

MAJOR RESEARCH PROJECT
ON
“INTERGENERATIONAL DIFFERENCES IN THE
VIRTUE OF APPRECIATION”

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CERTIFICATE

This is to certify that Ms. Ashi Titoria (2k19/umba/05) , Ms. Juisha Thomas(2k19/umba/13) and Ms. Shrishti Purohit(2k19/umba/20), students of MBA in Human Resource and Marketing has successfully completed the project entitled, “**Intergenerational Differences In The Virtue Of Appreciation**” under the guidance of Assistant Professor, Mr. Naval Garg(Supervisor/ Mentor) in the year 2021, in partial fulfilment of end semester examination conducted at the University School of Management and Entrepreneurship, New Delhi- 110095.

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DECLARATION

We hereby declare that this Major Report Project titled “**Intergenerational Differences In The Virtue Of Appreciation**” has been taken by us as part of our studies in our MBA program of Delhi Technological University.

The material in this project is based on our research work that has been acknowledged in the reference page.

The work done in this project has not been submitted to any other University or Institute for the reward of any diploma/degree course.

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EXECUTIVE SUMMARY

Purpose- Generational diversity has great potential. Each generation has unique characteristics because of which things might not be always go smoothly.

The study “**Intergenerational Differences in the Virtue of Appreciation**” is a quantitative methodological approach to identify the different perspectives, attitudes, and behaviours exhibited by the generational groups (16-23=post millennial, 24-39= millennials and 40 and above = pre-millennials.). The project discusses the concept of appreciation and the generation. The purpose of the study was to investigate whether intergenerational difference in the virtue of appreciation, exist or not, across 3 generation classes: pre-millennial, millennial and post-millennial and to enhance knowledge related to the appreciation stimuli among the generational diversity.

Design/Methodology- The data was collected with the help of an e-questionnaire. Data collected was subjected to thorough measures of reliability, validity and ANOVA.

Findings/Results – The result states that there is a difference in the degree of appreciation amongst the three sets of generation: pre-millennial, millennial and post-millennial.

Value/Originality – It is one of the fascinating studies which explores intergenerational differences in the virtue of appreciation. Since intergenerational participation and their management at work are becoming a necessity, better understanding of these intergenerational differences can lead to better collaboration, communication, and help to tailor out the practices or the arrangements to extend the best from each generation.

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INTRODUCTION

Intergenerational diversity is a universal reality in the present workplace. The generational diversity in the working environment is expanding at a great pace. From Baby Boomers with years of expertise to new confronted Generation Z-ers, the workforce is becoming progressively diverse in terms of generations that are working together in the organisation. In recent years, employees and managers have consented to the presence of real intergenerational contrasts that should be addressed to in the work environment. Business experts, including the HR domain experts have gotten progressively worried about the supposed difficulties of multigenerational and its probable impact on organizational performance. Based on the proposition that each generation possess different mindsets, perspectives, and behaviours, organizations have been seeking to adjust and customize their arrangements to extract the best from each generational group.

Because every generation has such distinctive characteristics, things might not always go smoothly. With each generation having peculiar attributes and characteristics, there are chances of disagreements occurring due to divergent values and beliefs and work ethics. Employees across generations have different inclinations when it comes to how they receive feedback and team up with others in the workplace. Baby Boomers are comfortable working for extended periods and lean towards working on-site, Gen Y and Gen Z employees lean toward additional adaptable hours and the choice to work virtually. They appreciate flexibility in their work.

Understanding and appreciating different generations is crucial for effective and productive teams, departments, and organisation

With multiple generations working together simultaneously, it's fundamental to contemplate how their work styles and needs may contrast since each generation has distinct experiences and preferences, particularly with regards to technology. Providing opportunities for the multiple technological habits and competence of each generation is the key for dealing with the generation gap in present day modern work life and attracting multigenerational talent. For Millennials, technology implies flexibility. Millennials embrace the liberty of remote operating and the change in a work culture that technology affords them. They have a totally unique outlook when it comes to technology, and that translates directly into their perspectives/attitude at work. Likewise, the older generations appreciate more the conventional work model.

However, the right insights and the right instruments can help boost efficiency and get teams working together more effectively. If managers and HR professionals understand these generational differences, they will be able to have effective and meaningful dialogue about future development and discuss how to optimise the spread of resources.

A saying from Meredith Hill – “When you speak to everyone, you speak to no one.”.

This alludes that the same management style and HR practices across all these generations is comparable to a company trying to market to everyone. Being able to understand and empathize with different sets of generations, communicating and leading them in a way that connects with their values and preferences may be relevant for each generation.

Often generations in the same organization, are separated from each other by their job descriptions and framework chain(hierarchy). Owing to differing attitudes, preferences, perspectives and values, generational differences can create incongruence in the senior-subordinate dyad. When several generations coexist, an accumulation of reciprocal negative perceptions insights can prompt pressures in the working environment. The digital revolution contributes to highlighting these tensions, as it induces a major mindset change and compounds their disparities/differences.

The study “**Intergenerational Differences in The Virtue of Appreciation**” is an attempt to enhance knowledge related to the appreciation stimuli among the generational diversity. This can further help Human Resources to tailor out the practices or the arrangements to extend the best from each generation.

