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Generational Work Values and their Influence on Team Dynamics and Organizational Performance: A Case Study of Generation Y and Generation Z Employees in Engkanto Brewery Company

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Abstract

Generational diversity has become an important consideration in managing contemporary organizations, particularly as Generation Y and Generation Z employees increasingly work within the same organizational systems while potentially holding different workplace expectations and values. This study examined generational work values and their relationship with team dynamics and perceived organizational performance among employees of Engkanto Brewery Company. Using a quantitative, survey-based case-study design, data were obtained from 50 employees using a structured questionnaire covering eight work-value dimensions: work-life balance, collaboration and teamwork, purpose-driven work, flexibility and autonomy, job security and stability, diversity and inclusion, technology integration, and entrepreneurial mindset. Team dynamics and perceived organizational performance were assessed through communication, conflict resolution, collaboration effectiveness, leadership preferences, innovation and productivity, and employee retention and satisfaction. Descriptive, correlational, comparative, reliability, and hierarchical regression analyses were employed. Findings indicated generally favorable evaluations across the measured work-value dimensions, with purpose-driven work receiving the strongest rating. Differences between Generation Y and Generation Z across the eight work-value dimensions were not statistically significant, suggesting greater similarity than divergence between the two cohorts. Overall generational work values were strongly and positively associated with team dynamics and organizational performance ($r = .970$, $p < .001$). In the final regression model, purpose-driven work, entrepreneurial mindset, and team dynamics remained significant predictors of perceived organizational performance. The findings support managerial strategies that emphasize shared employee values, purposeful work, collaboration, and effective team processes rather than rigid generational segmentation.

Keywords: *generational work values; Generation Y; Generation Z; team dynamics; organizational performance; intergenerational workforce*

1. Introduction

Generational diversity is increasingly visible in contemporary organizations as employees from different age cohorts work within the same teams, managerial systems, and operating structures. Generation Y and Generation Z are frequently discussed in relation to workplace expectations, communication preferences, technological orientation, career priorities, and perceptions of meaningful work. However, generational classifications are best treated as analytical categories rather than deterministic descriptions of individual behavior. Research on Generation Z and contemporary work values suggests that younger employees may place importance on flexibility, development, digital integration, organizational values, and meaningful work, while also showing substantial overlap with older cohorts (Benítez-Márquez et al., 2022; Stiglbauer et al., 2022).

The present study conceptualized generational work values as a multidimensional construct encompassing work-life balance, collaboration and teamwork, purpose-driven work, flexibility and autonomy, job security and stability, diversity and inclusion, technology integration, and entrepreneurial mindset. These dimensions are organizationally relevant because they may shape the way employees interpret leadership, participate in teams, respond to conflict, use technology, and assess the quality of their workplace experience. At the same time, scholars have cautioned against assuming that generational membership automatically produces large or stable differences in organizational attitudes and behavior (Rudolph et al., 2021).

The relationship between employee values and organizational outcomes can be viewed through Person-Organization Fit. Kristof-Brown et al. (2005) showed that compatibility between individuals and organizational environments is associated with important attitudinal and behavioral outcomes. Within the present study, the employee side of this relationship is represented by generational work values, while the organizational side is reflected in team processes and perceived organizational performance. Team dynamics are represented by communication styles, conflict-resolution approaches, collaboration effectiveness, and leadership preferences, while perceived organizational performance is represented by innovation and productivity together with employee retention and satisfaction.

The study was conducted within Engkanto Brewery Company, providing an organization-specific setting in which Generation Y and Generation Z employees operate within common policies, team structures, and performance expectations. This setting allowed the study to examine whether apparent generational differences were actually observable within a single Philippine enterprise and whether employee work values were associated with team functioning and perceived organizational outcomes.

An important practical issue underlying the study is that generational discourse can encourage managers to design policies around assumed cohort differences. Such an approach may be inappropriate when employees from different generations share similar priorities. A more evidence-based approach is to determine which work values actually differ across cohorts and which values are more strongly associated with collaboration, communication, satisfaction, innovation, and performance. The study therefore emphasizes empirical patterns rather than generational stereotypes.

Objectives of the Study

This study aimed to examine the generational work values of Generation Y and Generation Z employees of Engkanto Brewery Company and determine their relationships with team dynamics and perceived organizational performance.

