

## **Influential Article Review – Transgenerational Distinctions at Work**

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*This paper examines the contrast in generational workforce. We present insights from a highly influential paper. Here are the highlights from this paper: Many sources from the popular press as well as the academic literature have postulated that there exist meaningful generational differences between individuals in today's workforce. Better understanding of these generational differences of colleagues can lead to better recruitment, retention, succession management, communication, employee engagement and conflict resolution (Dencker, Joshi & Martocchio, 2008). The purpose of this conceptual paper is to review the literature on generational differences by discussing the importance of generational differences, theoretical implications, the cohorts in the current workforce, and to offer hypotheses that will retest the predicted stereotypes of the different generational cohorts. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.*

*Keywords: workforce, generational cohorts, cohort theory*

### **SUMMARY**

- Generational differences have been studied in the workplace. Such studies show that understanding the generational differences has potential to improve the way the organizations recruit, hire, train, reward, promote, and communicate with employees.
- The bulk of this stream of research has focused on how generational differences in the current workforce affect work-related variables such as work values and attitudes, personality, career experiences and outcome, and leadership preferences and behaviors, motivation, organizational commitment training, personal values, and family/work balance. However, there are limited studies in each of these areas and the findings are not consistent.
- According to the Department of Labor 2016 study, the majority of the US workforce will belong to either the Traditionalist, Baby Boomers, Gen Xers, or Millennials generational cohorts. In terms of how the cohorts are described, Traditionalists are labeled conservative and disciplined; Baby Boomers are called time-stressed and materialistic; Generation Xers are identified as skeptical and individualistic; and, Millennials are believed to be socially conscious, yet highly cynical and narcissistic.
- Because the current workforce is multi-generational and there is a perceived difference between the generations that impact organizational outcomes, it is vital to future research to confirm that

these generational stereotypes do actually exist, or, could the differences noted simply be due to life cycle, age, or the sign of the times.

- The generational stereotypes need to be retested in order to establish if the assumed stereotypes are still empirically true or if the generational stereotypes have changed over time due to other factors not cohort related. If empirical findings suggest that the generational stereotypes predicted remain consistent over time, then this would lend support to the generational cohort descriptions.
- If the generational stereotypes change from what has always been predicted and assumed, then further investigation needs to address alternative reasons for generational differences.

## **HIGHLY INFLUENTIAL ARTICLE**

We used the following article as a basis of our evaluation: Jones, J. S., Murray, S. R., & Tapp, S. R. (2018). Generational Differences in the Workplace. *Journal of Business Diversity*, 18(2).

This is the link to the publisher's website: <https://articlegateway.com/index.php/JBD/article/view/528>

## **INTRODUCTION**

Many sources from the popular press as well as academic literature have postulated that there exist meaningful generational differences between individuals in today's workforce. Better understanding of these generational differences of colleagues can lead to better recruitment, retention, succession management, communication, employee engagement and conflict resolution (Dencker, Joshi, & Martocchio, 2008). Conversely, it is assumed that failure to recognize these differences can lead to negative organizational outcomes such as intergenerational workplace conflict, ineffective communication, negative attitudes toward colleagues, decrease in productivity, decrease in morale, and a decrease in citizenship behavior (Bradford, 1993; Dittman, 2005; Smola & Sutton, 2002). Demographic studies show that today's workplace includes employees with a wide range of ages and generational membership (i.e., individuals born before WW II to individuals born in the 1990's).

Although the popular press and academics have accepted the cohort generational stereotypes and definitions as fact, it is surprising that there is little empirical and theoretical research on generational differences (Twenge, Campbell, Hoffman & Lane, 2010) and the stream of literature that does exist is somewhat contradictory (Becton, Walker & Jones-Farmer, 2014). Researchers have speculated that perhaps these differences should be attributed to life cycle, age, or stage in life instead of generational cohorts. Since the inception of these generational cohorts, many world events have changed our cultural norms. The question arises as to whether or not the generational cohort descriptions will stand the test of time or will the cohorts evolve with the changing world. Therefore, the purpose of this research is to review the literature on generational differences by discussing the importance of generational differences, theoretical implications, cohorts in the current workforce, and to offer hypotheses that will retest the predicted stereotypes of the different generational cohorts. Thus, we will attempt to move this fractured stream of literature forward by investigating the question of whether or not the generational cohorts first established many years ago still are theoretically sound.