LITERATURE REVIEW

Appreciation

Why is it that some people appear to be happier than others? Why are they so and what factors are related to their happiness? Appreciation could play an especially important role in psychological state and subjective well-being. Appreciation can be envisioned as an emotion as well as a disposition.

Emotions are transitory. Analysis has shown there are individual variations in appreciation, that is, which is related to the tendency to feel appreciation. This is steady with the vast majority's examination that at one end of the chain are people who appreciate kind-heartedness or the opportunities, appreciate beauty, and value their friends and family. On the opposite end of the chain are people who don't seem to see these positive parts of their lives and underestimate their positive experiences (Fagley, 2012, 2016). In spite of the fact that there are individual contrasts in the tendency to feel appreciation, it is feasible to enlarge one's propensity to encounter appreciation through specific beliefs and practices, which could be grasped or absorbed (Adler & Fagley, 2005).

Definition

Adler (2002; Adler & Fagley, 2001) Appreciation is outlined as acknowledging the value and which means of something—an event, a person, a behaviour, associate object—and feeling a positive emotional connection to that.

Encounters of appreciation magnify positive spirit or the frame of mind and sentiments of alliance to the appreciated input and/or to the character of existence .

Expanding on the overall meaning of appreciation we have outlined eight aspects of appreciation based on the general definition of appreciation:

Have Focus
Awe
Ritual
Present Moment
Self/Social Comparison
Gratitude
Loss/Adversity
Interpersonal

Appreciation is accepted to have each state and trait characteristics that are similar to stress or anger. As mentioned before, there are individual differences within the tendency to feel appreciation.

Some folks are normally extra appreciative than others; that may be a disposition. We tend to believe that almost all folks will and do have experiences of appreciation at your time or alternative. Therefore, even someone who, by disposition, tends to be ungrateful will have an instant of appreciation that could be a condition of appreciation.

Following are the aspects of appreciation:

Have Focus

The essential side of appreciation addresses on what we have rather than on what we are deficient in. Have Focus is seeing, recognizing, and feeling reasonable concerning (i.e., appreciating) what we have in our lives. “What we tend to have” touch upon to something we tend to expertise as “being with us” or “associated with us” in some significant manner.

Awe

Feeling a deeply emotional, spiritual, or transcendental association to one thing is referred to as the awe side of appreciation.

It represents the emotional bond to the peculiarity of associate expertise. Awe is ordinarily a right way emotive manifestation of appreciation, as demonstrated by an abrupt feeling that comes over us like being cleared away by our sentiments.

Ritual

Performing art acts that foster and promote appreciation represents the ritual. Rituals facilitate us to prevent and notice of the items around us: waking up in the mornings and thanking god for an additional day, taking a stroll to understand nature, acknowledging at the moment of the day a minimum of one factor we tend to appreciate that day, etc.

Present Moment

It is about feeling positive concerning the objects around you when you're encountering them. Present Moment is partner with adjusted consciousness/awareness of, and alliance to, our surroundings and positive characteristics.. Specializing in this subscale keeps us in harmony with our mindful reflection and our emotional states that keep our attention focused on our moment-to-moment encounters and sensations (Kabat-Zinn, 1990).

Self-Social comparison

It refers to a positive feeling concerning (appreciating) things in response to descending self/social comparisons. An individual could appreciate present place of employment as a result of it being better/higher than previous job (this would be self-comparison), or as a result of it being better than our friend's job (that would be social comparison). A classic side of human judgment is that stimuli don't seem to be judged in isolation however are judged corresponding to a point of reference. When the point of reference is low, then the present state of affairs could also be additional seemingly to be appreciated. A descending social comparison could increase subjective well-being, whereas upward comparison diminished it.

Gratitude

It can be defined as seeing and recognizing a benefit that has been gotten, regardless of whether from someone else or a god, and feeling happy or delighted for the attempts or efforts, sacrifices, related actions of another. This feeling can be a constructive heartfelt response to a helper for one thing sensible that has been bestowed upon. It includes initial recognizing this characteristic relationship then remaining open-minded to the vulnerability of getting wants that are met by one thing outside of oneself.

Loss/Adversity

The positive feelings concerning one thing in light of one's own perceived losses or encounters of adversity is the Loss and Adversity side of appreciation. Encounters of adversity and loss tend general lift our consciousness of getting taken things without any consideration. Encounters of observed loss or adversity usually activate feelings, like I won't repeat that mistake again. Appreciative folks use their experiences of loss or adversity reminding oneself concerning the positive aspects of their lives as they occur

Interpersonal

Noticing, recognizing, & feeling positive to (appreciating) the folk in our lives is the interpersonal side of appreciation. It incorporates appreciating being loved, being upheld, having someone to speak to, cared for and being acknowledged by someone. It is admiring the benefaction that our associations with others build to our lives and our prosperity.

Concept of Generation

Researchers have defined generation as a group of people having the same years of birth and characteristic socio and political life events during their early stages because of which they create and build-up moderately stable, though not fixed or rigid, independent practices and worldviews, including perspectives, behaviours within the work environment.

