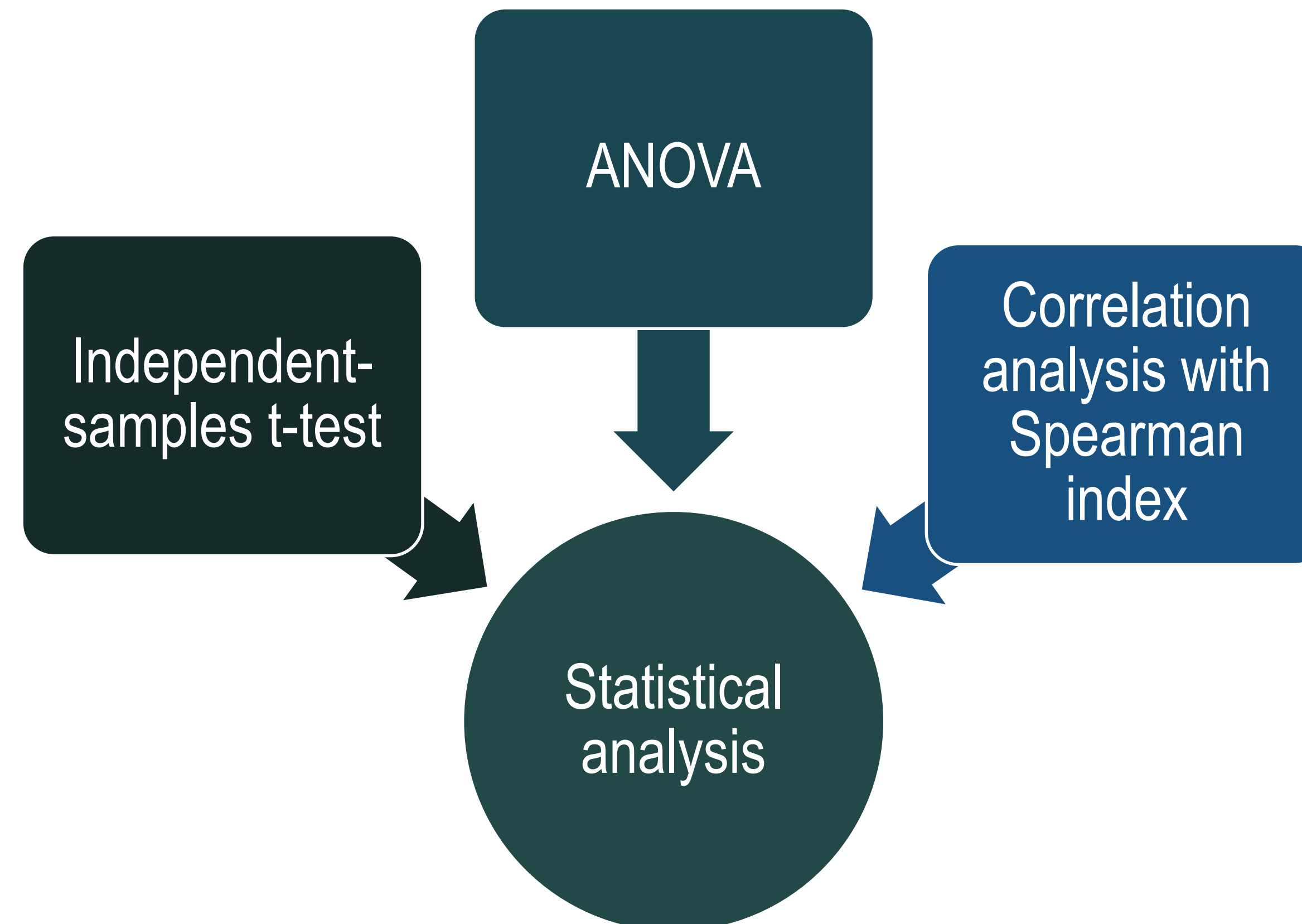


Generation composition



STATISTICAL ANALYSIS

The statistical analyses were performed via SPSS 20.0 for Windows



HYPOTHESES

1. H1. Organizational culture (current and preferred) and psychological attachments toward the company (commitment and identification) can jointly reflect organizational social capital
2. H2. Younger generations demonstrate a lower level of organizational commitment in state organizations. According to the literature, we expect that Generation Y employees show specifically a lower level of organizational commitment
3. H3. Younger generations demonstrate a higher level of disidentification in state organizations. In line with a lowered level of organizational commitment, we expect that Generation Y workers show a higher level of disidentification.
4. H4. Younger generations demonstrate more regional differences in the perceptions of current and preferred organizational cultures. In line with the regional employment rate, we expect that Generations X and Y show more statistically differences in the perception of organizational cultures relative to Baby Boomers.



