Lack of Generational Stereotypes at Work: A Study from Baby Boomers to Millennial Generation in Educational Institutes

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***Abstract***

*The research for generational climate has been an interest for researchers for a variety of differences for decades and seems to be valued more recently. Much of the literature assumes that different generations have large no of stereotyping feelings to each other and their perceived effect on work outcomes. This study uses a sample of 206 of four generations 'teachers/Educators who belong to educational institutes of Punjab government, Pakistan, to see the level of generational stereotyping on workplace intergenerational retention by the mediating on organizational commitment. Findings show the lack of stereotyping has a positive impact on workplace intergenerational retention and organizational commitment mediates this relationship. This study is helpful to reduce the impact of generational stereotyping in connection with the retention of experienced and educated individuals who belong to various generations at the working place. Recommendations to reduce the negative stereotyping’s behaviors in organizations are provided.*

***Key Words: Stereotyping, Generations, Organizational commitment, Workplace intergenerational retention.***

1. **Introduction**

Global researchers have elaborated on the role of various generations for organizational life. From a decade's different age of people are working together with various work attitudes, experiences of stereotyping, and organizational commitment (Hammond, Lester, Clapp-Smith, & Palanski, 2017). The workplace has been affected by

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multiple generations and their interactions with each other (Lyons, Schweitzer, Urick, & Kuron, 2019). These generations have affected the work values, organizational commitment, and collaborative environment (Morrow, McElroy, & Scheibe, 2012). Intergenerational differentiation affects personal and organizational outcomes (Weeks & Schaffert, 2019). Organizational commitment and age diversity have influenced generations' performance and retention (Warshawski, Barnoy, & Kagan, 2017). Work characteristics, engagement of the different generations depend on the intergenerational collaborations. These collaborations among the generations have further affected individualistic and group retention of each generation (Clark, 2017). People may be different by values thoughts and views. These differences as well as similarities provide variety and challenges in the working environment. When different age of people works together they share positive and negative stereotyping (Anderson, Baur, Griffith, & Buckley, 2017).

Seeds of these negative stereotyping between generations has practically generated from the consumption of time. These create a burden of work, ineffective transferring of knowledge; develop lower social identification, and poor performance of work (Clark, 2017). The danger of stereotypes cause the negative consequences in the organization and specifically develop the quitting behaviors in the organization, (Heilman, 2012; Stanton, 2017).

Understanding and managing generation important for increase productivity (Clark, 2017) Positive Workplace environment has been considered the key factor of success between generations. The workplace environment is a combination of different age groups that have directly associated with job commitment and retention (Stewart et al., 2017). Perceptions of building a relationship of various age groups are the basis of the retention of individuals at the workplace (Fletcher, Alfes, & Robinson, 2018). Organizational collaborative work environment, reward strategies, and stereotypes have associated with the retention of individuals in the organization. Autonomy, mutual contact, and a collaborative work environment are also helpful factors to build a positive work environment in a multigenerational workforce (Morrow et al., 2012).

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A low level of intergenerational stereotyping and a high level of positive climate among the generations can reduce the negative effects of ageism in the workplace. This enables individuals to develop a positive intergenerational climate (King & Bryant, 2018). Generational stereotyping has associated with productivity, teamwork, and organizational commitment. Positive stereotyping could help achieve organizational goals and set the platform of work for each generation (Mahutga, 2019). A potential avenue of inquiry is needed to see the generational stereotyping and its impact on employees in particular and their performance in general.

# Literature Review

## Generations

Generation is a set of same birth range years of people who share common life's values. They have the same kind of historical and socio- cultural context, (Gonzales et al, 2018). A generation is a group of people by a common range of birth years and shares common expressions of life. The generational theory explains that people's experiences about social economic and political realities are the same those born in a similar time framework (Lyons et al., 2019). One definition has explained by James et al (2016) in which generations have been defined by their birth range as traditional 1928-45, baby boomers generation from the period 1946-64, Generation X 1965-78, and millennial1979-2000. Organizations have included Silent generation (1928-45), Baby boomers (194464), Generation X (1965- 80), millennial or Generation Y (1981-1995), and new millennial 1995 to onward (Stewart, Oliver, Cravens, & Oishi, 2017).

