

Age Diversity and Job Attitudes in Food and Beverages Firms in Port Harcourt

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ABSTRACT

This empirical study examined Age Diversity and Job Attitudes in Food and Beverages Firms in Port Harcourt. The study adopted a cross sectional research design as it is a quasi-experimental research. The study focused on 360 employees in six food and beverage firms in Port Harcourt using non-probability or convenient sampling technique for 16 registered Food and Beverage Companies in Port Harcourt. Sample size of 186 consisted of middle level, lower level managers, supervisors and employees were determined using the Krejcie and Morgan (1970) sample table. Data were collected through questionnaire and Spearman's Rank Order Correlation Coefficient Statistic was used in the data analysis which was facilitated through Statistical Package for Social Sciences (SPSS) version 21.0. The result showed a positive and significant relationship between age diversity and job attitudes. Considering these findings, the study concluded that age diversity affects job attitudes. The study recommended that management should not encourage generation X attitudes because their behaviour does not improve job involvement in the modern day business operations, rather they should place more emphasis on factors that increased generation y and baby boomers attitudes since they value job involvement and develop affective commitment. Management should also develop organizational cultures which promote age diversity and to improve job attitude in hospitality firms in Port Harcourt.

Keywords: Affective commitment, Age diversity, Baby Boomers, Generation X, Generation Y, Job attitudes, Job Involvement, Organizational Culture.

INTRODUCTION

1.1 Background to the study

Job attitude is one of the factors that improves work in organizations today. The contrast amongst conduct and attitude is that attitude is inward while conduct is outer in sense. One might say that conduct could well be seen by others as it is outside though mentality is shelled inside the individual personality and subsequently can't be seen by others immediately (Aron, 2011).

According to Surbhi (2016), attitude deals more with our thinking, mindset and feelings while behaviour entails the way we actor react. Thus job attitude is thought-oriented whereas behavior is action-oriented. Hence attitude has all the ingredients necessary to shape the behavior of a person. It is indeed true that when a person is with a right attitude, he or she would be endowed with the right behavior too. Attitude influence behaviour because most human behaviours are reflections of internal thinking, mindsets and feelings (Surbhi, 2016). For example an employee who develops a negative attitude towards his employer is likely not to show affective commitment.

Job attitudes portrays cognitive, affective and conative attitude which represents our beliefs, thoughts or ideas (Geeta, 2016). The affective component includes feelings or emotions on the surface, such as fear or hate (Geeta, 2016).

Conative state of mind can likewise be known as the behavioral part and it focuses on people acting positively towards something, for example, 'we better leave this association, let the supervisor to do all the work,' or 'I can't hold up to sack any worker that does not meet set target. Workers may trust that their manager is coldhearted to their predicament (intellectual), accordingly, they feel less dedicated and wish to search for work somewhere else (conative) (Geeta, 2016).

Steers and Porter (1991) identified some measures of job attitude to include; Job Involvement, Organizational Commitment, Perceived Organizational Support (POS) and Employee Engagement. Job involvement has to do with identifying with one's job and actively involve and considering performance important to self-worth. Organizational commitment concerns employees to be identified with an organization and wishing to maintain membership. While, organizational support (POS) considers the degree to which employees feel that the organization valued their well-being and care for them and employee engagement looks at individual's involvement, satisfaction derived, and feeling of enthusiasm (Steers & Porter, 1991).

On the other end, age diversity is an important issue to consider by managers and the entire organization in this 21st century. Age diversity exists because no two individual are exactly identical; because of the biological, psychological and social differences among people in organizations and their date of birth. Hence every unique identity often creates room for unique behavioral exhibition. To this end, age diversity posses its own commonalities.

Age diversity includes various age distributions among employees. The management of an organization owes it to treat all ages within a business environment effectively (Truxillo, 2014). Onyenze (2014) noted that age demographics bring different skills, knowledge and talents to the firms operations. Each of these differences often comes with peculiar job attitude which could improve or mar business operations.

For instance, youthful employees will probably have a solid handle with the utilization of cutting edge business mediums (i.e. social networking, online product demonstrations and webcasting). More mature professionals often have exceptional interpersonal skills which enable them to perform well in environments where traditional formal communication is used. This various skills offer advantages to a company that caters for a multi-generational demographic. The company through its policy directions, leadership style, organizational culture and others must ensure it imbibes and coordinate the diverse group toward exhibiting the right job attitude to create optimum synergy (Onyenze, 2014).

In the age diversity and work literature, age groups are usually discussed focusing on younger, middle-age, and older workers. Also, it is a critical factor in organizing human capital requirement for strategizing towards operations, management team, working-group, success and competitiveness. Availability of age diversity has the potentials to improve job attitude because the older, middle and younger generations brings to fore their individual inputs which if properly explored can improve productivity. It creates room for dynamic application of knowledge and skills, technical knowhow, emotions leads to attaining firms set goal and objectives (Truxillo, 2014).

Also, Falaja (2009) proposed five components of age diversity. They include; Swing Generation, Silent Generation, Baby Boomers, Generation X and Generation Y. The current market trends have given rise to technological advancement and globalization of business which exact influence on these five components of age diversity and demographics of labour market that triggered interest in the study of age diversity and diversity management. Organizations are in daring need of workforce whose synergy will help coordinate good job attitudes for optimum productivity. This optimum productivity could be achieved by improving employees' right job attitudes (Knippenberg & Schippers, 2007).