Nonetheless, researchers have been arguing with regard to the fact and significance of birth cohorts. Few research scholars tend to support the socio-cultural and historical foundations hidden in the generational principle's others are suspicious and contend that distinctions arising out of age location are primarily owing to experience or the maturation process.

Generational Cohort

A generation cohort could be thought of as a notion which explains that the homogeneity in a group of individuals is not just in light of the fact that in the same period they came into the world, nonetheless, more critically they share comparable or similar encounters of some significant events during their formative years or coming of- age, which is about 15-25 years old (Meredith & Schewe, 1994; Ryder, 1965). Subsequently, these aggregate experiences of past historical and socio-cultural events have created coherence in their beliefs, values, and way of life, which differentiate a cohort from another generation cohort. The effect of such aggregate experiences encountered during the early years tend to persist comparatively stable throughout the lives (Inglehart, 1997; Strauss & Howe, 1991). Consequently, individuals born during a specific time, and thus relating to the same cohort, will often share specific inclinations and psychological (cognitive styles). Moreover, the impacts are expected to endure over the long period of time.

Generation

Researchers have been arguing with regard to the accurate years of birth that outline each generation. Most researchers have defined that there are four generations of employees:

Generation	Year
Veterans	1925-1944
Baby Boomers	1945-1964
Gen X	1965-1981
Gen Y	1982-2000

According to Pew Research Centre, 2018, each generation is proportionate or symbolize nearly to a time stretch of 20 years as outlined by the age span.

Generation	Born Between	(Age in 2018)
Generation Z	1997 and 2018	-
Generation Y	1981 and 1996	22-37
Generation X	1965 and 1980	38-53
Baby Boomers	1946 and 1964	54-72
The Silent generation	1928 and 1945	73-90
Greatest Generation	before 1928	91-103

Regardless of certain disparities with respect to the birth years that envelop each generation, it is for the most part acknowledged that researchers believe:

Generation	Associated years
Boomers	Mid-1940s to the mid-1960s
GenX	Mid-1960s to the early 1980s

The assumed unity/concord and affinities amongst each cohort are believed to be framed through social disruption or uproar like wars or downturns in addition to the socio-cultural and political circumstances encountered during the formative years , the impact of which tends to outline each generation.

Baby Boomers experienced childhood in the midst of financial flourishing and brimming work employment in the rouse of Second World War, when most organizations would in general offered well-defined lifetime career structures. Consequently, they are regularly described as positive, hopeful , valuing job stability and security, and stable workplaces.

Conversely, Generation X were exposed to technological leap in a world marked by a string of economic crisis.

The individuals of this generation saw their parents' work-related insecurity because of rapid change, unemployment, which brought about expanded family insecurity and unsteadiness. Subsequently, individuals belonging to GenX are assumed to be liberated & flexible workers who built up a dubious and sceptical view toward the employee-organization relationship. They tend to commit to their work life, careers and the individuals they work for (Park & Gursoy, 2012; Schuman & Scott, 1989).

Generation Y, or otherwise called the Millennial generation, were exposed to the digital world since beginnings. Generation Y and Generation Z are remarked as "Digital Natives" as their life has been interwoven with the digital world.

Gen Ys are embodied as valuing skill advancement and excited about the window of new opportunities. Like Baby Boomers, they are driven, focused and optimistic (Huntley, 2006; Smola and Sutton, 2002). Showing an undeniable/ peak degree of confidence, Gen Ys are described as appreciating collaborative action and are social. Additionally, they appraise having control and having input into decisions (McCrinkle and Hooper, 2006).

Generation Z comprehension of access to information and the perspective are different from any other generation because they were exposed to digital world during the early stage of life. Other labels ascribed to this newest generation-“Post-Millennials”, “iGen” (Twenge, 2017), and “Home landers” (Howe, 2018).

To put it plainly, each generation are presumed to own different work orientations and values, thus well-defined patterns of organizational behaviour.

Intergenerational differences in the virtue of appreciation

Generational conflicts in values, views, the perspective of appreciation and behaviours square measure is nothing new, however they'll be troublesome to reconcile in traditional life or the work. Generational gaps play a crucial role within the business and organizations have to be compelled to notice ways balance the requirements and views of various generations within the organisation. Intergenerational cooperation and people management at work is getting a necessity in business and the organizations needs to keep up the information and skill of older generations and at an equivalent time acquire and retain proficient and devoted young workers.

Appreciation correlates directly with prosperity and conversely with depression, vulnerability, bitterness, and varied portions of psychopathology though gratitude and its near associates, like appreciation, obligation and commonness, square measure usually assumed to characterize and form intergenerational relations. Gratitude, with it's incredible and beneficial outcome on the social relationships, has gotten an increasing attention from scholars from various fields (Algoe 2012; Li, Zhang, Li, Li, & Ye, 2012).