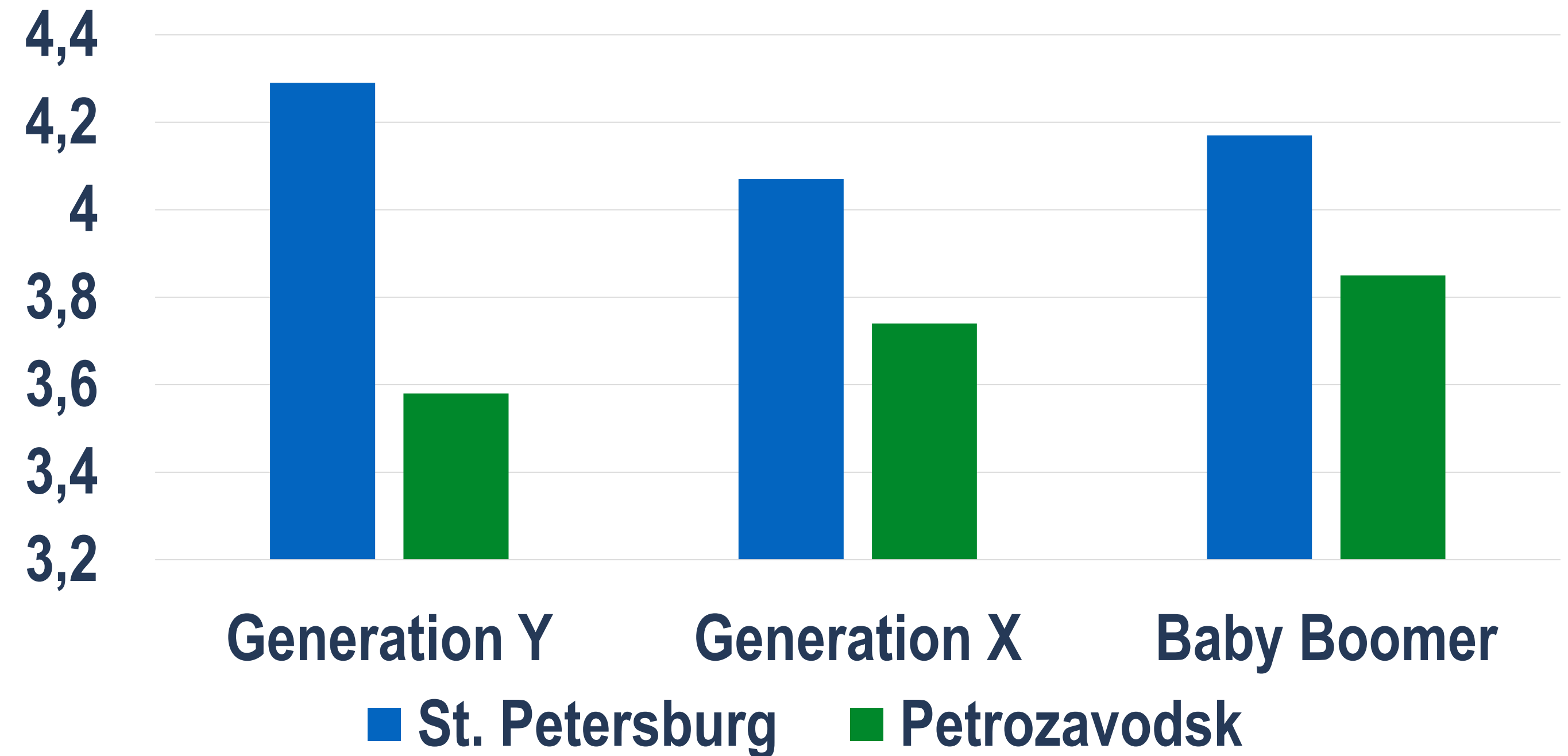
RESULTS

H2. Younger generations demonstrate a lower level of organizational commitment in state organizations. According to the literature, we expect that Generation Y employees show specifically a lower level of organizational commitment

Organizational commitment

Location	Generation Y	Generation X	Baby Boomer
St. Petersburg	4,29**	4,07**	4,17
Petrozavodsk	3,58**	3,74**	3,85