Employment attitude of mind constitutes one's inclination towards, convictions about, and connection to one's activity (Judge and Kammeyer-Mueller, 2012). As Thompson and Phua, (2012) noted, work state of mind can be conceptualized in two ways. They are full of feeling work fulfillment and intellectual evaluations of particular occupation features. Full of feeling work fulfillment constitutes a general or worldwide subjective feeling about an occupation. Subjective evaluations of particular occupation features incorporates composite of target psychological appraisals of particular employment aspects, for example, pay, work conditions, openings and so forth of a specific occupation.

The researcher observed through various literatures, and discovered that academic works on age diversity and job attitude are relatively scanty. This implies that not much has been done

to capture age diversity as it relates to job attitude. Only few works have been done on age diversity but not directly related to job attitude. For instance, Owoyemi et al. (2011) worked on age diversity and future workforce in Nigeria and found that age diversity affects workers performance. Ugwuzor (2014) examined age diversity and corporate performance. The result shows that corporate performance is influenced by age diversity. Poor research interest in this area have caused a knowledge gap in the academic work particularly in this subject matter. Consequent upon this, this work tends to examine age diversity as it affects job attitude using such variables as Generation X, Generation Y, Baby boomers, (independent variables) job involvement and affective commitment (dependent variables). The choice of Generation X, Y and Baby boomers were based on the work of Fajana (2009) on age diversity at work place.

However, this study focused on Generation X, Y and Baby Boomers because Fajana (2009) explained that the first two generations-Swing Generation and Silent Generation have gone on retirement and thus can no more be found in today's workplace particularly in the food and beverage industry. The Baby Boomers according to Fajana (2009) are the third in descending order of the categories of workers found in work place because they are workers born between 1946-1964. The generations X workers are born between 1965 and 1976 while the Generation Y is the millennium generation who are born between 1977 and 2000 (Fajana, 2009)

1.2 Statement of the Problem

In our contemporary business environment, job attitude is important but lack of it has affected many organizations and their goals including food and beverage firms in Port Harcourt. Falaja (2009) first observed that organizations fail to encourage and inspire workers to perform to the best ability fails to succeed. The researcher observed that job attitude is not handled correctly which resulted in conflict in various groups that led to miscommunication, emotional conflicts, control battle and eventually high turnover of workers. This was also noted by Jehn & Bezrukova (2004) as they noted that when job attitude is not managed effectively, may cause conflict in the work place which will affect organizational goals. Scholars have put efforts in examining job attitude and factors that may affect it but much attentions have not been given to age diversity.

Today's firms are encountering the wider generations of age diversity that portray distinct working ethics, diverse motivators that characterized with deep-seated attitudes, and perspectives. Such have heightened challenges to manage organizations. The result has been evidenced in diverse conflicts and strikes at the work environment. According to Akpanta (2014) despite these challenges, firms can coordinates their strategies in managing age diversity by employing workers of diverse age bracket with workplace different skills, experiences, commitment, innovation etc that can create positive impact on the firm's operations and objectives. To provide solution to this problem demands this work to becomes pertinent in order to breach the gap in the literature by studying age diversity and job attitude using variables such as; Generation X, Generation Y, Baby Boomers in relation

to Job involvement and affective commitment which were are not common in empirical research studies.

Conceptual Framework

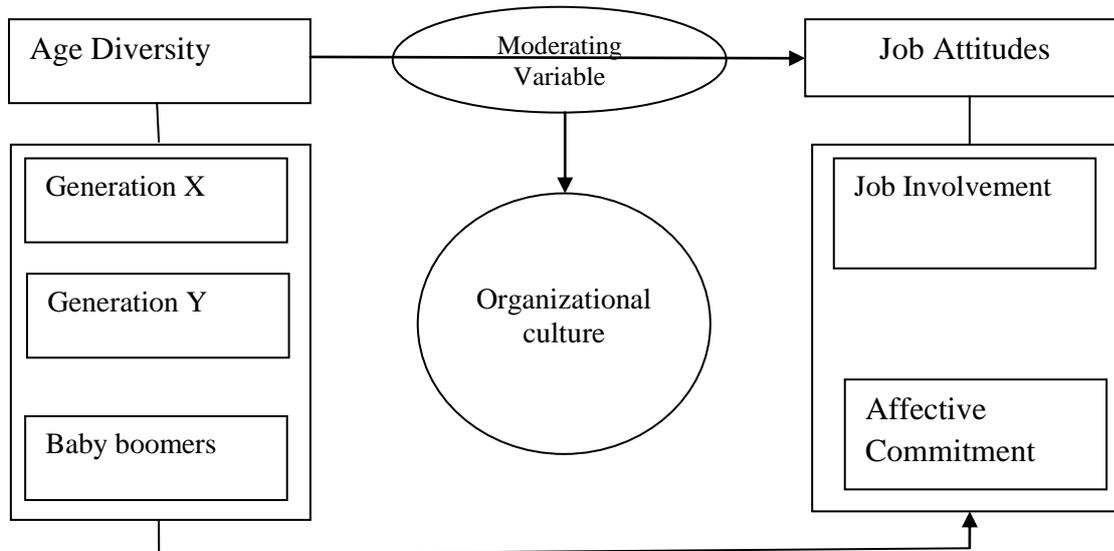


Fig.1 Conceptualized by Researcher (2017).