## **CONCLUSION**

In summary, there is little empirical and theoretical research on generational differences (Twenge, Campbell, Hoffman & Lane, 2010) and the stream of literature that does exist is somewhat contradictory (Becton, Walker & Jones-Farmer, 2014). The psychology and business bodies of literature have adopted the cohort theory and demographic studies have confirmed that there are four generational cohorts in the current workforce (i.e., Traditionalists, Baby Boomers, Generation Xers, and Millennials). Two criticisms of this stream of research include a lack of theoretical framework (Lyons & Kuron, 2013) and the assumption that the untested generational stereotypes are fact. After a thorough review of the literature,

what has been established is that it is difficult to generalize findings when the stereotypes have not been confirmed empirically. In order to further develop a cohesive and comprehensive theoretical framework, the research must first confirm that these generational stereotypes do actually exist, or are the differences noted simply due to life cycle, age, or a sign of the times. At this juncture in generational cohort research, it is necessary to reexamine if the generational stereotypes remain constant or if the values of the cohort have changed over time. Therefore, retesting the generational stereotypes is a necessary next step to furthering the literature on generational cohort effects.

Additionally, researchers have criticized cohort theory based on the assumption that not every member of a particular cohort is influenced by the historical events, people, economy, or culture of that time period in the same way. For example, although Woodstock was an influential event for the Baby Boomers, not every Baby Boomer was present at Woodstock, nor did it impact the entire population of Baby Boomers in the same way. Also, the South experienced the Civil Rights movement differently than the Northern and Western regions of our country. Additionally, it already has been stated that the current generational cohort literature is based on Western experiences and cannot be generalizable to different world regions. Therefore, future research should include qualitative research that would further the cohort theory and establish if individuals belonging to the same cohort do in fact share these historical events and are influenced by them in the same way. The findings of such a study would shed light on the basic premise of the cohort theory that shared historical experiences shape a generation.

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## **TRANSLATED VERSION: SPANISH**

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

## **VERSION TRADUCIDA: ESPAÑOL**

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

## INTRODUCCIÓN

Muchas fuentes de la prensa popular, así como de la literatura académica, han postulado que existen diferencias generacionales significativas entre los individuos de la fuerza laboral actual. Una mejor comprensión de estas diferencias generacionales de los colegas puede conducir a una mejor contratación, retención, gestión de la sucesión, comunicación, compromiso de los empleados y resolución de conflictos (Dencker, Joshi y Martocchio, 2008). Por el contrario, se supone que el hecho de no reconocer estas diferencias puede conducir a resultados organizacionales negativos, como conflictos intergeneracionales en el lugar de trabajo, comunicación ineficaz, actitudes negativas hacia los colegas, disminución de la productividad, disminución de la moral y una disminución del comportamiento ciudadano (Bradford, 1993; Dittman, 2005; Smola y Sutton, 2002). Los estudios demográficos muestran que el lugar de trabajo actual incluye empleados con un rango de edad y membresía generacional (es decir, personas nacidas antes de la Segunda Guerra Mundial a personas nacidas en la década de 1990).