From psychological viewpoint, gratitude has been outlined as a positive feeling or emotion that follows from “the perception that one has benefited from the pricey, intentional, voluntary action of another person” . Several other scholars who are curious about gratitude have mostly treated gratitude (which could be a part of appreciation) as an emotional attribute, one that completely correlates with varied measures of well-being [Algoe, 2010; Algoe, Fredrickson, & Gable, 2013; Buck, 2004; Emmons & McCullough, 2003; McCullough, Tsang, & Emmons, 2004; Sheldon & Lyubomirsky, 2006]. Understanding the characteristics and preferences of

the various generations is necessary if we tend to square measure to assist optimize ourselves and businesses.

Recently Barnett, Cantu and Van Vleet (2019) in their research paper found that gratitude, was related to each additional positive perceptions of the past generations, furthermore and more additional generativity towards future generations. every generation could react terribly otherwise to an equivalent state of affairs. Their differing experiences usually provide those differing values and influence their attitudes and behaviours. Then values, attitudes, preferences, and behaviours become the filter through that members of a cohort interpret later life experiences. Their differing reactions, perceptions, and attitudes don't make them wrong or right. Apostle (1996) suggests that manners, treating everybody right and with respect, can bridge the people gaps. Appreciation, is such a feeling or emotion that could help in building social bond and capital (cf., Putnam, 2000) by expanding the degree of trust , supporting the formation of social bonds (Algoe, Haidt, and Gable, 2008) and promoting cooperation and bond among unconnected people (DeSteno et al., 2010)

RESEARCH METHODOLOGY

Study	Descriptive
Sampling	Random Sampling
Sample Size	427
Tools Used for Analysis	SPSS (Statistical Package for Social Sciences) And Ms-Excel

SAMPLING

Sampling is a process which is used to determine the number of response to be collected for the research. We have used random sampling in this research. It is a technique wherein each sample has an equivalent chance or likelihood of being selected. The total population can be represented in an unbiased manner by selecting a sample using random sampling.

SAMPLE

The sample was drawn from participants across various generations. They were categorized into 3 generation classes: pre-millennial, millennial and post-millennial. The data was collected with the help of an e-questionnaire. The completion of the questionnaire was entirely voluntary and the responses were kept confidential

INSTRUMENT USED TO COLLECT DATA

A survey-based method was selected for the study in which a well-established questionnaire was adopted. The questionnaire had 2 sections. Section 1 comprised the demographic profile of the respondents consisting of questions related to their age, gender, annual income and occupation. Section 2 aimed at assessing the degree to which one is appreciative. This section consisted of 18 statements which were analysed using a 7-point Likert scale and frequency items using a 7-point rating.

Frequency item(7-point rating scale)	Frequency of behaviour
7	More than once a day
6	About once a day
5	About once a week
4	About once a month
3	About once a year
2	A few times in my life
1	Never

The attitude items used a 7-point Likert rating scale ranging from ‘7=Strongly agree’ and ‘1=Strongly disagree’ to assess participants’ beliefs, values, and attitudes in the domain of appreciation.

Reliability: Internal Consistency

The most widely recognized measurement utilized for internal consistency is Cronbach alpha and composite reliability, in which it measures the reliability based on the interrelationship of the observed items variables.

Cronbach’s alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability.

Table 1: Cronbach’s Standards

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: George, D., & Mallery, P. (2003). SPSS for Windows step by step: A simple guide and reference. 11.0 update (4th ed.). Boston: Allyn & Bacon

To check the reliability of the subscale in the questionnaire we calculated the Cronbach’s Alpha which is commonly used to determine the fit of the tools and scales established for the research projects. A score of 0.7 is often considered to be acceptably good.

Table 2 Items Comprising 6 Subscales of Appreciation

Subscale	Scale
“Have” Focus	<ul style="list-style-type: none"> • I count my blessings for what I have in this world. • I remind myself how fortunate I am to have the privileges and opportunities I have encountered in life. • I reflect on how fortunate I am to have basic things in life like food, clothing, and shelter. • I really notice and acknowledge the good things I get in life. • I remind myself to think about the good things I have in my life.
Awe	<ul style="list-style-type: none"> • I have moments when I realize how fortunate I am to be alive. • I reflect on how lucky I am to be alive. • I feel that it is a miracle to be alive.
Ritual	<ul style="list-style-type: none"> • I give thanks for something at least once a day. • I do things to remind myself to be thankful. • I believe it is important to remind myself to be thankful for things consistently (i.e., daily, weekly, or monthly).
Present Moment	<ul style="list-style-type: none"> • I enjoy the little things around me like the trees, the wind, animals, sounds, light, etc. • I recognize and acknowledge the positive value and meaning of events in my life. • I remind myself to appreciate the things around me. • When I stop and notice the things around me I feel good and content.
Loss/Adversity	<ul style="list-style-type: none"> • The problems and challenges I face in my life help me to value the positive aspects of my life. • Thinking about dying reminds me to live every day to the fullest
Interpersonal	<ul style="list-style-type: none"> • I remind myself to appreciate my family.