1. determine the demographic profile of the respondents in terms of age, sex, length of service, and employment status;
2. assess generational work values in terms of work-life balance, collaboration and teamwork, purpose-driven work, flexibility and autonomy, job security and stability, diversity and inclusion, technology integration, and entrepreneurial mindset;
3. evaluate perceived team dynamics and organizational performance in terms of communication styles, conflict-resolution approaches, collaboration effectiveness, leadership preferences, innovation and productivity, and employee retention and satisfaction;
4. examine the relationship between generational work values and team dynamics and organizational performance;
5. determine whether significant differences exist in work values and perceptions of team dynamics when respondents are grouped according to demographic characteristics; and
6. develop managerial recommendations for strengthening intergenerational integration, communication, collaboration, and alignment between employee values and organizational performance objectives.

2. Review of Related Literature

2.1 Generational Work Values and Workplace Expectations

Generational work values provide a framework for examining how employees interpret work, organizational membership, career development, and workplace relationships. Studies of younger workforce cohorts have emphasized the importance of meaningful work, autonomy, flexibility, technological integration, collaboration, inclusion, and opportunities for development. Benítez-Márquez et al. (2022) identified Generation Z as an increasingly important focus of workforce research and highlighted the centrality of workplace and workforce themes in the emerging literature. Technological expectations among Philippine Generation Z learners have also been examined, with high generative-AI use accompanied by conditional acceptance of AI-assisted learning that depended on perceived learning value and responsible-use safeguards (Atento et al., 2026).

Stiglbauer et al. (2022) developed the New Work Values Scale and found that contemporary work values span multiple instrumental and symbolic dimensions. Their generational comparison also showed that many work values are shared across age groups, with significant differences concentrated in a smaller subset of values. This finding is particularly relevant to studies that seek to distinguish generational effects from broader organizational or life-stage influences.

Flexibility and workplace design have also become prominent in research on the future workforce. Pataki-Bittó and Kapusy (2021) found that Generation Z expectations include flexible work arrangements and work environments that support convenience, lifestyle, and well-being. Such findings support the inclusion of flexibility, autonomy, and work-life balance as distinct dimensions of employee work values. Related research on new-generation manufacturing employees in Sichuan, China, likewise found that work-life balance was positively associated with employee well-being (Zhengyi, 2026).

At the same time, Rudolph et al. (2021) cautioned that generational differences are frequently overstated in organizational science. Apparent cohort effects may reflect age, career stage, period effects, or contextual conditions rather

than stable generational characteristics. This critique supports an empirical rather than stereotypical approach to Generation Y and Generation Z comparisons.

2.2 Communication, Collaboration, and Team Dynamics

Team dynamics influence how employees exchange information, coordinate responsibilities, resolve disagreements, and participate in collective decision-making. In multigenerational settings, differences in motivation or workplace preferences may affect interaction, but organizational structures and leadership practices also shape how those differences are expressed. Mahmoud et al. (2021) found variation in workplace motivation across Generations X, Y, and Z, underscoring the importance of understanding employee motivation within a multigenerational workforce.

Leslie et al. (2021) demonstrated that Generation Z itself contains meaningful subgroups with different workplace preferences, challenging the assumption that members of one generation are homogeneous. Their findings emphasize positive workplace environments, work-life balance, comfort, career advancement, and ethical organizational standards. This intra-generational variation is important because it suggests that team management should be based on observed employee needs rather than fixed cohort stereotypes. Communication preferences may likewise vary within a generation; among Generation Z college students in the Philippines, higher introversion was associated with preferences for small-group interaction and stronger reliance on social media as a controlled communication environment (Dancel et al., 2026).

Kinger and Kumar (2023) likewise examined generational differences in work values and connected such differences with workplace conflict and organizational effectiveness. Singh et al. (2021), using a multistage analysis of the multigenerational workforce, emphasized the need to contextualize work values across generations. Together, these studies support examining communication, collaboration, conflict resolution, and leadership as organizational processes through which employee values interact with workplace conditions. Evidence from higher education institutions also indicates that organizational climate, including leadership styles, is positively related to job satisfaction (Bo & Atento, 2026).

2.3 Person-Organization Fit and Organizational Performance

Person-Organization Fit provides a useful theoretical basis for linking employee values with organizational outcomes. Kristof-Brown et al. (2005) synthesized evidence across person-job, person-organization, person-group, and person-supervisor fit and showed that fit is meaningfully related to post-entry attitudes and behaviors. For the present study, this perspective implies that employee values may be associated with more favorable workplace outcomes when organizational practices and team processes are compatible with those values.