1.4 Aim and Objectives of the Study

The aim of the study was to identify the relationship between age diversity and job attitudes in food and beverages firms in Port Harcourt. The study concentrates on achieving the following specific objectives:

- i. To identify the relationship between Generation X and job involvement in food and beverages firms in Port Harcourt.
- ii. To identify the relationship between Generation X and affective commitment in food and beverages firms in Port Harcourt.
- iii. To identify the relationship between Generation Y and job involvement in food and beverages firms in Port Harcourt.
- iv. To identify the relationship between Generation Y and affective commitment in food and beverages firms in Port Harcourt.
- v. To identify the relationship between Baby Boomers and job involvement in food and beverage firms in Port Harcourt.
- vi. To identify the relationship between Baby Boomers and affective commitment in food and beverage firms in Port Harcourt.
- vii. To identify how organizational culture moderates the relationship between age diversity and job attitudes in food and beverage firms in Port Harcourt.

1.5 Research Question for the Study

The following research questions have been formulated to guide this study;

- i. What is the relationship between Generation X and job involvement in food and beverages firms in Port Harcourt?
- ii. What is the relationship between Generation X and affective commitment in food and beverages firms in Port Harcourt?
- iii. What is the relationship between Generation Y and job involvement in food and beverages firms in Port Harcourt?
- iv. What is the relationship between Generation Y and affective commitment in food and beverages firms in Port Harcourt?
- v. What is the relationship between Baby Boomers and job involvement in food and beverage firms in Port Harcourt?
- vi. What is the relationship between Baby Boomers and affective commitment in food and beverage firms in Port Harcourt?
- vii. How does organizational culture moderate the relationship between age diversity and job attitudes in food and beverage firms in Port Harcourt?

1.6 Research Hypotheses

The following null hypotheses were formulated in line with line with the study objectives:

- H₀₁:** There is no significant relationship between Generation X and job involvement of food and beverages firms in Port Harcourt.
- H₀₂:** There is no significant relationship between Generation X and affective commitment in food and beverages firms in Port Harcourt.
- H₀₃:** There is no significant relationship between Generation Y and job involvement in food and beverages firms in Port Harcourt.
- H₀₄:** There is n significant relationship between Generation Y and affective commitment in food and beverage firms in Port Harcourt.
- H₀₅:** There is no significant relationship between Baby Boomers and job involvement in food and beverage firms in Port Harcourt.
- H₀₆:** There is no significant relationship between Baby Boomers and affective commitment in food and beverage firms in Port Harcourt.
- H₀₇:** Organizational culture does not moderate the relationship between age diversity and job attitudes in food and beverage firms in Port Harcourt.

LITERATURE REVIEW

2.1 Theoretical Framework

One of the critical areas to consider is the application of appropriate theory that best fit to solve the problem of age diversity management within organizational context. In view of this, social identity theory was found suitable in examining how age diversity could be handled through social interactions in order to less discrimination in the workplace. Social identity theory is on intergroup behaviour explanation. The major tenet is social identity which signifies the individuals' aspect in-self concept as member in a social group (Jajfel, 1979).

Although, there are different groups such as: work teams, social class, football teams and even family as team etc as social groups that an individual identified himself/herself with which age diversity plays vital role in the functioning (Jajfel, 1979). When we belong to a group it provides us with that sense of belongingness in other words social identity creates the sense of being to part of social world despite our age bracket.

This is where the theory of social identity becomes significance in its applications and the basis of social identity theory. The most importance reason for the theory lies in what it's promoted. They emphatically claim that those of the inter-group tend to discriminate the outer-group using this as a basis for self image enhancement. Thus, the import is that those who are one group or one organization will see others outside the group or organization as inferior to them and seeks ways to find fault in the outer-group on this basis they portray their self-image as unique to outer-groups.

Social identity theory could be seen as a theory which focused on predicting intergroup behaviours that is positive on the premise of perceived organization popularity and those behaviours that are stable including how the perceived legitimacy and balance of these status variations, and the perceived capacity to go from one association to some other group (Tajfel & Turner, 1986).

The idea of social identification is primarily based on the interpersonal-intergroup continuum. This concept asserts that social conduct will change alongside a continuum among interpersonal conduct and intergroup behaviour. Clearly speaking interpersonal behaviour is probably a behaviour determined completely through the individual developments and interpersonal relationships that exists amongst most effective humans. Certainly, intergroup behaviour might be behaviour decided entirely with the resource of the social magnificence memberships that apply to two people or more. (Worchel & Austin, 1989)

One of the basic premise of social identify theory stressed that human tend to be motivated intrinsically as they strive to attain goof and favourable uniqueness.

These set of humans take a strive for a constructive self-idea. As people to differing degrees might be characterized and defined by their particular social personalities (according to the relational intergroup continuum) it is additionally determined in social personality hypothesis that people endeavor to accomplish or to keep up constructive social personality (Postmes & Branscombe, 2010).

Further aspect or element of social identity theory looks into character mobility which anticipated that under situations where the group obstacles are taken into consideration permeable people tend to have more interaction using person mobility techniques. These are people who disassociate from the organization and pursue personal dreams that enhance their private lot than their in-group (Ouwkerk et al., 1999; Postmes & Branscombe, 2010).

2.2 Empirical Review

There are several previous studies that relates to this difficult matter of age diversity. Rabl and Triana (2014) used climate theory of diversity concept to explain the relationships among an organization's functioning based on age of staff or workers on how they react to management of age diversity in terms of discrimination and attractiveness.

They determined that organizational age diversity and control practices positively influence organizational attractiveness and negatively affect age discrimination. The findings also demonstrate the necessity of indulging in positive thinking concerning attitudes closer to age diversity in evaluating how effective an organization's age diversity is and age diversity management practices.