## Concept of Generational stereotypes at workplace

Stereotyping is to interpret the surrounding world and based on various social conditions. Generational stereotypes are common for assessing other generations based on political views and sexuality (Morrison, 2018). There are positive and negative stereotypes in the workplace. Negative stereotypes decline job commitment, make resistance to change, and appeared at a high cost. One of the most stereotype feelings exists in the organization of younger employees about their older colleagues that they have low performance. On the other side, 3

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positive stereotyping builds the collaborative environment among the generations that is helpful to increase organizational commitment (Fasbender, 2016). Besides, Justin and Michael (2017) considered the factors of age diversity have a role for generational common attitudes, cohort, and expectations. Generational work environment and stereotyping are combinations of attitudes, perceptions of stereotyping, and values. Each generation has many stereotyping about the other generation based on overall work environment characteristics (Lober, 2017). **2.3. Generational stereotyping and organizational commitment** Organizational commitment relies on power, ethical behaviors, and informal rule among group members, (Hays-Thomas, 2016). Generational groups work together with having different dreams, values, ideas, expectations, and different views about each other that affect their will in the organization (Clark, 2017). In addition Dogan, et al (2008) described the generational differences and similarities of work characteristics from baby boomers to the millennial generation. Baby boomers generation live for work, respect their authority. Generation X works to live, give an immediate response to rewards. The millennial generation is more cheerful at their work, eager to go ahead, disliked burden of rules and work for new places (Morrow et al., 2012). According to Park (1950) Relationships among the diversified groups and their commitment have been identified by initial contact, cooperation, Conflict, and assimilation. Subsequently, Glass (2007) indicated that Generation X and Generation Y remain high raters at individualistic traits, extrinsic values, and organizational commitment (Torsello, 2019). Silent generation and this is considered that baby boomers generation remains a high acceptor of hard work, expression of ethics, and job hierarchy. Both generations have different characteristics, relationships, work ethics, acceptance of change, and views about an organization (Weeks & Schaffert, 2019). Consequently, Dogan et al (2008) highlighted that Baby boomers generation lived to work, has job status, needs security for jobs, respects their authority, and avoids conflict. Generation X works to live, wants free house hours, value independence, importance give to jobs, open to change, likes to share, pragmatic wants learning, medium commitment to an organization, values relations with coworkers, looks

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to book, looks both for intrinsic and extrinsic rewards (Torsello, 2019). However, studies elaborated that social interaction with coworkers and support from management has affected the individual work commitment to those having age diversity at the workplace (Adebayo, 2019)

***Lack of generational stereotypes will impact on organizational commitment (H1)***

* 1. **Mediating role of Organizational commitment**

Organizational commitment and engagement have affected by generational age diversity (Akhavan Sarraf, Abzari, Nasr Isfahani, & Fathi, 2017). For organizational commitment, the millennial generation is less committed to work. Generation X has perceived more job commitment. Generation y has perceived high turnover and low organizational commitment. (Zabel, Biermeier-Hanson, Baltes, Early, & Shepard, 2017).The traditional generation has appeared as loyal and hardworking for their organization. Baby boomers generation has an optimistic attitude, team-oriented behaviors at the workplace. Generation X has independent attitudes, self-reliant, and pragmatic. Millennial has internet knowledge, optimistic, have meaningful work to their organization's performance, (Treffler & Herzig, 2018). According to Sean et al (2016) organizational commitment plays the mediating role for the completion of work tasks and intergenerational relationships in the organization, (Beaudoin, Cianci, Hannah, & Tsakumis, 2019). Moreover, D'Amato and Herzfeldt(2008) elaborated that work commitment links the relationship between generational talent retention and work outcomes. Further, this study revealed that the younger generation (Early and Late Xers, born 1960 and after) has a lower organizational commitment and ready to quit from the passage of time. Therefore Yi et al (2010) discussed that Generation x is socialistic open for organizational status. Millennial are freed to career choice and not fearful of the loss of jobs, (Urick, Hollensbe, Masterson, & Lyons, 2017). Furthermore, Jeanine et al (2017) examined traits of four generations with workplace culture and organizational commitment. Millennial (GEN Y) is a generation that is conceptually different from