The relationship is not necessarily limited to financial performance. In employee-centered organizational research, perceived effectiveness may also be reflected in innovation, productivity, satisfaction, retention, and the quality of team interaction. Purpose, flexibility, technology, collaboration, and entrepreneurial orientation may therefore operate as employee-level values that correspond with broader organizational conditions. Related work in higher education has examined managerial competencies, employee engagement, and organizational citizenship behavior in connection with an organizational performance framework (Sacdalan, 2026).

Contemporary work-value research further suggests that organizations should distinguish between values that employees regard as baseline expectations and values that are more directly associated with motivation, engagement, or perceived effectiveness. Stiglbauer et al. (2022) showed that work values vary in both content and relative importance, while Pataki-Bittó and Kapusy (2021) demonstrated that workplace arrangements themselves form part of the value proposition employees evaluate.

2.4 Intergenerational Integration and Managerial Implications

The coexistence of multiple generations in one organization creates both managerial challenges and opportunities. Differences in preferred communication, autonomy, leadership, technology use, or career expectations can create friction, but they can also provide complementary perspectives and skills. Singh et al. (2021) emphasized contextualizing generational work values, while Mahmoud et al. (2021) showed that motivation differs across cohorts in ways that can inform management practice.

Integration is therefore more useful than simple generational segmentation. Leslie et al. (2021) showed that important differences exist even within Generation Z, while Rudolph et al. (2021) questioned broad claims of fixed generational effects. These findings imply that managerial systems should identify shared values across employees while responding selectively to demonstrated differences in workplace expectations and experiences.

For organizations that depend on teamwork and innovation, collaborative leadership, clear communication, constructive conflict management, and opportunities for participation may provide a common platform for employees across generations. The relevant managerial question is therefore not whether one generation is inherently better suited to a particular workplace, but whether organizational practices allow employees with different backgrounds and priorities to work effectively toward common goals.

2.5 Synthesis and Research Gap

The reviewed literature shows that contemporary work values are multidimensional and that younger employees often place importance on purpose, flexibility, collaboration, digital integration, inclusion, and development (Benítez-Márquez et al., 2022; Pataki-Bittó & Kapusy, 2021; Stiglbauer et al., 2022). Research also indicates that team interaction, workplace motivation, leadership, and organizational context shape the way those values are expressed (Kinger & Kumar, 2023; Leslie et al., 2021; Mahmoud et al., 2021; Singh et al., 2021). At the same time, the literature cautions against treating generational categories as deterministic explanations of workplace behavior (Rudolph et al., 2021). The present study responds to this tension by examining Generation Y and Generation Z within one Philippine enterprise, comparing eight work-value dimensions while also analyzing their relationships with team dynamics and perceived organizational performance. The organization-specific design permits the study to test whether assumed generational differences are actually present and to identify which values and team processes are most strongly associated with perceived organizational outcomes.

3. Methodology

3.1 Research Design

The study employed a quantitative, survey-based case-study approach to examine generational work values, team dynamics, and perceived organizational performance among employees of Engkanto Brewery Company. The design was observational and cross-sectional. Accordingly, the statistical analyses were used to identify associations, group differences, and predictors rather than to establish causal effects. Descriptive-correlational single-site case studies have likewise been used to examine employee engagement and perceptions within one organization (Garcia & Atento, 2026).

3.2 Respondents and Sampling

The achieved sample consisted of 50 employees. Based on the finalized dataset, 16 respondents (32.0%) were classified as Generation Y and 34 (68.0%) as Generation Z; 32 respondents (64.0%) were female and 18 (36.0%) were male. Organizational tenure was distributed across three categories: 0-3 years (n = 15), 3-5 years (n = 19), and 5 years or more (n = 16). The finalized employment-status coding consisted of 40 full-time employees and 10 contractual or part-time employees. The available research record identifies the achieved organizational sample but does not document a named probability or non-probability sampling technique. No more specific sampling procedure is therefore claimed in this journal conversion.

3.3 Research Instrument and Measures

Data were collected using a structured, self-developed survey questionnaire employing a five-point Likert-type response scale from 1 (Strongly Disagree) to 5 (Strongly Agree). Generational work values were measured through eight dimensions: work-life balance, collaboration and teamwork, purpose-driven work, flexibility and autonomy, job security and stability, diversity and inclusion, technology integration, and entrepreneurial mindset. The processed survey record indicates seven items for each work-value dimension, yielding 56 work-value items. Team dynamics and perceived organizational performance were operationalized through communication styles, conflict-resolution approaches, collaboration effectiveness, leadership preferences, innovation and productivity, and employee retention and satisfaction.