Source: Adler, M. G., & Fagley, N. S. (2005). Appreciation: Individual Differences in Finding Value and Meaning as a Unique Predictor of Subjective Well-Being. *Journal of Personality*, 73(1), 79–114. <https://doi.org/10.1111/j.1467-6494.2004.00305.x>

Table 3 Reliability for the Aspects of Appreciation Subscales:

Subscale	Number of items	Cronbach’s Alpha
“Have” Focus	5	0.884
Awe	3	0.772
Ritual	3	0.738
Present Moment	4	0.762
Loss/Adversity	2	0.711
Interpersonal	-	-

It demonstrates the Cronbach's Alpha value of 0.7 and above for all the subscales, hence the designed questionnaire and sub-scales have good reliability in the Indian context.

Composite Reliability(CR) is a measure of internal consistency in scale items. A score of 0.7 is often considered to be acceptably good.

Validity

According to (Van Dalen, 1973) states that construct usually refers to a complex concept that includes several interrelated factors.

In this study, convergent validity was assessed by factor loading, Composite Reliability (CR) and Average Variance Extracted (AVE). Convergent validity is the assessment to measure the level of correlation of multiple indicators of the same construct that agree. AVE measures the level of variance captured by a construct versus the level due to measurement error. AVE value should exceed 0.50 so that it is adequate for convergent validity.

Discriminant validity refers to the extent to which the construct is differing from one another empirically. It also measures the degree of differences between the overlapping constructs. The discriminant validity can be evaluated by using cross-loading of indicator, Fornell & Larcker criterion and Heterotrait-monotrait (HTMT) ratio of correlation.

In our study we have considered the convergent validity.

Formula:

Composite Reliability can be calculated as follows:

$$CR = \frac{\left(\sum_{i=1}^n \lambda_i \right)^2}{\left(\sum_{i=1}^n \lambda_i \right)^2 + \left(\sum_{i=1}^n \delta_i \right)}$$

CR = Indicates composite reliability

λ_i = The standardized factor loading

$Var(e_i)$ = The variance due to the measurement error.

The average variance extracted can be calculated as follows:

The average variance extracted can be calculated as follows:

$$AVE = \frac{\sum_{i=1}^k \lambda_i^2}{\sum_{i=1}^k \lambda_i^2 + \sum_{i=1}^k Var(e_i)}$$

Here, k is the number of items, λ_i the factor loading of item i and $Var(e_i)$ the variance of the error of item i .

Table 4 Reports the Means, Standard Deviations, Composite Reliability and AVE for the final subscales.

Subscale	Mean	SD	CR	AVE
Have Focus	4.8567	1.38993	0.899	0.641
Awe	4.6027	1.41976	0.808	0.585
Ritual	5.0679	1.32325	0.806	0.582
Present Moment	5.1151	1.24913	0.845	0.579
Loss and Adversity	5.3337	1.37140	0.713	0.56
Interpersonal	5.0492	1.79982	0.724	0.61

It clearly demonstrates the Composite Reliability value of 0.7 and above for all the subscales, and AVE above 0.5. Hence the designed questionnaire and sub-scales have good reliability and Validity in the Indian context. A higher mean score states that that subscale is performing better than the other subscales.

DATA DESCRIPTION

To conduct the study 427 responses were recorded. The table below summarizes the demographic data.

AGE

Age	Frequency	Percentage
16-23	142	33.3
24-39	137	32.0
40 and above	148	34.7
Grand Total	427	100%

For conducting the study the age of the respondents was determined using the following brackets: (16-23, 24-39, 40-59, >60). For our study the respondents within the age bracket of 16-23 were considered as post millennial, from 24-39 were taken as millennials and 40 and above were taken as pre-millennials.

Table 5 indicates that we have 33.3% post-millennials, 32.0% millennials and 34.7% pre-millennials.

GENDER

Gender	Frequency	Percentage
Female	200	46.8
Third Gender	21	4.9
Prefer Not to say	13	3.0
Male	193	45.2
Grand Total	427	100%

Table 6 demonstrates data based on Gender. The data statistics states that the female respondents were 200 in number which is 46.8% of the total data, 193 were the total number of males that is 45.2% and Third gender respondents were 21 number which is 4.9% of the total data. 13 respondents i.e 3.0% preferred not to say anything regarding their gender. sampling(randomly).

OCCUPATION

TABLE 7 Distribution of sample on the basis of occupation		
Occupation	Frequency	Percentage
Student	155	36.3
Homemaker	34	8.0
Self-employed/Business person	76	17.8
Service	105	24.6
Retired	37	8.6
Others	20	4.7
Grand Total	427	100%

Table 7 classifies the data on the basis of occupation. There were 155 respondents who were students, 34 respondents who were homemaker, 76 respondents who were self employed or the business person, 105 respondents who were into service sector, 37 respondents who has retired, and 20 respondents who were into some other occupation. The main reason for choosing these variables was to get overall representation of the population.

DATA ANALYSIS FINDINGS AND RESULTS

The data analysis has been done using Statistical Package For Social Sciences(SPSS). This mode was chosen due to its high acceptability in both academic and business operations.SPSS is a versatile programme that enables the user to analyze, transform and thus obtain the desired output for the data.

For the analysis of data, Analysis of variance (ANOVA)has been used in the research. ANOVA helps in determining the prominent differences between the groups. ANOVA helps in analysing the differences in three or more groups. ANOVA produces an F value. If the probability of occurrence is less than 0.05 i.e., 5%, it establishes the fact that there are significant differences in the group and variation has not occurred by chance.