Kunze (2013) conducted study on how age diversity affects organizational overall performance. Drawing from social-identity and social categorization theory, they theoretically argue that, in age-various organizations, age-based totally sub-grouping techniques occur, favouring a shared perception of a bad age-discrimination climate. This perceived terrible age-discrimination climate in turn negatively relates to organizational overall performance. To solve this problem of top managers' bad age-associated stereotypes, friendly human resources policies are brought at the organizational-level as moderators for growth and attenuate, respectively, using social categorization tactics affecting overall performance in age-diverse companies.

Structural equation modeling (SEM) was used in testing the proposed hypotheses using a multisource dataset on 147 businesses. Results indicates that all hypotheses were found significantly related, indicating that poor top managers' age diversity management actually affects organizational performance and recommended high range-friendly Human sources regulations and capacity organizational elements that may prevent the negative relation of age diversity with organizational performance transmitted through the terrible age-discrimination climate. The outcomes upheld all hypotheses, showing that top managers' age or stereotypes age generalizations and in addition to high assorted variety neighborly Human Resources approaches are potential hierarchical variables that can keep the negative connection of age decent variety with authoritative execution transmitted through the negative age-separation atmosphere. These outcomes are talked about with regards to their level of commitment to the assorted variety writing and social-classification theories and in addition their suggestion for specialists.

Owoyemi (2011) explored Age variety and the future of workforce in Nigeria. They specifically examined whether younger employees or older staff has a better attitude to work, whether old generations of workers are more committed than new generations of workers. Their result showed that age diversity affects future work place in Nigeria. Then recommendation made was that employers of labour in Nigeria should make of a balance workforce composition. That is, if they require employees that are more committed, they should hold on to older staff with little intentions to swing from one organization to another unlike the younger employees who are most occupationally mobile.

Also, management of organizations should develop different HR models that can foster compatibility and cooperation regarding different age groups. This could be attained by identifying what can make both the young and older staff work better and efficiently. Emphasis should be placed on the benefits of workplace diversity that will improve interaction and interrelations between the workforces. The ability to harness the human resources aimed at achieving organizational objectives depends on effective coordination of employees. Thus, recognizing and harnessing the values brought to the firm by individual may facilitate goal achievement of such organization.

Akpanta (2014) did a study on age diversity as it relate to organizational conflict using a descriptive research design. He examined whether having more of older workers, or more of younger workers will increase or balance combination of conflict. 140 workers were served with a simple structured questionnaire. The data collected were analyzed using regression analyses. The finding showed that those older workers and younger workers or both influence organizational conflict. In particular, both generate conflict. The implication is that if the conflict is well harnessed it will definitely strengthen the organization for positive synergy.

Ugwuzor (2014) studied how workplace diversity affects corporate performance of manufacturing firms in Nigeria. Data was collected from forty registered companies in South South Nigeria using a structured questionnaire with 5 point ranking scale. The Spearman Rank Correlation and Multiple Regression Model were appropriate for analyzing the collected data at 0.05 level of significance. The result showed that the apparent low performance rate of the study firms may be traceable to poor management of surface and deep level diversity. It was recommended that managers need to ensure that each interest group should be accommodated in the firm policies as this will create an atmosphere where employees will not at all disturbed by surfaced and deep level diversity.

2.3 Concept of Age Diversity

According to Nelson and Quick (2009), diversity consists all forms of difference among employees such as gender, age, culture, religion, personality and sexual orientation. Diversity influences the attitudes of employees if not taking effective management steps. Workforce means the sum total of people working in a firm. Different people from different background

are employed to perform organizational tasks in order to accomplish organizational generic goals aim.

The workforce encompasses people of different generations with distinct work ethics, deep-seated attitude and different motivators. Kreitner and Kinichi (referred to in Ogbo, Kifordu and Wilfred (2014) posit that workforce decent variety is the large number of individual contrast and similitude that wins among individuals working in a similar association. Carrell cited in Munjuri (2012) that workforce diversity is the way people differ from each other which can affect a task or employee relationship within the organization. Greenberg (2004) likewise observes workforce assorted variety as the assortment of contrasts between individuals that work in a similar association. These varieties are age, gender, ethnic group, personality and cognitive style.

Age diversity is the difference and similarities in generations (age) among people. According to Owoyemi, Elegbede and Gbajumo (2011), age diversity encompasses of different generation of employees with different, often conflicting value and attitudes. Fajana (2009) revealed that age diversity refers to intergenerational behaviour among older and younger staff, which account for differences in observed workplace behaviour.

According to Mcshame and Glinow (2000), three generations that are found in workplace include generation Y, Generation X and Baby Boomers generation Y (millennial kids) conceived between 1977 – 2000. This generation according to Owoyemi, Elegbede and Gbajumo (2011) is the group with advantage of great experiences in technology and science, self-confidence and explores relationship above their age. The generations Y are more exposed to sophisticated technologies earlier when compared to other generations. According to Nelson and Quick (2009) generation Y brings new challenges as a result of their knowledge and advantage in technology. Generation X was born between 1965 – 1976. While, Generation X is referred to as Baby buster generation. The Baby boomers were born 1946 – 1964. This group of workers tries to obey rules and regulations because they are idealistic. Today, there are aging employees in the workplace.

The distinction in mentalities among these three Generations can be significant and supervisors battle to coordinate their specialists a firm gathering. The changing age circumstances of the workforce and work environment fuels the adjustments in the organization. Organization cannot discriminate on the basis of age and generations attitudes. The organization need to develop learning attitudes in handling the older and young employees and determine how to satisfy their needs and to transform attitudes towards organizational set goals.