Internal consistency was assessed using Cronbach's alpha. Reported subscale coefficients were generally acceptable to high, with values ranging approximately from .748 to .930 across the principal constructs. The combined scale across all variables reported an alpha of .980, indicating high overall internal consistency.

3.4 Data-Gathering Procedure

The completed case project documents organizational permission to conduct the employee survey. Respondents completed the structured questionnaire covering demographic characteristics and workplace perceptions. Item responses were subsequently processed into dimension scores for the work-value, team-dynamics, and organizational-performance constructs. The source manuscript does not document the precise recruitment sequence, administration dates, response rate, or survey-delivery mode; these details are therefore not added to the journal manuscript.

3.5 Data Analysis

Descriptive statistics included frequencies and percentages for respondent characteristics and means, medians, and standard deviations for the principal scales and indicators. Pearson's product-moment correlation coefficient was used to examine relationships among generational work values, team dynamics, and perceived organizational performance. Comparative analyses included one-way analysis of variance, independent-samples t-tests, Tukey HSD post-hoc comparisons where applicable, and effect-size measures including Cohen's d and eta squared. Generational comparisons between Generation Y and Generation Z were examined using independent-samples t-tests and effect sizes.

Hierarchical multiple regression was used to examine predictors of perceived organizational performance. Work-value dimensions were entered in the first model, and team dynamics was added in the second model to determine whether it contributed additional explanatory power. Variance inflation factors were reported below 2.5, indicating no problematic multicollinearity under the criterion used in the study. Statistical significance was evaluated at alpha = .05.

3.6 Ethical Considerations

The survey instrument informed prospective respondents of the study purpose and stated that personal information and email addresses would not be collected without permission. It also indicated that responses would be handled confidentially and reported in aggregate form, with reference to the Philippine Data Privacy Act of 2012 (Republic Act No. 10173). Organizational permission to conduct the employee survey was documented in the completed case project. The available manuscript does not provide an institutional ethics-review approval number; accordingly, none is claimed here.

4. Results and Discussion

4.1 Respondent Profile

The final dataset contained 50 respondents, comprising 16 Generation Y employees and 34 Generation Z employees. The sex distribution was 32 female and 18 male respondents. Fifteen employees had up to three years of service, 19 had three to five years, and 16 had five years or more. Employment status consisted of 40 full-time and 10 contractual or part-time employees. Generation Z therefore represented the larger generational cohort, while the sample also included employees with varied organizational tenure.

4.2 Generational Work Values

Respondents generally reported favorable perceptions across the eight dimensions of generational work values. Purpose-driven work recorded the highest overall scale mean (M = 4.08), followed by diversity and inclusion (M = 3.93), entrepreneurial mindset (M = 3.91), collaboration and teamwork (M = 3.84), and technology integration (M = 3.84). Work-life balance had the lowest overall scale mean (M = 3.33), although it remained above the midpoint of the response scale. The generational comparison is summarized in Table 1.

Table 1. Generational Work Values of Generation Y and Generation Z Employees

Work-value dimension	Gen Y M (SD) n = 16	Gen Z M (SD) n = 34	Cohen's d	p	Interpretation
Work-life balance	3.42 (0.81)	3.29 (0.71)	0.17	> .05	Not significant
Collaboration and teamwork	3.86 (0.90)	3.83 (0.62)	0.04	> .05	Not significant
Purpose-driven work	4.03 (0.91)	4.10 (0.61)	0.09	> .05	Not significant
Flexibility and autonomy	3.62 (0.84)	3.75 (0.82)	0.16	> .05	Not significant
Job security and stability	3.71 (0.95)	3.71 (0.83)	0.00	1.00	Not significant
Diversity and inclusion	4.11 (0.81)	3.84 (0.72)	0.36	> .05	Not significant
Technology integration	3.92 (0.87)	3.80 (0.82)	0.14	> .05	Not significant
Entrepreneurial mindset	4.02 (0.88)	3.86 (0.67)	0.21	> .05	Not significant

Note. Values are reproduced from the final generational comparison reported in the completed study; exact p-values were not supplied for most dimensions and are therefore reported as > .05.