The analysis was conducted taking age the grouping variable whereas the statement related to each subscale of appreciation was treated as a test variable.

As mentioned earlier we have taken For our study the respondents within the age bracket of 16-23 were considered as post millenial, from 24-39 were taken as millenials and 40 and above were taken as pre-millenials.

Here 1= Post Millenials, 2= Millenials, 3= Pre-millenials

Table 8 Descriptive Analysis for Age				
		N	Mean	Std. Deviation
HAVE FOCUS	1	142	4.8056	1.39033
	2	137	4.7328	1.38251
	3	148	5.0203	1.3901
	Total	427	4.8567	1.38993
AWE	1	142	4.4883	1.48789
	2	137	4.4088	1.36841
	3	148	4.8919	1.3615
	Total	427	4.6027	1.41976
RITUAL	1	142	5.0681	1.30196
	2	137	4.8029	1.40235
	3	148	5.3131	1.22596
	Total	427	5.0679	1.32325
PRESENTMOMENT	1	142	5.1473	1.26033
	2	137	4.9161	1.29524
	3	148	5.2686	1.17662
	Total	427	5.1151	1.24913
LOSS	1	142	5.3028	1.44148
	2	137	5.0657	1.38906
	3	148	5.6115	1.23556
	Total	427	5.3337	1.3714
INTERPERSONAL	1	142	5.162	1.73261
	2	137	4.8321	1.86914
	3	148	5.1419	1.79193
	Total	427	5.0492	1.79982
OVERALL APPRECIATION	1	142	4.9957	1.19573
	2	137	4.7931	1.20635
	3	148	5.2079	1.11116
	Total	427	5.0042	1.18011

After analyzing the table we can conclude that pre millennials have a strong virtue/ degree to which one is appreciative, and the millennials have the least. This is because the mean values of pre millennials are significantly higher for all the variables than that of millennials and post millennials. The highest value being 5.6115 for test value Loss and adversity.

- For the subscale “Have Focus”, mean value is maximum for pre millennials and minimum for millennials with mean values 5.0203 and 4.7328, respectively. This means that the pre millennials experience the maximum virtue of “Have focus” subscale while the millennials experience the least.
- For the subscale “Awe”, mean value is maximum for pre millennials and minimum for millennials with mean values 4.8919 and 4.4088, respectively. This means that the pre millennials experience the maximum virtue of “Awe” subscale while the millennials experience the least.
- For the subscale “Ritual,” mean value is maximum for pre millennials and minimum for millennials with mean values 5.3131 and 4.8029, respectively. This means that the pre millennials experience the maximum virtue of “Ritual” subscale while the millennials experience the least.
- For the subscale “Present moment”, mean value is maximum for pre millennials and minimum for millennials with mean values 5.2686 and 4.9161, respectively. This means that the pre millennials experience the maximum virtue of “Present moment” subscale while the millennials experience the least.
- For the subscale “Loss”, mean value is maximum for pre millennials and minimum for millennials with mean values 5.6115 and 5.0657, respectively. This means that the pre millennials experience the maximum virtue of “Loss” subscale while the millennials experience the least.
- For the subscale “Interpersonal”, mean value is maximum for post millennials and minimum for millennials with mean values 5.162 and 4.8321, respectively. This means that the post millennials experience the maximum virtue of “Loss” subscale while the millennials experience the least

Table 9 shows the significance value for all the subscales. Hypotheses related to individual subscale and intergenerational has been framed to determine whether a relationship exists or not between the subscale of appreciation and the intergenerational.

Table 9 ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
HAVE FOCUS	Between Groups	6.432	2	3.216	1.67	0.19
	Within Groups	816.557	424	1.926		
	Total	822.988	426			
AWE	Between Groups	19.39	2	9.695	4.898	0.008
	Within Groups	839.305	424	1.979		
	Total	858.695	426			
RITUAL	Between Groups	18.515	2	9.257	5.396	0.005
	Within Groups	727.404	424	1.716		
	Total	745.919	426			
PRESENTMOMENT	Between Groups	9.061	2	4.531	2.93	0.054
	Within Groups	655.639	424	1.546		
	Total	664.7	426			
LOSS	Between Groups	21.396	2	10.698	5.817	0.003
	Within Groups	779.798	424	1.839		
	Total	801.194	426			
INTERPERSONAL	Between Groups	9.534	2	4.767	1.475	0.23
	Within Groups	1370.434	424	3.232		
	Total	1379.967	426			
OVERALLAPPECIATION	Between Groups	12.256	2	6.128	4.472	0.012
	Within Groups	581.015	424	1.37		
	Total	593.271	426			

Hypotheses 1

H0= Null Hypotheses

H1= Alternate Hypotheses

H0: A significant relationship does not exist between Have focus and intergenerational.

H1: A significant relationship does exist between Have focus and intergenerational.

Have Focus				
	Mean	SD	F Value	Sig
1	4.8	1.39	1.67	0.19
2	4.73	1.38		
3	5.02	1.39		

Decision rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5%]

Otherwise, do not reject the null.