2.3.1 Generation X

The Generation X are born between 1965 to 1976. They are also known as Baby Busters (Cascio, 2006). This generation according to Cascio (2006) has grown up in times of rapid change both, social and economic. They are the Hip-Hop Children who are independent, pragmatic and reactive, often challenge authority and rejecting rules, and often take

technology for granted (Fajana, 2009). This generation according to Cascio (2006) is computer literate generation with the following characteristics; they seek advantages that enhance their skills in the market; they are exposed to decision making and occupy the chance of being identified with abilities that put them into responsibilities.

2.3.2 Generation Y (Millennial Children)

Generation Y (Millennial Children) are conceived between 1977-2000. This group has the advantage of great advances in science and technology, self confidence and explores relationship beyond their shores. They rewrite the rules and adopt information technology not as work tools but for convenient communication, fun and games. This generation according to Fajana (2009) is the offspring of the baby boomers. The majority in this group have the greatest membership among the population with future implications on future products, marketing and management practices.

Generation Y according to Cascio (2006) has grown amid sophisticated technologies and has been exposed to them earlier than members of Generation X ever were. And as at today, the three generations most represented in the workplace according to McShane and Von Glinow (2000) are baby boomers, Generation X, and Generation Y). Even though, each of these three generations most prevalent in businesses brings value to their chosen professions and environment, their members, however also value different thing which is necessary for managers and leaders including those who practice human resource management to understand effectively. For instance, due to their large numbers in the society, baby boomers are able to influence the societies with their advancement (Glass, 2007). Jayson (2006) explained that they are idealistic and driven by business (Jayson, 2006). They perceive work and personal sacrifice as equaled to financial success. These qualities as shown by Glass (2007) incredibly differentiate those of Generation X, whose individuals are regularly more wary, less faithful, and savagely autonomous. Similarly, Rhodes (1983) reported that older workers tend to be loyal and committed to their organizations unlike the younger employees saddle with wants and needs.

2.3.3 Baby Boomers

The Baby-Boom Generation other known as Baby Boomers are born between 1946-1964. According to Nelson and Quick (2009), Baby boomers seem to derive job satisfaction, display loyalty and been internally motivated when compared to Generation X and Generation Y.

This group according to Fajana (2009) are idealistic, accepting rules as given, had access to mainframe computers, seek pragmatic solutions to problem, and when faced with challenges in academic or work pursuits, they remain stuck to it. They are the third in the chain of importance of generational characterization (Fajana, 2009). Children of post war America encountered the Vietnam War, headway of ladies in instructive achievement profession

openings, and lived by the mantra: Sex, medications, and shake and move (Shragay & Tziner, 2011; Carlson, 2009).

2.4 Concept of Job Attitudes

Attitudes at work are very vital because it directly or indirectly affect work behaviour. Employees have attitudes about many areas of their works and their organizations. When a worker has feelings while at work, the worker thinks about these feelings. Work attitudes according to Timothy and John (2012) are the evaluations of one's work that express one's feelings toward, beliefs and commitment to one's work. Lynn (1990) described work attitudes as the factor that positively or negatively influences job satisfaction, job involvement and effective commitment. Work attitudes are expressed by evaluating a particular work situation with some level of favourable or unfavourable situation at work. Workers are committed to work when a favourable work environment is perceived.

2.4.1 Job Involvement

Job Involvement refers to the psychological and emotional extent to which someone participates in his/her work, profession, and company. It is a subjective condition that makes people devoted to their work (Schaufeli, 2003). It is a desirable feature that makes people spend energy and do their best in their work and organizational roles (Kahn, 1999). Job involvement not just expands the employee's activity fulfillment, and responsibility (Gholipoor et al., 2007), but organizational citizenship conduct, passionate connection to the association, voluntary activities including the expected set of responsibilities, and participation in organizational decisions, also reduces the desire to leave the job. Job involvement might not best bring about timely presence at work, employees' feeling of success of their process, and a feel of goal attainment and optimism about the business enterprise however also would result in the belief of congruency among personal and organizational desires.

Some jobs may provide both internal and external motivations to enhance workers job involvement (Saks 2009). However, some workers may devote their time so work so much and be preoccupied with the organizational goals which creates conflict between their job and personal engagement

People who work in jobs with high workloads and necessity for overtime working may display aspect of behaviors that denotes job involvement; however, they eventually would experience exhaustion, job dissatisfaction, and desire to quit their job (Zohar & Workaholism, 2008).

2.4.2 Affective Commitment

Meyer and Allen (1994) firmly propose that effective commitment is a model in which managers need to develop and motivate their employees to curtail. According to their argument, this type of commitment occurs in psychological perspective that influence worker

to form a bond based on affection to be a member of the team, or the organization on a continuous basis.

The ideas of effective commitment as expressed by Meyer and Allen (1994) implies that workers who develop such emotional attachment cements their relationship with the organization and are willing to express their identity anywhere they find themselves as part of that organization. They try as much to work with the goal and objectives of the organization and subjected their personal interest to the overall goal of the organization. This type of happens because there is a willingness on the part of employment to do so. As a result, their performance is improved, greater responsibility is granted as they engaged other productive behaviour such as organizational citizenship behaviour that promotes the image and functioning of the organization effectively.