Aunque la prensa popular y los académicos han aceptado los estereotipos y definiciones generacionales de cohorte como un hecho, es sorprendente que haya poca investigación empírica y teórica sobre las diferencias generacionales (Twenge, Campbell, Hoffman & Lane, 2010) y la corriente de literatura que existe. es algo contradictorio (Becton, Walker & Jones-Farmer, 2014). Los investigadores han especulado que tal vez estas diferencias deberían atribuirse al ciclo de vida, la edad o la etapa de la vida en lugar de a las cohortes generacionales. Desde el inicio de estas cohortes generacionales, muchos eventos mundiales han cambiado nuestras normas culturales. Surge la pregunta de si las descripciones de las cohortes generacionales resistirán o no la prueba del tiempo o si las cohortes evolucionarán con el mundo cambiante. Por lo tanto, el propósito de esta investigación es revisar la literatura sobre las diferencias generacionales discutiendo la importancia de las diferencias generacionales, las implicaciones teóricas, las cohortes en la fuerza laboral actual y ofrecer hipótesis que volverán a probar los estereotipos predichos de las diferentes cohortes generacionales. Por lo tanto, intentaremos hacer avanzar esta corriente fracturada de literatura investigando la cuestión de si las cohortes generacionales establecidas por primera vez hace muchos años todavía son teóricamente sólidas.

## CONCLUSIÓN

En resumen, hay poca investigación empírica y teórica sobre las diferencias generacionales (Twenge, Campbell, Hoffman & Lane, 2010) y la corriente de literatura que existe es algo contradictoria (Becton, Walker & Jones-Farmer, 2014). Los cuerpos de literatura de psicología y negocios han adoptado la teoría de la cohorte y los estudios demográficos han confirmado que hay cuatro cohortes generacionales en la fuerza laboral actual (es decir, tradicionalistas, baby boomers, generación X y millennials). Dos críticas a esta corriente de investigación incluyen la falta de un marco teórico (Lyons & Kuron, 2013) y la suposición de que los estereotipos generacionales no probados son un hecho. Tras una exhaustiva revisión de la literatura, lo que se ha establecido es que es difícil generalizar los hallazgos cuando los estereotipos no se han confirmado empíricamente. Para desarrollar aún más un marco teórico cohesivo y completo, la investigación primero debe confirmar que estos estereotipos generacionales realmente existen, o que las diferencias observadas se deben simplemente al ciclo de vida, la edad o un signo de los tiempos. En esta coyuntura de la investigación de cohortes generacionales, es necesario reexaminar si los estereotipos generacionales se mantienen constantes o si los valores de la cohorte han cambiado con el tiempo. Por lo tanto, volver a probar los estereotipos generacionales es el próximo paso necesario para avanzar en la literatura sobre los efectos de cohorte generacional.

Además, los investigadores han criticado la teoría de la cohorte basándose en la suposición de que no todos los miembros de una cohorte en particular están influenciados por los eventos históricos, las personas, la economía o la cultura de ese período de tiempo de la misma manera. Por ejemplo, aunque Woodstock fue un evento influyente para los Baby Boomers, no todos los Baby Boomers estuvieron presentes en Woodstock, ni impactó a toda la población de Baby Boomers de la misma manera. Además, el Sur experimentó el movimiento por los Derechos Civiles de manera diferente a las regiones del Norte y Oeste

de nuestro país. Además, ya se ha dicho que la literatura de cohorte generacional actual se basa en experiencias occidentales y no puede generalizarse a diferentes regiones del mundo. Por lo tanto, la investigación futura debe incluir investigación cualitativa que amplíe la teoría de la cohorte y establezca si los individuos que pertenecen a la misma cohorte comparten estos eventos históricos y son influenciados por ellos de la misma manera. Los hallazgos de tal estudio arrojarían luz sobre la premisa básica de la teoría de la cohorte de que las experiencias históricas compartidas dan forma a una generación.