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other generations in respect of loyalty to an organization. Generation X has valued organizational ethics and values. Baby boomers generation values job security and retention. But in respect of stereotyping all generations are concerned with job satisfaction, self- performance, and retention. The study of Tremblay et al (2010) shows that generation X is less concentrated on goal achievement. The reason not to stay of Generation Y in an organization was found to the advancement of a career in better organizations (Hills, Ryan, Warren- Forward, & Smith, 2013)

***Organizational commitment plays mediating role between lack of generational stereotyping and workplace intergenerational retention at the workplace (H2)***

* 1. **Stereotyping and Intergenerational retention in the organizations** Perceptions of stereotyping among generations affect the Relationship of coworkers. Prior researches indicated that perceptions relating to millennial of other generations that they are more energetic and has advanced knowledge of technology. These qualities make millennial a favorable group in the eyes of management and their retention in the organization. In the same way perceptions of favoritism towards generation X also exist in which they consider fewer advances in technology and remain a balance between work and life. Baby boomers generation has concerned about formal structure and traditional work. They have valued the ethical atmosphere to stay in the organization (Vosters & Nybom, 2017). Retention of generation in an organization has mainly related to two categories: first, it has associated with Job Accomplishment (Interesting work, Job security) Secondly: Work Nature (Little stress and Good relationship (Ahmed, Öztop, & Al- Salem, 2016). Age diversity, interpersonal skills, and electronic communication lead to the conflicting situation between the generations that further impact on the retention of various age groups in the organizations (Joshi, Dencker, & Franz, 2011). Work ethics altruistic, intrinsic, and extrinsic values have affected the job satisfaction and level of retention of different generations (Deal, Altman, & Rogelberg, 2010). Organizational security and level of stereotyping impact on the retention of employees in the organization,

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(Deal et al., 2010). An effective work environment creates collaboration among generations and enhances productivity. Work environment, job relationships, and desirable characteristics are reasons for retention of various age groups, (Wieck, Dols, & Landrum, 2010). Experience workers have divergent views about the younger employees to characterize their attitudes and behaviors and retention about constant change (Wieck et al., 2010).

***Lack of Generational stereotype will impact workplace intergenerational retention (H3)***

**Conceptual model**

Organizational

commitment

Lack of

Generational stereotypes

Workplace

Intergenerational retention

* 1. **Theoretical framework**

**Generational cohort theory**

The workplace environment has mainly included four types of generations. Each generation is based on a similar cohort in which are based on aggregate individual experiences to common time intervals, (Ryder, 1965). Generational cohort theory helps to understand the values and attitudes of various aged groups at a similar workplace, (Davis 2004). Generational cohort theory discusses that people born in similar generations have a common geographical, temporal, and cultural location, (Mannheim 1952). According to this theory, it is argued that members of the organization make the relationship with the organization and other individuals to fulfill their desire, (simola& Sutton 2002). Further generational cohort theory elaborated that organizational performance has boosted by the positive group

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stereotyping, (Rydell, McConnel & beilock, 2009). The lens of generational cohort theory associated the social identity of the employees with positive group stereotyping, (Rydell & collegues, 2009).