Affection to your job happens while you developed a strong emotional attachment for your organization, and to your job. Workers will most probably want to identify with the company's desires and values, and truly need to be there if they are enjoying their work, and they will probably sense accurate, and be glad with their task. In turn, this increased job satisfaction is likely to add to your feeling of affective commitment (Solinger, Van & Roe, 2008).

2.5 Organizational Culture

Culture is vividly related to value and beliefs shared by personnel in a particular organization (Martins & Terblanche, 2003). Culture in a particular organization relates staff to organizational values, norms, principles and beliefs.

Nelson and Quick (2009) view system of culture of an organization as an approach or pattern of basic assumptions and guides which new employees learn by older staff or management as the pattern of the organization in which the new members need to act upon and feel as member of the organization.

Osibanjo and Adeniji (2013) also see organizational culture as a shared impression and values that assists the firm in shaping the attitude and behavioural patterns of staff. Although, the culture of one organization may be different from the other, but it all focused on values, belief, and assumptions that guides the organization functioning and performance. Organizational culture assists staff to adjust and adapt to changes that may occur in the firm's environment and it enable them to perform tasks activities effectively. It motivates staff especially when the culture appeals to them which enable them to accomplish their objectives.

The study by Yafang (2011) clearly showed that one factor that influence work attitudes positively is organizational culture. Additionally, the work by Jacob and Roodt (2008) revealed a correlation between effective commitment and organizational culture. The study also shows that the relationship between work attitudes and other variables like leadership behaviouris also influence by type of culture that is allowed to prevail in the workplace.

Thus, from this, it is obvious that organizational culture played a significant role in the organizational functioning

METHODOLOGY

3.1 Research Design

The study used cross sectional design which is a component of quasi experimental research. This was adopted because it is found appropriate for research studies in administrative science, where it is difficult for the researcher to manipulate variables. Additionally, sectional design was used as the study collect data at that particular period of the research.

3.2 Population of the study

The population for the study consists of the entire Food and Beverage industry in Port Harcourt, while the access population of this study consist 360 employees drawn from six Food and Beverage companies among the 16 registered Food and Beverage Companies in Port Harcourt (business directory .com). This was ascertained using convenient sampling technique which is a non-probability sampling method.

3.3 Sampling procedure and Sampling Size Determination

The sample size of 186 was determined using the Krejcie and Morgan (1970) sample size determination table. Rationale for questionnaire distributed was determined through the use of Bowley's (1964) individual sample formula in computing the individual sample proportions of the accessible population for each firm.

3.4 Data Collection Method

Major source of data for this work was the questionnaire. Sets of the questionnaire were administered by the researcher for specialized explanation. Questionnaire was used data collection because respondents are granted enough time to ponder over the items before feeling it.

3.5 Operational Measures of the Study Variables

The independent variable is age diversity, and its dimensions were adapted from Fajana (2009). While the dependent variable is job attitudes and its measures as used by Steers and Porter (1991) and the moderating variable is organizational culture. Four items employed in measuring these variables sectional design on the Likert five points scale of measurement, where strongly agree scored 5 points, Agree = 4-points, undecided = 3 points, disagree = 2 points, and strongly disagree = 1 point.

3.6 Methods of Data Analysis Technique

The descriptive statistics such as frequency distribution tables and percentage were used for the research questions analysis, while the hypotheses were tested using the Spearman's Rank-

Order Correlation Coefficient through (SPSS) version 21.0. Additionally, the hypotheses were tested at 0.05 (5%) level of significance to reject or accept the null hypotheses.

RESULT AND DISCUSSION

4.1 Summary of the Tested Hypotheses.

Table 1 below shows the summary of the tested hypotheses which provides better understanding of the hypotheses tested.

Table 1: Summary of Findings and Interpretation of the Tested Hypotheses

Statement of Hypotheses	Correlations	P-value Results	Interpretation	Decision
G X / J I	. 1 5 3 * *	P-value 0.72 > 0.05	Very weak Relationship	Accept Ho
G X / A C	. 2 0 5 * *	P-value 0.062 > 0.05	weak Relationship	Accept Ho
G Y / J I	. 5 4 6 * *	P-value 0.00 < 0.05	Moderate Relationship	Rejected Ho
G Y / A C	. 6 7 5 * *	P-value 0.000 < 0.05	Moderate Relationship	Rejected Ho
BBG/JI	. 7 6 3 * *	P-value 0.000 < 0.05	Strong Relationship	Rejected Ho
BBG /AF	. 6 8 6 * *	P-value 0.000 < 0.05	Strong Relationship	Rejected Ho
AD/OC/JA	. 6 6 2	(Partial) Correlation	Strong moderating effect	Rejected Ho

Source: Research data, (2017).

In this instance,

- AC = Affective commitment
- AD = Age diversity
- BB = Baby boomer generation
- GX = Generation x
- GY = Generation y
- JA = Job attitude
- JI = Job involvement
- OC = Organizational culture

4.2 Discussion of Findings

4.2.1 No significant relationship between Generation X and job involvement.

The Generation X came into existence between 1965 – 1976. As baby buster generation, this generation according to Cascio (2006) has grown up in times of drastic change both socially and economically. The possibility of this non-significant relationship might stemmed from the fact that during this Generation workers does not have the technological ideas as it is today. Many work or tasks were accomplished through man's physical strength rather than machines which made them weary and time consuming. According to Fajana (2009), these generation firms are the Hip-Hop Children who are independent, pragmatic and reactive, often challenge authority and rejecting rules, and often take technology for granted (Fajana, 2009). This implies that generation x does not encourage job involvement.