### **TRANSLATED VERSION: FRENCH**

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

### **VERSION TRADUITE: FRANÇAIS**

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

### **INTRODUCTION**

De nombreuses sources de la presse populaire ainsi que de la littérature universitaire ont postulé qu'il existe des différences générationnelles significatives entre les individus dans la main-d'œuvre d'aujourd'hui. Une meilleure compréhension de ces différences générationnelles entre collègues peut conduire à un meilleur recrutement, rétention, gestion de la relève, communication, engagement des employés et résolution des conflits (Dencker, Joshi, & Martocchio, 2008). À l'inverse, on suppose que le fait de ne pas reconnaître ces différences peut entraîner des résultats organisationnels négatifs tels que des conflits intergénérationnels sur le lieu de travail, une communication inefficace, des attitudes négatives envers les collègues, une baisse de la productivité, une baisse du moral et une diminution du comportement citoyen (Bradford, 1993 ; Dittman, 2005 ; Smola et Sutton, 2002). Les études démographiques montrent que le lieu de travail d'aujourd'hui comprend des employés avec une gamme d'âges et d'appartenance générationnelle (c'est-à-dire des personnes nées avant la Seconde Guerre mondiale à des personnes nées dans les années 1990).

Bien que la presse populaire et les universitaires aient accepté les stéréotypes générationnels et les définitions de la cohorte comme un fait, il est surprenant qu'il existe peu de recherches empiriques et théoriques sur les différences générationnelles (Twenge, Campbell, Hoffman et Lane, 2010) et le courant de littérature qui existe. est quelque peu contradictoire (Becton, Walker & Jones-Farmer, 2014). Les chercheurs ont émis l'hypothèse que ces différences devraient peut-être être attribuées au cycle de vie, à l'âge ou à l'étape de la vie plutôt qu'aux cohortes générationnelles. Depuis la création de ces cohortes générationnelles, de nombreux événements mondiaux ont modifié nos normes culturelles. La question se pose de savoir si les descriptions générationnelles des cohortes résisteront ou non à l'épreuve du temps ou si les cohortes évolueront avec l'évolution du monde. Par conséquent, le but de cette recherche est de passer en revue la littérature sur les différences générationnelles en discutant de l'importance des différences générationnelles, des implications théoriques, des cohortes dans la main-d'œuvre actuelle et de proposer des hypothèses qui permettront de retester les stéréotypes prédits des différentes cohortes générationnelles. Ainsi, nous tenterons de faire avancer ce courant fracturé de littérature en examinant la question de savoir si oui ou non les cohortes générationnelles établies pour la première fois il y a de nombreuses années sont encore théoriquement valables.

## **CONCLUSION**

En résumé, il existe peu de recherches empiriques et théoriques sur les différences générationnelles (Twenge, Campbell, Hoffman & Lane, 2010) et le courant de littérature qui existe est quelque peu contradictoire (Becton, Walker & Jones-Farmer, 2014). La littérature sur la psychologie et les affaires a adopté la théorie des cohortes et les études démographiques ont confirmé qu'il existe quatre cohortes générationnelles dans la main-d'œuvre actuelle (c'est-à-dire les traditionalistes, les baby-boomers, la génération X et les millennials). Deux critiques de ce courant de recherche incluent un manque de cadre théorique (Lyons & Kuron, 2013) et l'hypothèse que les stéréotypes générationnels non testés sont des faits. Après une revue approfondie de la littérature, ce qui a été établi est qu'il est difficile de généraliser les résultats lorsque les stéréotypes n'ont pas été confirmés empiriquement. Afin de développer davantage un cadre théorique cohérent et complet, la recherche doit d'abord confirmer que ces stéréotypes générationnels existent réellement, ou sont les différences notées simplement dues au cycle de vie, à l'âge ou à un signe des temps. À ce stade de la recherche sur les cohortes générationnelles, il est nécessaire de réexaminer si les stéréotypes générationnels restent constants ou si les valeurs de la cohorte ont changé au fil du temps. Par conséquent, retester les stéréotypes générationnels est une prochaine étape nécessaire pour approfondir la littérature sur les effets de cohorte générationnels.