# Method

## Sample and design

A quantitative cross-sectional design has been used to find the answer to a specific research problem. Four working generation's model by Stewart et al (2016) was adopted for this study as Baby boomers (1944-64), Generation X (1965-80), Millennial or Generation Y (1981- 1995), new millennial 1995 to onwards at the workplace. The population of current research has included all four types of generations working as teachers/educators in primary, middle, secondary, and higher secondary schools from the school education department of Government of Punjab. 3.2 Instruments

## Instruments

The study aims to investigate the answer to the question that how a lack of generational stereotyping can affect workplace intergenerational retention by the mediating role of organizational commitment to find this answer, the scale on lack of generational stereotyping and workplace intergenerational retention was developed by KING & BRYANT (2017) has been used for data collection. The original scale has five subcategories (1) Lack of Generational Stereotypes (LGS), (2) Positive Intergenerational Affect (PIA), (3) Intergenerational Contact (IC), (4) Workplace Generational Inclusiveness (WGI), (5) Workplace Intergenerational Retention (WIR). Only two subcategories of intergenerational scale have included according to the fulfillment criteria of this study. 'First is Lack of generational stereotyping (LGS) which has four items. One of the sample statements is**"(Co-workers outside my generation are not interested in making friends outside their generation).** Workplace intergenerational retention is an outcome variable. To measure the outcome variable subscale of Workplace intergenerational

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retention (WIR)" has used which has four items like **(My co-workers make older workers feel they should retire)**

## Organizational commitment

Though various scales are available to measure commitment in the organization but the present research has used scale on organizational commitment was developed by MOWDAY & STEERS (1979) for fulfilling the requirement of this study three items of the scale were used. The sample of items as: **"This organization inspires the very best in me in the way of job performance."**

## 3.2.2 Data collection

The data was collected from Rawalpindi, Attock, Jhelum, and Chakwal cities. The questionnaire was distributed both in hard form and online method. To check the compatibility of the scale with Pakistani sample first pilot testing of the prepared questionnaires initially administered on the experts and employees. After checking feedback the questionnaires were administered on a sample of 50 and values of Cronbach's alpha were found greater than .70. The finalized scales were applied to the remaining samples of 250. The respondents were randomly selected and a connivance sampling strategy was used to complete the survey. 10 questionnaires were wrongly filled by the respondents and 34 questionnaires were not returned. The data of 206 respondents was finalized and collected for analysis.

# Data Analysis

## Control variable

This study has contained age, gender, and level of education as control variables. Initially, data analyses were run on SPSS for descriptive analysis. The following tables are shown the mean median, mode, and the level of education, gender percentage, and generational groups. The total number of participants was 206, out of which 111 were male (53.9%) and 95 were female (46.1%). Moreover, BABY BOOMERS which have a birth year (1944-1964) were 11.2 %, GEN X (1965-80) was 21.4%, GEN Y (1981-1995) was 28.2% and NEW MILLENNIAL

(11995 to onwards) were 39.3%. Respondents of this study by their

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level of education, 23.8% (49) holds "M.Phil./MS", 35.9% (74) holds

"Master degree", and 28.6% (59) holds "Graduation", 8.3% (17) Holds “Intermediate" and only 3.4% (07) holds "Matriculation" qualification.

**Table 1 *GENERATIONAL GROUPS***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Generational group** | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| Baby boomers (1944-1964 | 23 | 11.2 | 11.2 | 11.2 |
|  | 44 | 21.4 | 21.4 | 32.5 |
| GEN Y (1981-1995) | 58 | 28.2 | 28.2 | 60.7 |
| New millennial (1995 to onwards | 81 | 39.3 | 39.3 | 100.0 |
| **Total** | **206** | 100.0 | 100.0 |  |

**TABLE 2 *GENDER***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Gender** | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| Male | 111 | 53.9 | 53.9 | 53.9 |
| Female | 95 | 46.1 | 46.1 | 100.0 |
| Total | 206 | 100.0 | 100.0 |  |

**TABLE 3 *EDUCATION***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Education** | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| MATRIC | 7 | 3.4 | 3.4 | 3.4 |
| INTERMEDDIIATE | 17 | 8.3 | 8.3 | 11.7 |
| GRADUATION | 59 | 28.6 | 28.6 | 40.3 |
| MASTERS | 74 | 35.9 | 35.9 | 76.2 |