4.2.2 Non significant relationship between Generation X and affective commitment.

This generation according to Cascio (2006) are computer literate generation with the following characteristics; control over own schedules, opportunity to improve their marketable skills, exposure to decision makers, the chances to put their names on tangible results, Clears areas of responsibility. Generation X is famously known to be cynical, presumably because they experienced corporate downsizing, the AIDS epidemic, the War on Drugs, and a turbulent economic climate. It has been said that they are viewed as slackers by Baby Boomers because they are known to switch jobs more than previous generations. According to (Carlson, 2009), they might be termed “computer literate generation” based on this fact.

Glass (2007) greatly contrast those of Generation X, whose members are often more skeptical and fiercely independent. Similarly, Rhodes (1983) reported older workers were loyal to their leaders and organizations than younger workers.

4.2.3 Significant relationship between Generation Y and job involvement in food and beverages firms in Port Harcourt.

Generation Y (Millennial Children) are born between 1977- 2000. This group has the advantage of great advances in science and technology, self confidence and explores relationship beyond their shores. The generation Y is more exposed to sophisticated technologies earlier than other generations. They rewrite the rules and adopt information technology not as work tools but for convenient communication, fun and games. They find pleasure in using technologies for accomplishing tasks, commitment to organization because leisure is attached to workplace which made them more proactive and form a close link with their job.

This generation according to Fajana (2009) is the offspring of the baby boomers. The majority in this group have the greatest membership among the population with future implications on future products, marketing and management practices.

4.2.4 Significant relationship between Generation Y and affective commitment

Generation Y according to Cascio (2006) has grown amid sophisticated technologies and has been exposed to them earlier than members of Generation. According to Nelson and Quick (2009) the generation Y brings in new challenges to the workplace through technology

In essence, we may conclude that this generation love workplace as more modern technologies are available that facilitate work process and accomplishment. This group of workers at this time is with advantage of great experiences in technology and science, self-confidence and explores relationship above their age (Owoyemi, Elegbede & Gbajumo, 2011). The generations Y are more exposed to sophisticated technologies earlier when compared to other generations. According to Nelson and Quick (2009) generation Y brings new challenges as a result of their knowledge and advantage in technology. Generation X was born between 1965 – 1976. While, Generation X is referred to as Baby buster generation.

The Baby boomers were born 1946 – 1964. This group of workers tries to obey rules and regulations because they are idealistic. Today, there are aging employees in the workplace. The distinction in mentalities among these three Generations can be significant and supervisors battle to coordinate their specialists a firm gathering. The changing age circumstances of the workforce and work environment fuels the adjustments in the organization. Organization cannot discriminate on the basis of age and generations attitudes Furthermore, they spend more time in their workplace than home since they value the workplace as the means for their survival

4.2.5 Significant relationship between Baby Boomers and job involvement.

This generation according to Owoyemi, Elegbede and Gbajumo (2011) is a group that has the advantage of great experiences in science and technology, self-confidence and explores relationship above their age. This group according to Fajana (2009) tends to be idealistic, accepting rules as given, had access to mainframe computers, seek pragmatic solutions to problem, and when faced with challenges in academic or work pursuits they are likely to remain stuck to it. They are the third in the hierarchy of generational classification according to Fajana (2009). With their characteristics, they tend to exhibit the attitude of job involvement.

It has also been asserted that they are loyal competitive workaholics who have difficulties balancing their private and work lives. Thus, as observed, this study found a strong relationship between Baby Boomers generation and job involvement.

4.2.6 Significant relationship between Baby Boomers and affective commitment.

Nelson and Quick (2009) found that these group of workers obey rules and regulations in the workplace and very idealistic. Age does not serve as a barrier under Baby Boomers generation because old people are still having interest to work as they love work. Although their physical strength might not afford them the possibility to involve in work that needs physical manpower, but experience provided by age workers can assist the organizations to succeed. There are aging employees in firms today. According to Nelson and Quick (2009), looking at Baby boomers generation they achieved satisfied which led to more committed workforce and are more internally motivated than Generation X and Generation Y. Therefore, it is evidenced that baby boomers are more affective in terms of commitment to job and to organizational goals.

4.2.7 Organizational culture moderates the relationship between age diversity and job attitudes.

The tenet of this study also includes a close examination of organizational culture on the relationship between age diversity and job attitudes. This is important because when workers form group and plan to achieve objectives through such team, the idea of collectivism through culture create the sense of belongingness and help workers to have a specific focus on objectives set. Organizational culture enables workers to have a shared value which is

transmitted from one department to the other and eventually engulf the organization with that pattern or cultural influence.

Organizational culture assists staff to adjust and adapt to changes that may occur in the firm's environment and it enable them to perform tasks activities effectively. It motivates staff especially when the culture appeals to them which enables them to accomplish their objectives. As earlier, noted organizational culture is one of the factors that influence work attitudes positively. Thus, from this, it is obvious that organizational culture played a significant role in the organizational functioning

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

It is necessary to manage age diversity in the organizations effectively to improve job attitudes. After thorough evaluation of the relationship between age diversity and job attitudes, it was found that not all age diversity based on their time in the affairs of humans actually lead to job involvement and affective commitment. The considerations or convictions about age diversity by managers and those who are in position to manage employees should have the convictions age should not serve as a barrier in their administration, instead, they need to develop the needed skills that will improve the performance workers despite their differences. Workers themselves can also develop the closeness to managers in this manner and never to refrain from building up a close relationship with the managers with intent to improve their skills in pursue of accomplishing firm's goal (conative), and this will surely have a negative effect on performance generally. Certainly having a good relationship based on trust with your manager is a great thing to have in the workplace.