Here Significance value is 0.19 i.e., 19%.

19% > 5% therefore do not reject the null. Hence, we can conclude a significant relationship does not exist between have focus and intergenerational.

Hypotheses 2

H0= Null Hypotheses

H1= Alternate Hypotheses

H0: A significant relationship does not exist between Awe and intergenerational.

H1: A significant relationship does exist between Awe and intergenerational.

Awe				
	Mean	SD	F Value	Sig
1	4.48	1.48	4.898	0.008
2	4.4	1.36		
3	4.89	1.36		

Decision rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5%]

Otherwise, do not reject the null.

Here Significance value is 0.008 i.e., 0.8%.

0.8% < 5% therefore reject the null. Hence, we can conclude a significant relationship does exist between Awe and intergenerational.

Hypotheses 3

H0= Null Hypotheses

H1= Alternate Hypotheses

H0: A significant relationship does not exist between Ritual and intergenerational.

H1: A significant relationship does exist between Ritual and intergenerational.

Ritual				
	Mean	SD	F Value	Sig
1	5.06	1.3	5.396	0.005
2	4.8	1.4		
3	5.31	1.22		

Decision rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5%]

Otherwise, do not reject the null.

Here Significance value is 0.005 i.e., 0.5%.

0.5% < 5% therefore reject the null. Hence, we can conclude a significant relationship does exist between Ritual and intergenerational.

Hypotheses 4

H0= Null Hypotheses

H1= Alternate Hypotheses

H0: A significant relationship does not exist between Present moment and intergenerational.

H1: A significant relationship does exist between Present moment and intergenerational.

Present Moment				
	Mean	SD	F Value	Sig
1	5.14	1.26	4.898	0.054
2	4.91	1.29		
3	5.26	1.17		

Decision rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5%]

Otherwise, do not reject the null.

Here Significance value is 0.054 i.e., 5.4 %.

5.4% > 5%, therefore, do not reject the null. Hence, we can conclude a significant relationship does not exist between the Present moment and intergenerational.

Hypotheses 5

H0= Null Hypotheses

H1= Alternate Hypotheses

H0: A significant relationship does not exist between Loss and Adversity and intergenerational.

H1: A significant relationship does exist between Loss and Adversity and intergenerational.

Loss and Adversity				
	Mean	SD	F Value	Sig
1	5.3	1.44	5.817	0.003
2	5.06	1.38		
3	5.61	1.23		

Decision rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5%]

Otherwise, do not reject the null.

Here Significance value is 0.003 i.e., 0.3%.

0.3% < 5% therefore reject the null. Hence, we can conclude a significant relationship does exist between Loss and Adversity and intergenerational.

Hypotheses 6

H0= Null Hypotheses

H1= Alternate Hypotheses

H0: A significant relationship does not exist between Interpersonal and intergenerational.

H1: A significant relationship does exist between Interpersonal and intergenerational.

Interpersonal				
	Mean	SD	F Value	Sig
1	5.16	1.73	1.475	0.23
2	4.83	1.86		
3	5.14	1.79		

Decision rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5%]

Otherwise, do not reject the null.

Here Significance value is 0.23 i.e., 23%.

23% > 5% therefore do not reject the null. Hence, we can conclude a significant relationship does not exist between have Interpersonal and intergenerational.

Hypotheses 7

H0= Null Hypotheses

H1= Alternate Hypotheses

H0: A significant relationship does not exist between appreciation and intergenerational.

H1: A significant relationship does exist between n appreciation nd intergenerational.

Overall Appreciation				
	Mean	SD	F Value	Sig
1	4.99	1.19	4.472	0.012
2	4.79	1.2		
3	5.2	1.11		

Decision rule

Significance value is less than alpha therefore reject null, i.e. (significance value < 0.05) reject null [0.05= 5%]

Otherwise, do not reject the null.

Here Significance value is 0.012 i.e., 1.2%.

1.2% < 5% therefore reject the null. Hence, we can conclude a significant relationship does exist between appreciation and intergenerational.

DISCUSSION AND CONCLUSION

Today the working culture is such that the organisations have a staff of various generations operating along making a pool of ideologies within the firm. People differences become a lot intense with a new set of a generation coming into work.

Understanding and appreciating totally different generations is essential for an organisation. It will facilitate the organisations to raised use the psychological direction and psychological flexibility initiatives to facilitate the difference to this volatile atmosphere. This understanding can facilitate illuminating the longer-term strategic actions for Human Resources departments once facing the people diversity challenges.

It is typically seen that well-appreciated staff have additional drive and determination, higher work relationships, improved personal standing, and stronger connections to their company. Staff who receive frequent appreciation within the work are way more probably to get innovations and raised potency.