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|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| MS OR HIGHER | 49 | 23.8 | 23.8 | 100.0 |
| Total | 206 | 100.0 | 100.0 |  |

## Partial Least Square - structural equation modeling (PLS- SEM)

* + 1. **Estimation of proposed hypotheses**

Second analysis was run on SMART PLS and PLS-SEM techniques used for path analysis. SMART PLStests were used to see the hypothesized relation between indicators and variables. PLS could help for assessing structural model and predictive reliability (Henseler, Hubona, & Ray, 2016). PLS can be used for two sets of linear equations as follows, it indicates the relationships between constructs and indicators. Further it measures structural model (inner model) and outer model. Estimation of path model in PLS has four step processes. First PLS algorithm that describes the composite score of the scale. Second one establishes the factors of model constructs. The third step is related to parameter estimation. And it test the interferences followed by bootstrapping (Henseler et al., 2016). In this study at first stage PLS algorithm was run on the data sample of 206. The values have shown on the diagram below:

The indirect effect of independent variable lack of generational stereotypes (LGS) on the dependent variable workplace

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intergenerational retention (WIR) by the mediating role of organizational commitment(OC) can be seen as: LGS-WIR (0.620), it has positive impact. Further the OC positively mediate the relationship of LGS and WIR (0.139+0.193=0.332.The outer loadings of the model also relies between 0 to1 that are discussed in table 1.

**TABLE 4 *Total indirect effect***

*Note. LGS=Lack of generational stereotypes; OC=Organizational commitment; WIR=Workplace intergenerational retention.*

Path coefficients are always standardized with given weights from -1 to +1. Weight that is closer to 1 is considering stronger path and which is close to -1 is weaker path. The following table of path coefficients of containing variables Lack of intergenerational stereotypes (LGS), organizational commitment (OC), and workplace intergenerational retention are 0.139, 0.620 and 0.193 which all represent positive relation among each other.

## TABLE 5 Outer loadings

|  |  |  |  |
| --- | --- | --- | --- |
| Items |  |  |  |
|  | LGS | OC | WIR |
| LGS1 | 0.734 |  |  |
| LGS2 | 0.809 |  |  |
| LGS3 | 0.649 |  |  |
| LGS4 | 0.751 |  |  |
| OC1 |  | 0.856 |  |
| OC2 |  | 0.746 |  |
| OVCar3iables | LGS | 0.8O1C5 | WIR |
| WLGIRS1 | - | 0.139 | 0.8201.620 |
| WOCIR2 |  |  | 0.707.193 |
| WIR3 |  |  | 0.781 |
| WIR4 |  |  | 0.755 |

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*Note. LGS=Lack of generational stereotypes; OC=Organizational commitment; WIR=Workplace intergenerational retention.*

Table above shows the loadings of the variables which present the significant values. All loadings values are above 0.5 because less than

0.5 consider as weak loadings (Memon & Rahman, 2014). Path loading for well-fitting model should be above .70.(Henseler et al, 2016). The table shows all outer loadings are above 0.7 and on significant level. Only lgs4 loading is 0,64.

**TABLE 6 *OUTER WEIGHTS***

*Note. LGS=Lack of generational stereotypes; OC=Organizational commitment; WIR=Workplace intergenerational retention.*

In comparison of loadings the outer weights of the model do not vary from 0 to +1, \_1. Its value varies from zero to absolute lower than 1.

|  |  |  |  |
| --- | --- | --- | --- |
| Items |  |  |  |
|  | LGS | OC | WIR |
| LGS1 | 0.290 |  |  |
| LGS2 | 0.429 |  |  |
| LGS3 | 0.258 |  |  |
| LGS4 | 0.364 |  |  |
| OC1 |  | 0.478 |  |
| OC2 |  | 0.395 |  |
| OC3 |  | 0.364 |  |
| WIR1 |  |  | 0.364 |
| WIR2 |  |  | 0.286 |
| WIR3 |  |  | 0.339 |
| WIR4 |  |  | 0.310 |

Sometime it is possible the outer weight of the model is not significant in contrast with outer loadings (Memon & Rahman, 2014). The present model shows all outer weights of LGS, OC and WIR vary from 0 to

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maximum absolute value of lower than +1 which are compatible with outer loadings.