De plus, les chercheurs ont critiqué la théorie des cohortes en se basant sur l'hypothèse que tous les membres d'une cohorte particulière ne sont pas influencés de la même manière par les événements historiques, les personnes, l'économie ou la culture de cette période. Par exemple, bien que Woodstock ait été un événement influent pour les baby-boomers, tous les baby-boomers n'étaient pas présents à Woodstock et n'ont pas eu le même impact sur l'ensemble de la population des baby-boomers. De plus, le Sud a vécu le mouvement des droits civiques différemment des régions du Nord et de l'Ouest de notre pays. De plus, il a déjà été indiqué que la littérature actuelle sur les cohortes générationnelles est basée sur des expériences occidentales et ne peut pas être généralisée à différentes régions du monde. Par conséquent, les recherches futures devraient inclure des recherches qualitatives qui feraient avancer la théorie des cohortes et établiraient si les individus appartenant à la même cohorte partagent en fait ces événements historiques et sont influencés par eux de la même manière. Les résultats d'une telle étude éclaireraient la prémisse de base de la théorie des cohortes selon laquelle les expériences historiques partagées façonnent une génération.

## **TRANSLATED VERSION: GERMAN**

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

## **ÜBERSETZTE VERSION: DEUTSCH**

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

## **EINLEITUNG**

Viele Quellen aus der populären Presse sowie aus der wissenschaftlichen Literatur haben postuliert, dass es bedeutende generationsbedingte Unterschiede zwischen Individuen in der heutigen Belegschaft gibt. Ein besseres Verständnis dieser Generationenunterschiede von Kollegen kann zu einer besseren Rekrutierung, Bindung, Nachfolgeregelung, Kommunikation, Mitarbeiterengagement und Konfliktlösung führen (Dencker, Joshi, & Martocchio, 2008). Umgekehrt wird davon ausgegangen, dass das Nichterkennen



dieser Unterschiede zu negativen organisatorischen Folgen führen kann, wie z. Dittmann, 2005; Smola & Sutton, 2002). Demografische Studien zeigen, dass der heutige Arbeitsplatz Mitarbeiter unterschiedlicher Altersgruppen und Generationen umfasst (d. h. Personen, die vor dem Zweiten Weltkrieg geboren wurden, bis hin zu Personen, die in den 1990er Jahren geboren wurden).

Obwohl die populäre Presse und Wissenschaftler die Stereotypen und Definitionen der Kohortengenerationen als Tatsache akzeptiert haben, ist es überraschend, dass es wenig empirische und theoretische Forschung zu Generationenunterschieden (Twenge, Campbell, Hoffman & Lane, 2010) und der existierenden Literatur gibt ist etwas widersprüchlich (Becton, Walker & Jones-Farmer, 2014). Forscher haben spekuliert, dass diese Unterschiede vielleicht eher dem Lebenszyklus, dem Alter oder der Lebensphase zugeschrieben werden sollten als den Generationenkohorten. Seit der Gründung dieser Generationskohorten haben viele Weltereignisse unsere kulturellen Normen verändert. Es stellt sich die Frage, ob die Generationenbeschreibungen der Kohorten den Test der Zeit bestehen werden oder ob sich die Kohorten mit der sich verändernden Welt weiterentwickeln werden. Daher ist es der Zweck dieser Forschung, die Literatur zu Generationenunterschieden zu überprüfen, indem die Bedeutung von Generationenunterschieden, theoretische Implikationen und Kohorten in der aktuellen Belegschaft diskutiert werden, und Hypothesen anzubieten, die die vorhergesagten Stereotypen der verschiedenen Generationenkohorten erneut testen. Wir werden daher versuchen, diesen fragmentierten Literaturstrom voranzubringen, indem wir der Frage nachgehen, ob die vor vielen Jahren erstmals etablierten Generationenkohorten theoretisch noch tragfähig sind oder nicht.