The objectives of this paper were to explore the generational differences with relevance appreciation stimuli. The study **“Intergenerational differences in the Virtue of Appreciation”** is an endeavour to reinforce information associated with the appreciation stimuli among the generational diversity. The grouping variable was the age whereas the statement associated with every subscale of appreciation was treated as a test variable. The findings of the analysis clearly show that there's a distinction within the degree of appreciation amongst the 3 sets of generation: pre-millennial, millennial and post-millennial. When analysing we are able to conclude that pre millennials have a powerful virtue/ degree to that one is appreciative, and also the millennials have the smallest amount. This can be as a result of the mean values of pre millennials are considerably higher for all the subscales than that of millennials and post-millennials. The highest value being 5.6115 for test value Loss and adversity. For all subscale- Have focus, Awe, Ritual, present moment, and loss the mean values are high for pre millennials however interpersonal it's low as compared to the post-millennials. The interpersonal side of appreciation is noticing, acknowledging, and appreciating the individuals in our lives. It's valuing the contribution the relationships with others build to our lives and our well-being.

For the analysis of data, Analysis of variance (ANOVA)has been employed in the research and also the significance level was checked. Because the significance level was less than 0.05

i.e 5% the null hypothesis was rejected that concluded that a major relationship does exist between appreciation and intergenerational.

For each individual subscale Hypotheses were framed to work out whether or not a relationship exists or not between the subscale of appreciation and also the intergenerational. For Have Focus, present moment and interpersonal significant differences doesn't exist between the individual subscale and intergenerational.

There are many reasons why companies and organizations ought to reflect appreciation within the workplace. Following are a few:

- It enhances the employee productivity. Once staff grasp that their diligence is being appreciated and recognised, they feel that their work is valued. This motivates them to keep working well and improving their performance.
- It enhances the morale in the workplace. Reflecting appreciation to associate degree worker helps in generating ripple results within the workplace. If an employee feels appreciated; he is extremely probably to point out appreciation to his/her co-workers and other teams as well.
- It keeps the staff engaged. Additionally, showing appreciation to the employees within the workplace will also increase worker engagement and dedication.
- It helps in building employee's loyalty. Typically, staff leave their job as a result of an absence of appreciation.

Built on the idea that different generations possess different mindsets, ways that of thinking, acting and behaving and from our study we tend to conclude that there's a significant relationship between appreciation and intergenerational, therefore corporations ought to plan to adapt and tailor their policies to extend the most effective from each generational group.

Appreciation could be a very powerful daily tool for the managers and leaders to be used with their employees. Since the older generation has seemed to be more appreciative, they can teach the newer generations the same and infuse it within the daily work culture of the organization. For example, corporations can have regular sessions on how appreciation can benefit the organization as a whole and pre-millennial can act as trainers to millennials and post-millennials.

It can be as simple as giving quality time to a worker and taking an interest in their career and personal development. Appreciation should be shown to the entire team as this would help in building engagement and a culture that everybody would desire to be a part of.

LIMITATIONS OF THE STUDY

- The sample is small & not enough to represent the whole population of India. So, the study could not make concrete testimonials.
- The study was confined to few areas/states and hence cannot be taken as generic findings.
- Error in the data due to the respondent's biasness or incapability to point the main motive.
- Less interaction between the researcher and the respondents leading to error.
- Because we do not have many years of experience of conducting analysis the depth of discussions in this project is compromised on many levels compared to the works of experienced scholars. Hence result could not be generalized to the whole population.
- There are many aspects of appreciation that have not been included, thereby underrepresenting the construct.

RECOMMENDATION

Our research on “**Intergenerational Differences in The Virtue of Appreciation**” can proceed in many useful directions. Following recommendations are made for the same:

1. Larger sample size can be considered for more accurate results, showing the equidistributional of different generations.
2. Experimental studies can be done to show whether the theoretical results can be implemented or not.
3. Major public sector undertakings can be targeted as a sample size for the survey.
4. A contrast between public and private sector employees could be undertaken.

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ANNEXURE

Questionnaire- Intergenerational Differences in the Virtue of Appreciation

Dear Sir/Ma'am

Thank you for participating in this study that intends to capture responses from Different Generations of the population segment. The identity of the respondent will be kept confidential.

Kindly provide true information to remove any biases in the project .The survey will only take a couple of minutes so I would really appreciate if you could take the time to complete it! Your participation is highly appreciated.

* Required

1. What is your age? *

Mark only one oval.

- 16-23
- 24-39
- 40-59
- >60

2. What is your assigned gender at birth? *

Mark only one oval.

- Female
- Male
- Third Gender
- Prefer not to say

3. What is your Occupation? *

Mark only one oval.

- Student
- Homemaker
- Self- employed/Business person
- Service
- Retired
- Others

4. What is the your annual income range? *

Mark only one oval.

- Not eligible
- < 5 lac
- 5,00,001-10,00,000
- 10,00,001-15,00,000
- > 15,00,000

5. Which State/UT do you currently live in? *

Mark only one oval.

- New Delhi
- Noida
- Gurugram
- Faridabad
- Ghaziabad
- Other than above mentioned

Thank you for your interest in the research being undertaken by us. Through this study we are trying to obtain concrete examples of appreciated stimuli and circumstances that elicit appreciation. Our aim is to assess the degree to which one is appreciative.

PLAGIARISM REPORT

Sources Overview

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OVERALL SIMILARITY

1	Mitchel G. Adler, N. S. Fagley. "Appreciation: Individual Differences in Finding Value and Meaning as a Unique Predictor of Subjective We..." CROSSREF	4%
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