***TABLE 7 Construct Reliability and Validity***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Items | Α | rho\_A | Composite Reliability | Average Variance Extracted (AVE) |
| LGS | 0.725 | 0.750 | 0.826 | 0.545 |
| OC | 0.731 | 0.746 | 0.848 | 0.651 |
| WIR | 0.766 | 0.774 | 0.851 | 0.588 |

*Note. LGS=Lack of generational stereotypes; OC=Organizational commitment; WIR=Workplace intergenerational retention.*

The vales of Cronbach’s Alpha show the reliability of the scale. Greater or equal to .80 are considered good and greater to .70 are acceptable. The table has shown the values of Cronbach’s Alpha of LGS (0.72, OC (0.73) and WIR (0.76) which are reliable. moreover the result of composite reliability also can be seen in the table. Composite reliability is alternative to Cronbach’s Alpha because Cronbach’s alpha can over or underestimates the scale reliability. Values of composite reliability vary from 0 to 1. Should be greater than or equal to .6(Lafayette, 2006). For confirmatory purposes it should be equal or greater than .70 (Henseler et al., 2016). And it should be consider good for confirmatory research when it is greater or equal to .80. The table has shown that all values of composite reliability relies .80 to .86 which are good for model fit.Furthermore average variance extracted (AVE) may be used both for divergent and convergent validity. AVE should be greater than .5 (Lafayette, 2006).

**TABLE 8 *Path coefficient***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Items | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | PValues |
| LGS - | 0.139 | 0.143 | 0.068 | 2.036 | 0.042 |

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|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| > OC |  |  |  |  |  |
| LGS -> WIR | 0.620 | 0.626 | 0.048 | 12.869 | 0.000 |
| OC -> WIR | 0.193 | 0.195 | 0.051 | 3.787 | 0.000 |

*Note. LGS=Lack of generational stereotypes; OC=Organizational commitment; WIR=Workplace intergenerational retention.*

All t values above 1.96 and to get probability level p values should be less than .045 are significant the table has shown the level of p and t values at the significant level.

# Discussions

The generational work environment has included perceptions of stereotyping, norms, task characteristics, coworker relations, and at the workplace (Chernyak-Hai & Rabenu, 2018). Perceptions of generations about each other in the working environment are commonly related to ethical behaviors, level of stereotyping, individualistic values (Gonzales et al., 2018). The goal of this study was to reflect on factors that may help to set a lack of stereotyping factors among the generation while they were working together at the workplace. It was hypothesized that a low level of stereotyping would lead to workplace intergenerational retention (H1). The result of a path analysis revealed the direct and indirect effect of lack of generational stereotyping (LGS) on workplace intergenerational retention is positive and partially mediated by organizational commitment. The same meaning of results was seen in the previous studies of whereby lack of perceived negative ageism and positive intergenerational climate contributed to the organizational satisfaction (Lagacé, Van de Beeck, & Firzly, 2019). Age discrimination-free work environment with greater participation of the management reason to a higher level of organizational commitment and work engagement. The workforce is a combination of different ages of people having different skills, qualifications, and experiences. Age diversity in one workplace is key elements to an organization's success (Jelenko, 2020). Age diversity

