

Chapter 4

Development and Validation of the Scale of Intergenerational Conflict in Organizations

María de Lourdes Elena García Vargas

 <https://orcid.org/0000-0002-1724-4744>

Universidad Autónoma del Estado de Hidalgo, Mexico

Maria Teresa De la Garza

Universidad Tecnológica de Celaya, Mexico

Gerardo Reyes Ruiz

 <https://orcid.org/0000-0003-0212-2952>

Center for Superior Naval Studies (CESNAV), Mexico

ABSTRACT

The study validates a scale that allows the exploration of intergenerational conflict in organizations. To validate the questionnaire, the descriptive statistics of the sample are obtained, Cronbach's alpha and Pearson's correlations between variables are calculated, an exploratory factor analysis is performed with the SPSS software. A first-order confirmatory factor analysis is performed with the AMOS software, and the Dillon-Goldstein rho (or composite reliability) is calculated to verify the internal consistency of the indicators for each latent variable. The result is that all the acceptance criteria have been met, the Rho de Dillon-Goldstein is acceptable, the first factor (opening of the generation gap) is 0.85, and the second factor (limitations for intergenerational work) is 0.78, so the model obtained the required validation quality.

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INTRODUCTION

The importance of this study lies in detecting this degree of conflict intergenerational through a measurement instrument. Once the state of the art has been reviewed, no instrument was found to reveal the degree of intergenerational conflict and now the opening of the generational gap forces companies to establish strategies so that different generations can live together with fewer problems when carrying out work and therefore expect an improvement in business results. Furthermore, organizations need to be more skillful and proactive in formulating growth and sustainability strategies based on a talent management that considers the various trends and conflicts between generations, which that draws attention to this issue is the growing generational diversity that exists in all the contexts and the consequences that this attracts, due to the increase of people of more advanced age worldwide, so that this phenomenon today reaches greater relevance and significance, this justifies the investigation, so the objective of the study is to validate a scale that allows exploring the intergenerational conflict in organizations under factors of opening of the generational gap and limitations for intergenerational work. The application of the proposed psychometric instrument allows anticipating challenges in employees from multiple generations in the workplace that may arise from differences in perceptions of right or wrong between members of various generational cohorts and their potential consequences. The sample was obtained from workers from the State of Mexico and Mexico City in 5%, Hidalgo 16%, Nuevo León 26%, Guanajuato 47% and other states 6%.

BACKGROUND

The term generation is associated with a group of people who share characteristics that identify or differentiate it from other descendants. This process depends on various aspects, including the influence of the historical moment and the events experienced, the environment geographical, territorial, values and the cultural-educational period experienced. These contexts condition the profile, character and personality of a generation through a process of synergy that allows it to contribute to its community, which is known as imprinting generational (Gutierrez and Herráiz, 2009). Since 2005 Gelleard and Higgs conceptualize generations as a “set of dispositions that generate and structure individual practices that emerge and are defined by the forces operating within a particular generational field (time frame)” (p. 70). This approach suggests that generations should not be considered as fixed forms and recognizes that conditions can change the dynamics of relationships within and between groups generations over time. They point out that certain aspects of modernity, such as

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