Hence, the study made valid conclusion in line with the study findings as follows:

5.1.1 There is no significant relationship between Generation X, job Involvement and affective commitment in food and beverages firms in Port Harcourt.

This null relationship stemmed from the fact that Generation X workers does not have the required technological ideas as it is today. Man's physical strength was the main source of task accomplishment which made them weary and time consuming. Thus, job involvement is at the low level during this time.

This generation or age X are educated age on computer operations with some accompanying attributes like; control over possess plans, chance to enhance their attractive abilities, introduction to leaders, the odds enhance their names on substantial outcomes, clears regions of obligation. Age X is broadly known to be critical, apparently on the grounds that they

encountered corporate cutting back, it has been said that they are seen as loafers by Baby Boomers who are known to switch employments more than past ages. Based on these facts they have low level of affective commitment to the organization.

5.1.2 Significant relationship between Generation Y, job involvement and affective commitment in food and beverages firms in Port Harcourt.

The generation or age Y is more presented to refined advancements sooner than different ages. They revise the tenets and receive data innovation not as work instruments but rather for helpful correspondence, pointless fooling around. They discover joy in utilizing advancements for finishing jobs, create sense of duty regarding organizations since relaxation is connected to work environment which made them more proactive and shape a nearby connection with their activity. In light of these actualities they have moderate level of feelings and sense of duty regarding their organization.

5.1.3 Significant relationship between Baby Boomers, job involvement and affective commitment in food and beverages firms in Port Harcourt.

This age has the upside of incredible encounters in science and innovation, self-assurance and investigates relationship over their age. This generation developed propensity to be hopeful, tolerating rules as given, approached centralized computer in search for business answers for issues, and when looked with challenges in scholarly or work interests they are likely going to adhered to it. As third in the chain of importance of generational order with their qualities, they display the mind of involvement in organizational affairs. It has additionally been affirmed that this generation are faithful, aggressive obsessive workers who experience issues by adjusting to their individual work lives.

These groups of workers tried as much to obey standards and controls and are extremely optimistic. Age does not fill in as an obstruction under Baby Boomers, since old individuals are as still having enthusiasm to act as they adore work. In spite of the fact that their physical quality is not strong enough to manage the cost, they are likelihood not to include in work that necessities physical labor. However, advice provided by age skilled workers can assists the firm to succeed. There are maturing specialists in the working environment today, and under Baby boomers age they are happier with occupations, more dedicated to the working environment and more inside inspired than Generation X and Generation Y. Thus, they create complete feeling of sense of duty regarding work and the firm. When workers develop the feeling of affection for job they developed a strong emotional attachment for the organization, and to the job. Workers will most probably want to identify with the company's desires and values, and truly need to be there if they are enjoying their work, and they will probably sense accurate, and be glad with their task. In turn, this increased job satisfaction is likely to add to your feeling of affective commitment (Solinger, Van & Roe, 2008).

5.1.4 Organizational culture moderates the relationship between age diversity and job attitudes.

This level of moderation stemmed from the idea that organizational culture creates shared values and beliefs that shapes the behaviour patterns of workers. It encourages collectivism so that people can develop the attitude of thinking more of themselves as parts of different collectives and subordinate their behavior to norms, duties, and obligations imposed by these collectives. Age is not a problem and everybody is carried along towards the achievement of the organizational goals. In short, age diversity in this ways although people differs from each other influences task or employee relationship within the organization. And likewise as observe, workforce is the assortment of contrasts between individuals that work in a similar workplace.

As earlier discussed, management of an organization owes it to treat all ages within a business environment effectively the age demographics that brings different skills, knowledge and talents to the firms operations must effectively managed by managers. Each of these differences and skills that come with peculiar job attitude must be managed to improve business operations. This various skills offer advantages to a company that caters for a multi-generational demographic. The company through its policy provides directions, leadership style, organizational culture and others must ensure it imbibes and coordinates the diverse group toward exhibiting the right job attitude to create optimum synergy and avoid discrimination in the workplace. Social identity theory is on intergroup behaviour explanation. The major tenet is social identity which signifies the individuals' aspect in self-concept as member in a social group.

Social groups such as: work teams, are one of the groups in the work context that social identity theory is applicable. These groups are more prone to develop the feeling individual identification with which age diversity plays vital role in the functioning. When we belong to a group it provides workers with that sense of belongingness; in other words, social identity creates the sense of being a part of social world despite our age bracket.

Therefore, the collectivistic attitudes positively influence employees' work attitudes to accomplish tasks.

5.2 Recommendations

As an empirical work, the need to make possible suggestions arises in order to provide solution to the problems of age diversity. This study suggested the following recommendations;

- i. Management should not encourage generation X attitudes because their behaviour does not improve job involvement in the modern day business operations.
- ii. Management should not promote generation X behaviours since they have low level of affective commitment to the organizations

- iii. Management should motivate Generation Y by involving them in setting objectives and participating in decision making that improves job involvement.
- iv. Management should encourage generation Y behaviours through reward provisions to achieve affective commitment.
- v. Management should place more emphasis on factors that increased Baby Boomers attitudes in the organization since they value job involvement.
- vi. Management should promote Baby Boomers behaviour in the organization because their behavior leads to affective commitment in organization.
- vii. Management should focus on organizational cultures that promote age diversity as this will make employee to engage in their job, and feel enthusiastic about performing their work.

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