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has a positive effect on organizational productivity. If an organization want to do creative work it's good to have all age of people with different skills (Backes-Gellner & Veen, 2013). Positive emotions and high organizational support are associated with the retention of multi- generations in the organization. The level of stereotypes based on any generational group affects the retention, (Stanton, 2017). Organizational fairness and work commitment are positively correlated with each other, (devise et al 2006). Lack of generational stereotyping develops a fair atmosphere (Stanton, 2017). On the other side perceived stereotypes enable employees to low organizational commitment and involvement. This study showed that the impact of (LGS) on workplace intergenerational retention was: LGS: WIR (0.620) which means a low level of stereotyping has positively correlated with workplace intergenerational retention. A further role of organizational commitment LGS to OC IS 0.139 and OC to WIR is

0.193 also positively mediated the relationship between lack of generational stereotyping and workplace intergenerational retention.

# Implications

The study has various implications for the retention of the multi- generation workforce. First efforts should be made to decrease stereotyping by making all ages of employees that their contributions, values, experience, opinions, and knowledge have valued to the organization. Second institutional heads/ supervisors should recognize the needs of all employees, programs and policies are need to be designed in addressing issues related to stereotyping. Employee perception about the working environment of organizations has important for the implementation of HR policies. Different perceptions and work values like the meaning of work, social responsibility, wages and benefits, work-life balance, learning and development, career growth, leadership style, and relationship with coworkers with organizational commitment. A positive collaborative work environment will be more effective at retaining of various generations. For example, millennial generations think that older group has a lack of technological knowledge so a collaborative and learning environment will enable an older worker to adopt technological skills. Various training programs should be a launch to enhance technological

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knowledge. Finally regular assessments of the stereotyping issues in the organizations considering retention factors are essential from time to time.

# Limitation and recommendation for future research

The result of this research demonstrated that there are too many stereotyping exists in the organization and how retention of the employees may be possible under these circumstances. But this study only highlights the low level of stereotyping factors. This study has not discussed how generational stereotyping is one of the main threats in organizational life and impact on commitment and retention of the employees. High level of stereotyping and its impact on commitment and retention is a major area that is needed to discuss in the future. The perception of stereotyping may not be ignored. Millennial workers mostly have stereotyping feelings about an older group they have a lack of technical skills so it's good to retire this workforce. More stereotyping can affect the social identity and organizational commitment of the individuals (Horsey, 2008). This research can be beneficial for the organization to discuss the situation of actually generational stereotyping and to remove these deficiencies among cohorts. Literature suggests that knowing problems of stereotyping enables the management to set the policies of retention of different age groups in the organization (Stanton, 2017). The current research is focused on the teachers/educators of the government of Punjab of a specific region. It is recommended to carry on further research on different departments and regions to see the level of generational stereotyping and its impact on retention. Future research can also add the different outcomes like employee wellbeing behaviors and also add the comparison of job types (temporary or permanent) and comparison of the public and private educational institute with respect to lack of stereotyping. Generational stereotyping is commonly found between intergenerational communications but things are that how the management addressed this issue and overcome it to retain talented employees belongs to various generations. Future research also may be focused on the management style and its contribution to the stereotyping.

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# Conclusions

In spite of different kinds of conflicts, stereotyping, and tensions working together of different generations at the workplace added value to the source of success. Increase diversity age benefits from diversity cost especially the need to more diverse problem-solving capacities, better incentive structure, and enabling working environment for transferring norms from older to the younger generation. As a result diversity age benefits will be more from diversity age cost and productivity of the organization will be increased. Secondly, the experience of older employees and knowledge of modern technologies of younger employees creates diversity in the workplace. Intergenerational cooperation at work may increase performance overall by sharing experience and modern knowledge and it will decrease the social burden and work-family conflict. Benefits of work as we instead of I increase monetary figure and reduce conflict problem considering all things age diversity is a positive factor to the organization's success. Age diversity creates a healthy work environment. In spite of different clashes, views, and perceptions among different generations age diversity increases the performance of the organization. Different tasks, assignments, and projects can easily be handled with modern work of knowledge coupled with the older experience. The result of this study reveals the show the important role of LGS is helpful to retain different age groups in the organization.

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