## **SCHLUSSFOLGERUNG**

Zusammenfassend lässt sich sagen, dass es wenig empirische und theoretische Forschung zu Generationenunterschieden gibt (Twenge, Campbell, Hoffman & Lane, 2010), und die vorhandene Literatur ist etwas widersprüchlich (Becton, Walker & Jones-Farmer, 2014). Die Psychologie und Wirtschaftsliteratur haben die Kohortentheorie übernommen, und demografische Studien haben bestätigt, dass es in der derzeitigen Belegschaft vier Generationenkohorten gibt (d. h. Traditionalisten, Babyboomer, Generation Xer und Millennials). Zwei Kritikpunkte an diesem Forschungsstrom sind ein Mangel an theoretischem Rahmen (Lyons & Kuron, 2013) und die Annahme, dass die ungetesteten Generationenstereotype Tatsachen sind. Nach gründlicher Durchsicht der Literatur hat sich herausgestellt, dass es schwierig ist, Ergebnisse zu verallgemeinern, wenn die Stereotypen nicht empirisch bestätigt wurden. Um einen kohärenten und umfassenden theoretischen Rahmen weiterzuentwickeln, muss die Forschung zunächst bestätigen, dass diese Generationenstereotype tatsächlich existieren oder die festgestellten Unterschiede lediglich auf den Lebenszyklus, das Alter oder ein Zeichen der Zeit zurückzuführen sind. An dieser Stelle der Generationenkohortenforschung ist erneut zu prüfen, ob die Generationenstereotypen konstant bleiben oder sich die Werte der Kohorte im Laufe der Zeit verändert haben. Daher ist das erneute Testen der Generationenstereotypen ein notwendiger nächster Schritt, um die Literatur zu generationsbezogenen Kohorteneffekten zu erweitern.

Darüber hinaus haben Forscher die Kohortentheorie aufgrund der Annahme kritisiert, dass nicht jedes Mitglied einer bestimmten Kohorte in gleicher Weise von den historischen Ereignissen, Menschen, der Wirtschaft oder Kultur dieser Zeitperiode beeinflusst wird. Obwohl beispielsweise Woodstock ein einflussreiches Ereignis für die Babyboomer war, waren nicht alle Babyboomer bei Woodstock anwesend und es hatte auch keinen Einfluss auf die gesamte Bevölkerung der Babyboomer. Auch hat der Süden die Bürgerrechtsbewegung anders erlebt als die nördlichen und westlichen Regionen unseres Landes. Zudem wurde bereits ausgeführt, dass die aktuelle Generationenkohortenliteratur auf westlichen Erfahrungen basiert und nicht auf verschiedene Weltregionen verallgemeinerbar ist. Daher sollte zukünftige Forschung qualitative Forschung umfassen, die die Kohortentheorie voranbringen und feststellen würde, ob Personen, die derselben Kohorte angehören, diese historischen Ereignisse tatsächlich teilen und von ihnen in gleicher Weise beeinflusst werden. Die Ergebnisse einer solchen Studie würden die Grundannahme der Kohortentheorie beleuchten, dass gemeinsame historische Erfahrungen eine Generation prägen.

## **TRANSLATED VERSION: PORTUGUESE**

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

## **VERSÃO TRADUZIDA: PORTUGUÊS**

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

## **INTRODUÇÃO**

Muitas fontes da imprensa popular, bem como da literatura acadêmica, postularam que existem diferenças geracionais significativas entre os indivíduos na força de trabalho de hoje. Uma melhor compreensão dessas diferenças geracionais de colegas pode levar a um melhor recrutamento, retenção, gerenciamento de sucessão, comunicação, envolvimento dos funcionários e resolução de conflitos (Dencker, Joshi e Martocchio, 2008). Por outro lado, assume-se que a falha em reconhecer essas diferenças pode levar a resultados organizacionais negativos, como conflitos intergeracionais no local de trabalho, comunicação ineficaz, atitudes negativas em relação aos colegas, diminuição da produtividade, diminuição do moral e diminuição do comportamento de cidadania (Bradford, 1993; Dittman, 2005; Smola & Sutton, 2002). Estudos demográficos mostram que o local de trabalho de hoje inclui funcionários com uma ampla gama de idades e filiação geracional (ou seja, indivíduos nascidos antes da Segunda Guerra Mundial a indivíduos nascidos na década de 1990).