None of the eight work-value dimensions differed significantly between Generation Y and Generation Z. Generation Z reported slightly higher purpose-driven work and flexibility and autonomy, whereas Generation Y reported somewhat higher work-life balance, diversity and inclusion, technology integration, and entrepreneurial mindset. The observed effect sizes were negligible to small, with diversity and inclusion showing the largest reported difference (d approximately .36), but this difference remained nonsignificant. The dominant pattern was therefore similarity rather than generational polarization.

4.3 Team Dynamics and Perceived Organizational Performance

Respondents also evaluated team dynamics and organizational performance positively overall. Communication items ranged from M = 3.48 to 3.98, indicating generally favorable perceptions but some variability across communication practices. Conflict-resolution ratings were likewise positive, although one indicator recorded a lower mean of 3.46. Collaboration effectiveness was among the strongest team-process areas, with item means ranging from 3.74 to 4.26. Leadership preferences displayed greater variability, including an item mean as low as 2.88, suggesting that respondents were less uniform in their evaluations of particular leadership practices.

Perceptions of innovation and productivity were positive overall, with item means ranging from 3.36 to 3.96. Employee retention and satisfaction were more consistently favorable, with item means from 3.76 to 4.02. These results suggest a generally collaborative and supportive organizational environment while also indicating that communication, leadership, conflict handling, and some aspects of innovation were experienced less uniformly across employees.

4.4 Relationships and Group Differences

The composite analysis reported a very strong positive association between overall generational work values and the combined measure of team dynamics and perceived organizational performance ($r = .970$, $p < .001$). Because the design was

observational, this coefficient is interpreted as an association rather than evidence of causation. Dimension-level correlations are presented in Table 2.

Table 2. Relationships of Work-Value Dimensions With Team Dynamics and Perceived Organizational Performance

Work value	Team dynamics r	p	Organizational performance r	p
Work-life balance	.32	.024	.28	.051
Collaboration and teamwork	.71	< .001	.65	< .001
Purpose-driven work	.68	< .001	.72	< .001
Flexibility and autonomy	.45	.001	.41	.003
Job security and stability	.21	.144	.25	.080
Diversity and inclusion	.38	.007	.33	Source reports .19*
Technology integration	.52	< .001	.49	< .001
Entrepreneurial mindset	.57	< .001	.62	< .001

*Note. *The source statistical table reports r = .33 with p = .19 for diversity and inclusion with organizational performance. Because that pairing is internally inconsistent for N = 50, the reported p-value is retained but not interpreted as definitive pending verification of the original statistical output.*

Purpose-driven work showed the strongest reported relationship with perceived organizational performance ($r = .72$, $p < .001$), while collaboration and teamwork showed the strongest relationship with team dynamics ($r = .71$, $p < .001$). Entrepreneurial mindset, technology integration, and flexibility and autonomy also displayed significant positive relationships with the principal outcome domains. Job security and stability did not show significant relationships with either team dynamics or perceived organizational performance. Work-life balance was significantly related to team dynamics but narrowly missed the .05 threshold for organizational performance ($p = .051$).

At the composite level, the original analyses reported no significant differences in overall generational work values or combined team-dynamics and organizational-performance scores according to age, sex, length of service, or employment status. More detailed subdimension analyses, however, identified significant differences in diversity and inclusion by length of service and in collaboration by sex. These findings are summarized in Table 3.

Table 3. Significant Subdimension Differences Across Respondent Groups

Comparison	Test result	p	Effect size / follow-up
Diversity and inclusion by length of service	$F(2, 47) = 4.87$	.012	$eta^2 = .17$
0-3 years vs. 5+ years, diversity and inclusion	Mean difference = -0.55	.048	Tukey HSD
Collaboration by sex	$t(48) = 2.21$	.032	Cohen's d = .45

Note. For collaboration by sex, female respondents reported M = 4.05 (SD = 0.58) and male respondents M = 3.75 (SD = 0.65).

The detailed ANOVA for diversity and inclusion by length of service yielded $F(2, 47) = 4.87$, $p = .012$, eta squared = .17. A Tukey HSD comparison indicated that employees with five or more years of service scored significantly higher than those with zero to three years of service (mean difference = -0.55, $p = .048$). Collaboration also differed by sex: female respondents reported higher collaboration scores than male respondents, $t(48) = 2.21$, $p = .032$, $d = .45$. These subdimension findings indicate that broad composite similarities can coexist with differences in specific workplace experiences.