Notes. ** $p < 0.01$; * $p < 0.05$



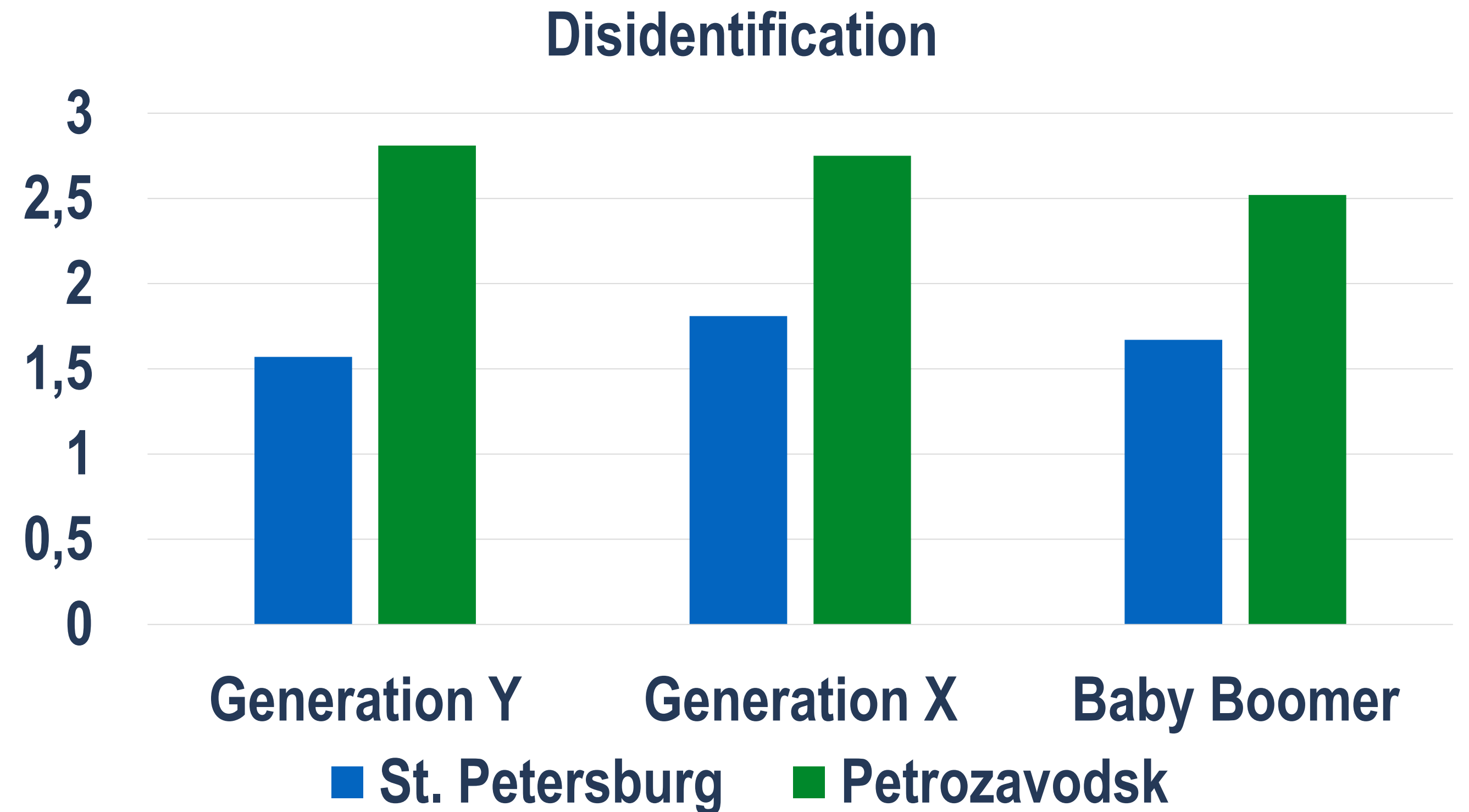
RESULTS

H3. Younger generations demonstrate a higher level of disidentification in state organizations. In line with a lowered level of organizational commitment, we expect that Generation Y workers show a higher level of disidentification.

Organizational identification

Variables	Location	Generation Y	Generation X	Baby Boomer
Ambivalent organizational identification	St. Petersburg	2,00**	2,40*	2,5
	Petrozavodsk	2,79**	2,85*	3,34
Neutral organizational identification	St. Petersburg	2,55*	2,84*	2,31*
	Petrozavodsk	3,11*	3,28*	3,66*
Disidentification	St. Petersburg	1,57**	1,81**	1,67*
	Petrozavodsk	2,81**	2,75**	2,52*
Strong organizational identification	St. Petersburg	4,02	3,97**	4,81*
	Petrozavodsk	3,63	3,33**	3,35*