Embora a imprensa popular e os acadêmicos tenham aceitado os estereótipos e definições geracionais da coorte como fato, é surpreendente que haja pouca pesquisa empírica e teórica sobre diferenças geracionais (Twenge, Campbell, Hoffman & Lane, 2010) e o fluxo de literatura que existe é um tanto contraditório (Becton, Walker & Jones-Farmer, 2014). Os pesquisadores especularam que talvez essas diferenças devam ser atribuídas ao ciclo de vida, idade ou estágio da vida, em vez de coortes geracionais. Desde o início dessas coortes geracionais, muitos eventos mundiais mudaram nossas normas culturais. A questão que surge é se as descrições das coortes geracionais resistirão ou não ao teste do tempo ou se as coortes evoluirão com o mundo em mudança. Portanto, o objetivo desta pesquisa é revisar a literatura sobre diferenças geracionais, discutindo a importância das diferenças geracionais, implicações teóricas, coortes na força de trabalho atual e oferecer hipóteses que testarão novamente os estereótipos previstos das diferentes coortes geracionais. Assim, tentaremos levar adiante esse fluxo fragmentado de literatura, investigando a questão de saber se as coortes geracionais estabelecidas pela primeira vez há muitos anos ainda são teoricamente sólidas ou não.

## **CONCLUSÃO**

Em resumo, há pouca pesquisa empírica e teórica sobre diferenças geracionais (Twenge, Campbell, Hoffman & Lane, 2010) e o fluxo de literatura que existe é um tanto contraditório (Becton, Walker & Jones-Farmer, 2014). A literatura de psicologia e negócios adotou a teoria da coorte e os estudos demográficos confirmaram que existem quatro coortes geracionais na força de trabalho atual (isto é, tradicionalistas, baby boomers, geração X e geração do milênio). Duas críticas a esse fluxo de pesquisa incluem a falta de estrutura teórica (Lyons & Kuron, 2013) e a suposição de que os estereótipos geracionais não testados são fatos. Após uma revisão completa da literatura, o que se estabeleceu é que é difícil generalizar os achados quando os estereótipos não foram confirmados empiricamente. Para desenvolver ainda mais uma estrutura teórica coesa e abrangente, a pesquisa deve primeiro confirmar se esses estereótipos geracionais realmente existem, ou são diferenças notadas simplesmente devido ao ciclo de vida, idade ou um sinal dos tempos. Nesta

conjuntura na pesquisa de coorte geracional, é necessário reexaminar se os estereótipos geracionais permanecem constantes ou se os valores da coorte mudaram ao longo do tempo. Portanto, testar novamente os estereótipos geracionais é um próximo passo necessário para aprofundar a literatura sobre efeitos de coorte geracional.

Além disso, os pesquisadores criticaram a teoria da coorte com base na suposição de que nem todos os membros de uma determinada coorte são influenciados pelos eventos históricos, pessoas, economia ou cultura daquele período de tempo da mesma maneira. Por exemplo, embora Woodstock tenha sido um evento influente para os Baby Boomers, nem todo Baby Boomer esteve presente em Woodstock, nem impactou toda a população de Baby Boomers da mesma forma. Além disso, o Sul experimentou o movimento dos Direitos Civis de forma diferente das regiões Norte e Oeste do nosso país. Além disso, já foi afirmado que a atual literatura de coorte geracional é baseada em experiências ocidentais e não pode ser generalizada para diferentes regiões do mundo. Portanto, pesquisas futuras devem incluir pesquisas qualitativas que aprofundem a teoria da coorte e estabeleçam se os indivíduos pertencentes à mesma coorte de fato compartilham esses eventos históricos e são influenciados por eles da mesma maneira. As descobertas de tal estudo lançariam luz sobre a premissa básica da teoria de coorte de que experiências históricas compartilhadas moldam uma geração.