4.5 Predictors of Perceived Organizational Performance

Hierarchical regression was used to examine whether the work-value dimensions predicted perceived organizational performance and whether team dynamics contributed additional explanatory information. Model 1 included the work-value dimensions, while Model 2 added team dynamics. Table 4 summarizes the reported coefficients.

Table 4. Hierarchical Regression Predicting Perceived Organizational Performance

Predictor	Model 1 beta	p	Model 2 beta	p
Work-life balance	.04	.712	.01	.901
Collaboration and teamwork	.18	.085	.05	.542
Purpose-driven work	.35	.002	.28	.012
Flexibility and autonomy	.11	.201	.09	.280
Job security and stability	.07	.402	.06	.465
Diversity and inclusion	.05	.579	.03	.718

Predictor	Model 1 beta	p	Model 2 beta	p
Technology integration	.16	.052	.12	.118
Entrepreneurial mindset	.22	.021	.18	.045
Team dynamics	-	-	.41	< .001
R^2	.62		.72	
Adjusted R^2	.55		.67	

Note. Adding team dynamics increased R^2 by .10; the reported F change was 15.84, $p < .001$.

Model 1 explained 62% of the reported variance in perceived organizational performance. Purpose-driven work (beta = .35, p = .002) and entrepreneurial mindset (beta = .22, p = .021) were statistically significant unique predictors. Technology integration approached but did not reach the .05 threshold (beta = .16, p = .052).

When team dynamics was added, explained variance increased to 72%, with an adjusted R^2 of .67. The reported increase in explained variance was significant (R^2 change = .10; F change = 15.84, $p < .001$). Team dynamics emerged as the largest standardized predictor in Model 2 (beta = .41, $p < .001$). Purpose-driven work (beta = .28, p = .012) and entrepreneurial mindset (beta = .18, p = .045) also remained significant. The hierarchical model does not, however, establish mediation or moderation because no interaction or formal mediation test was reported.

4.6 Discussion

The findings provide a more nuanced account of generational behavior than a simple Generation Y-versus-Generation Z contrast. None of the eight direct work-value comparisons reached statistical significance, indicating that the two cohorts shared broadly similar workplace priorities. This pattern is consistent with Rudolph et al. (2021), who cautioned against overgeneralizing generational differences, and with Stiglbauer et al. (2022), who found substantial cross-generational similarity in many work values.

Purpose-driven work was especially important. It received the highest overall work-value rating, showed the strongest reported correlation with perceived organizational performance, and remained significant after team dynamics was introduced into the regression model. This result is consistent with research emphasizing meaningful work and value alignment among younger employees (Pataki-Bittó & Kapusy, 2021). It also supports a Person-Organization Fit interpretation in which favorable outcomes are more likely when employee values correspond with organizational practices and goals (Kristof-Brown et al., 2005).

Entrepreneurial mindset also remained significant in both regression models. Within an organization operating in an innovation-oriented market, employee initiative, creativity, and openness to opportunities may therefore be relevant to how organizational performance is perceived. The result suggests that managerial systems that allow employees to contribute ideas and exercise initiative may be more consequential than policies based solely on generational labels. Comparable evidence from Philippine trading companies showed that entrepreneurial and task-specific self-efficacy, together with perceived work environment support, were significant predictors of employee productivity (Espelita & Atento, 2026).

Team dynamics emerged as a central organizational factor. Its addition increased the proportion of explained variance from .62 to .72 and it produced the largest standardized coefficient in the final model. This finding indicates that communication, collaboration, leadership, and conflict-management processes form an important context within which employee values are translated into workplace experiences. The literature similarly emphasizes workplace motivation, team interaction, and positive organizational environments as important elements of multigenerational management (Leslie et al., 2021; Mahmoud et al., 2021; Singh et al., 2021).

The regression results also illustrate why bivariate associations should not be treated as equivalent to independent predictor effects. Collaboration and teamwork correlated strongly with both team dynamics and perceived organizational performance, yet its unique regression coefficient became nonsignificant once the other predictors were considered simultaneously. Technology integration showed a similar pattern. This suggests substantial shared variance among related workplace constructs rather than evidence that these values are unimportant. Conceptual work on artificial intelligence in organizations likewise suggests that outcomes depend on how task allocation, human capital investment, and governance are designed around technology deployment (Tolentino et al., 2026).