Notes. ** $p < 0.01$; * $p < 0.05$

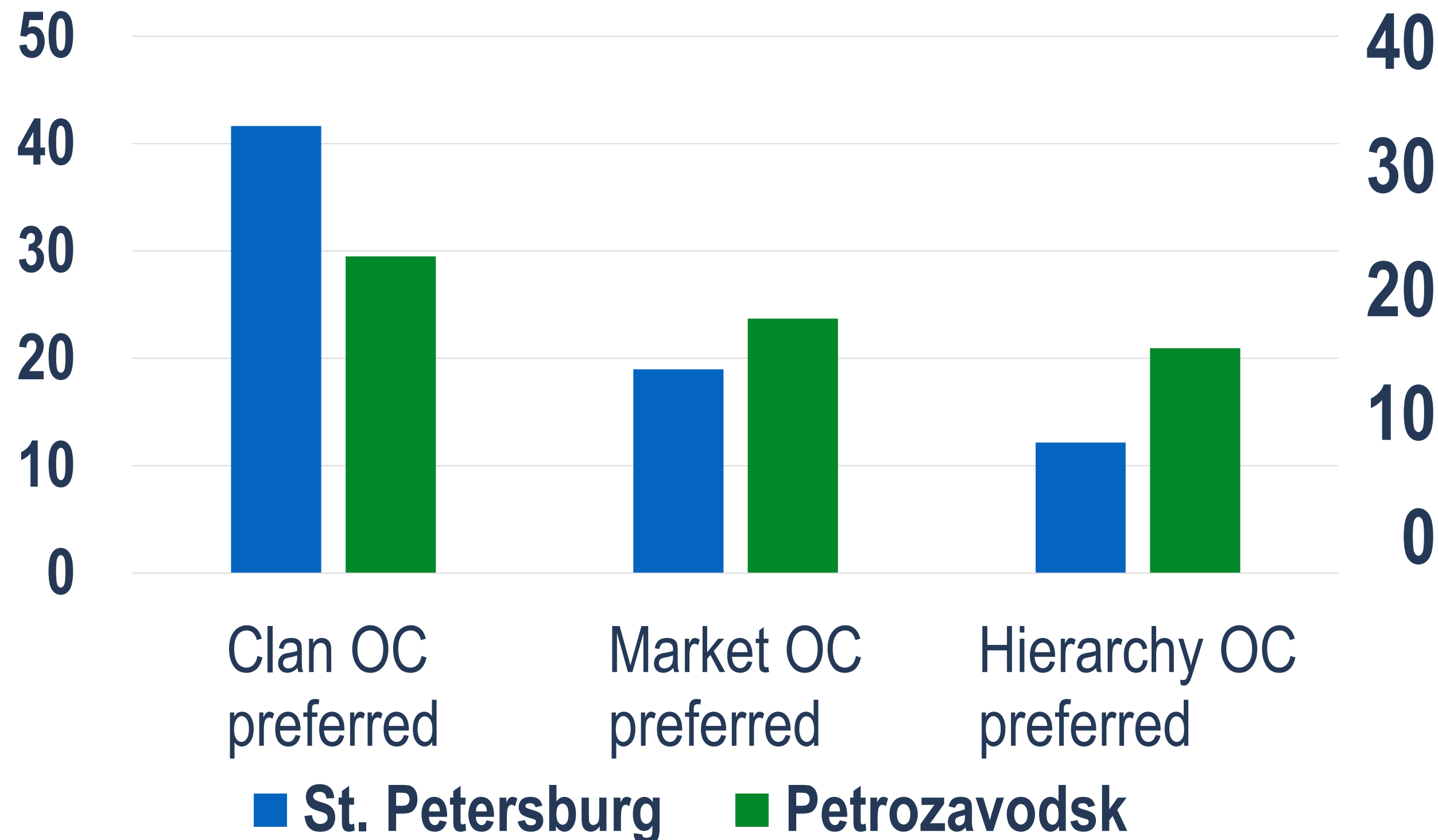


RESULTS

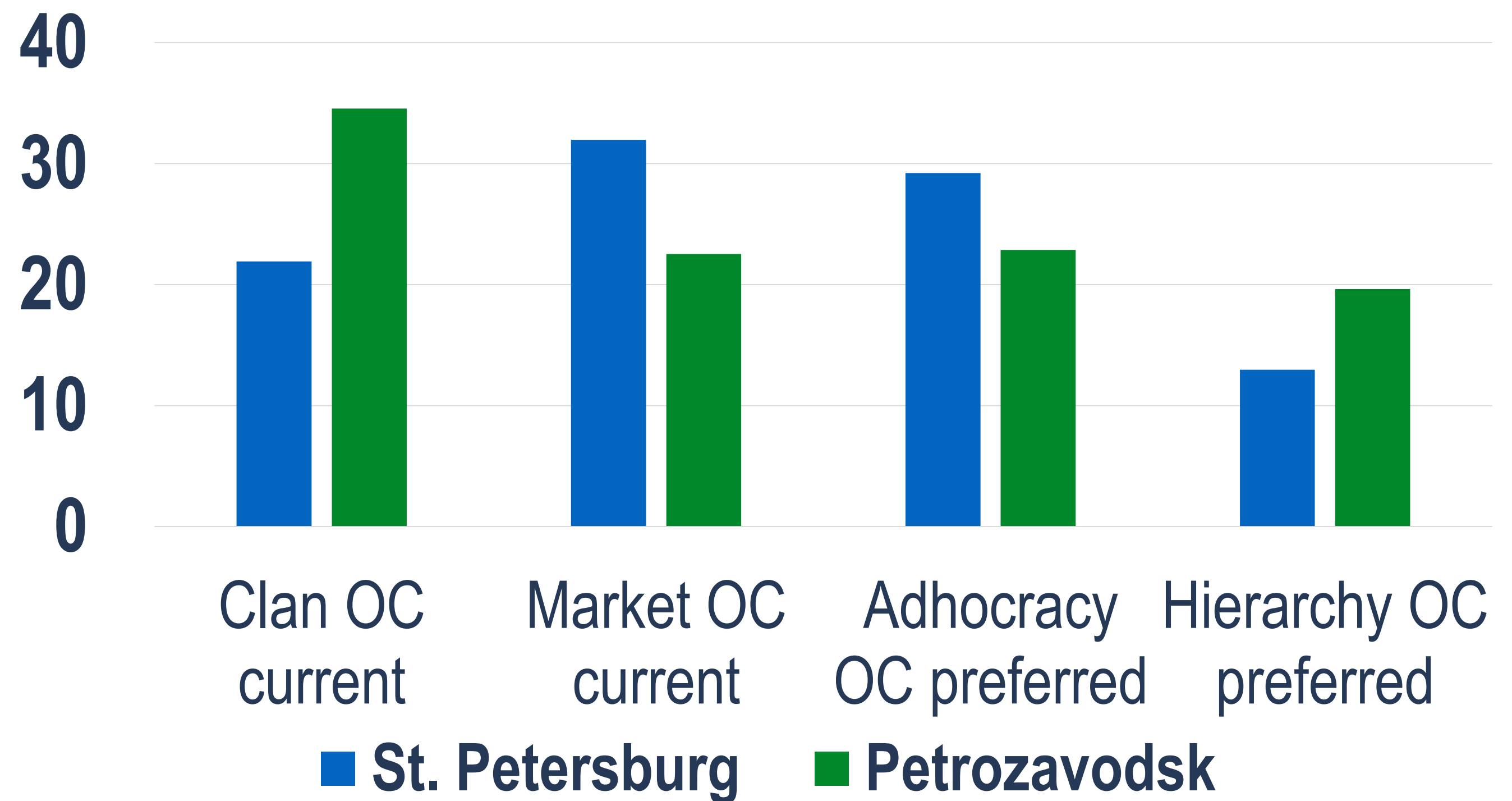
H4. Younger generations demonstrate more regional differences in the perceptions of current and preferred organizational cultures. In line with the regional employment rate, we expect that Generations X and Y show more statistically differences in the perception of organizational cultures relative to Baby Boomers.

Organizational culture

Generation Y



Generation X





FINDINGS

1. **Baby Boomers** expressed the least number of statistically significant differences among studied variables between two organizations, namely, disidentification, neutral, and strong identification as well as current clan organizational culture were indicated.
2. **Generation X employees** became the most controversial cohort. It was depicted statistically significant differences between two organizations for all dimensions of psychological attachments (commitment and four modes of identification), current clan and market cultures plus preferred hierarchy and adhocracy cultures.
3. **Generation Y employees** conveyed differences for variables of psychological attachments and preferred clan, hierarchy and market OC. However, there were no dissimilarities for all dimensions of the current OC.
4. **Regional employment rate** influences dramatically the perception of organizational cultures, identification and commitment for **Generation X** employees whose formative years had been within Perestroika span and strong social changes in the country.

THE CURRENT ECONOMIC AND SOCIAL CONTEXTS IN KARELIA

In 2018 the unemployment rate in Karelia accounted for 8,2% of the economically active population. This figure was twice more than in other regions of North-West territory.

Source: <https://vestikarelii.ru/news/snizhenie-bezrobotitsy-ne-pomoglo-karelii-podnjatsja-so-dna-rejtinga-regionov-rf>



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<https://www.hse.ru/en/org/persons/46697881>

Phone.: +7 (921) 775 32 33

E-mail: nv.volkova@hse.ru