Finally, the subgroup findings show that broad similarities do not imply complete uniformity. Collaboration differed by sex, while diversity-and-inclusion perceptions differed by tenure. Such effects suggest that managers may need to respond to specific workplace experiences and employee subgroups without assuming that generational membership is the primary source of variation. Overall, the results support an organizational rather than purely generational interpretation: shared purpose, entrepreneurial orientation, and effective team processes were more strongly connected with perceived organizational performance than generational category itself.

5. Conclusions, Recommendations, and Implications

5.1 Conclusions

The study found generally favorable work-value ratings among Generation Y and Generation Z employees. Purpose-driven work was the most highly rated dimension, while collaboration and teamwork, diversity and inclusion, technology integration, flexibility and autonomy, job security, and entrepreneurial mindset were also viewed positively.

Generation Y and Generation Z showed more similarities than differences. None of the eight direct work-value comparisons reached statistical significance, indicating that strong generational segmentation is not supported by the evidence from this organization.

Generational work values were strongly associated with team dynamics and perceived organizational performance. At the dimension level, purpose-driven work, collaboration, entrepreneurial mindset, technology integration, and flexibility showed meaningful positive relationships with workplace outcomes, while job security and stability functioned more as a baseline expectation than as a strong differentiating predictor.

In the hierarchical regression model, purpose-driven work, entrepreneurial mindset, and team dynamics remained significant predictors of perceived organizational performance. Team dynamics contributed additional explanatory power beyond the work-value dimensions, underscoring the importance of communication, collaboration, leadership, and conflict management in the organizational context.

Demographic characteristics generally did not differentiate the broad composite measures, although specific subgroup effects were observed in collaboration by sex and diversity-and-inclusion perceptions by organizational tenure. Overall, the findings indicate that organizational practices and team processes are more consequential than generational labels alone.

5.2 Recommendations

- Prioritize intergenerational collaboration rather than highly differentiated generational policies. Because the two cohorts did not differ significantly across the eight work-value dimensions, management should build policies around shared values while retaining flexibility for individual needs.
- Strengthen purpose alignment by clarifying how employee roles, responsibilities, and performance expectations contribute to broader organizational goals. Purpose-driven work was both highly valued and a significant predictor of perceived organizational performance.
- Encourage entrepreneurial and innovative behavior through opportunities for initiative, idea generation, problem solving, and participation in improvement activities. Entrepreneurial mindset remained significant in both regression models.
- Treat team dynamics as a major managerial priority by strengthening communication protocols, feedback mechanisms, collaborative decision-making, conflict-resolution processes, and participative leadership practices.
- Consider a structured intergenerational mentoring and collaboration program that pairs employees across cohorts for knowledge sharing, workplace socialization, and collaborative problem solving.
- Integrate relevant employee values into performance, recognition, engagement, and retention practices so that organizational systems reinforce shared purpose, initiative, collaboration, and constructive team behavior.
- Future research should use larger samples across multiple organizations and industries, document sampling procedures more explicitly, and consider longitudinal designs that distinguish generational effects from age, career-stage, tenure, and organizational-context effects. Formal mediation or moderation analyses may also be used to test the role of team dynamics directly.

5.3 Implications of the Study

Managerially, the results indicate that policies based primarily on generational stereotypes may be less useful than systems built around shared values and empirically observed workplace needs. Purposeful work, employee initiative, communication, and collaborative team processes appear to offer stronger managerial leverage than rigid generational segmentation.

Behaviorally, the study indicates that work values are associated with how employees perceive teamwork and organizational outcomes, but these values operate within an interpersonal context. Team dynamics contributed substantial explanatory power in the final regression model, suggesting that organizational outcomes are shaped not only by individual attitudes but also by the structures through which employees communicate, collaborate, and respond to leadership.

Theoretically, the findings are consistent with Person-Organization Fit by showing that alignment between employee values and organizational conditions is associated with favorable workplace perceptions. However, the results also indicate that such alignment should not be interpreted exclusively through generational categories; value compatibility and team processes appear more informative than cohort labels alone.

Methodologically, the study demonstrates the value of examining both composite and dimension-level results. Broad measures suggested little demographic differentiation, whereas more specific analyses identified differences in collaboration by sex and diversity-and-inclusion perceptions by tenure. Comparable concerns have been raised in comparative business-leadership research, where a pooled cross-country specification produced a significant association that disappeared once country-level differences were controlled (Tabujara et al., 2026). Future multigenerational research should therefore avoid relying exclusively on aggregate indices.

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