

**ENHANCING WORK EFFICIENCY THROUGH  
MULTI-GENERATIONS**



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Anchisa Ruksamata

**ENHANCING WORK EFFICIENCY THROUGH MULTI-GENERATIONS**

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**ABSTRACT**

This study explores the factors affecting work efficiency in multigenerational teams, specifically focusing on employees who born between 1965-1979 working alongside those who born between 1995-2009 at ABC Company. The research aims to identify the key determinants influencing work efficiency, including working perspectives, working styles, and communication styles. Utilizing a quantitative approach, data were collected from 245 respondents through an electronic questionnaire. Statistical analyses, including descriptive statistics, correlation, and regression analysis, were conducted to identify significant relationships between the studied variables.

The findings indicate that working perspectives are the most influential factor affecting work efficiency, emphasizing the importance of shared goals, values, and attitudes in fostering productivity. Working styles also play a moderate role, highlighting the value of flexibility and adaptability in overcoming generational differences. Interestingly, communication styles, while essential for collaboration, were found to have no significant direct impact on work efficiency, suggesting that mutual understanding and workplace norms mitigate potential challenges in communication preferences.

This study contributes valuable insights into managing multigenerational teams and underscores the importance of fostering aligned perspectives and flexible working styles to enhance productivity. Practical recommendations for managers include implementing mentorship programs, promoting collaborative environments, and conducting workshops to align generational perspectives.

**KEY WORDS: WORK EFFICIENCY/ GENERATIONAL DIVERSITY/ WORKING PERSPECTIVES/ WORKING STYLES/ COMMUNICATION STYLES**

35 pages

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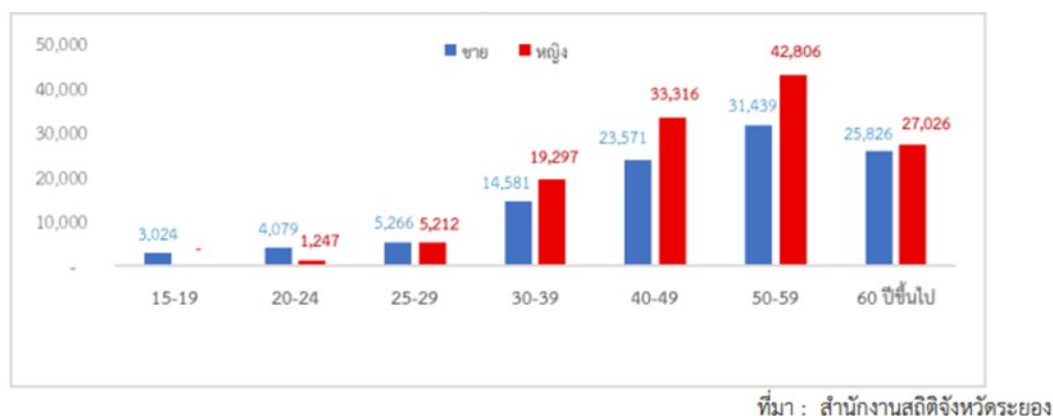
# CHAPTER I

## INTRODUCTION

### 1.1 Background

The work force is aging along with the population age therefore, the trend will go toward increasing the number of older employees. In addition, companies will tend to hold on to more experienced employees as they're already familiar with the job very well. According to Gallup report, 54% of whom born 1995-2009 and younger Generation who born 1980-1994 are disengaged; younger generation workers don't have connections with their co-workers, leading to a less coherent and productive team. (Liesbeth van der Linden, Jan 11, 2024)

Map Ta Phut Industrial Estate is a large industrial park in the town of Map Ta Phut in Rayong Province, Thailand. Part of Thailand's eastern seaboard economic region, it is the country's largest industrial estate and the world's eighth-largest petrochemical industrial hub. Map Ta Phut houses five industrial estates, one deep-sea port, and 151 factories, including petrochemical plants, oil refineries, coal-fired power stations, and iron and steel facilities. So, there are a lot of manufacturing companies located in Map Ta phut which consists of many different generations of people working together. So, currently the company have faced the problem with new generation is coming as a new comer in the company there is a big gap of generation between the who born 1965-1979 who age between 45 – 59 years and who born 1995-2009 who age between 23 - 29 years as they talk in different styles and have different styles of thinking and working which might can leads to the incorporate with in team.

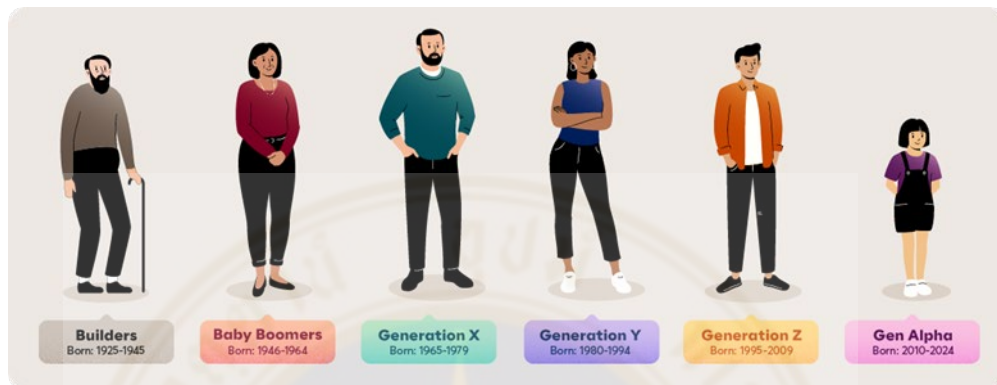


**Figure 1.1 The number of workforces in Rayong province.**

The graph above represents the number of workforces in Rayong province, based on the study by the Office of statistics. There are a total of 236,690 employed individuals, they are categorized by age groups as follows: age 60 and above: 52,852 peoples (22.33%), age 50-59 years: 74,245 peoples (31.37%), age 40-49 years: 56,887 peoples (24.03%), age 30-39 years: 33,878 peoples (14.31%), age 25-29 years: 10,478 peoples (4.43%), age 20-24: 5,326 peoples (2.25%), and age 15-19: 3,024 peoples (1.28%). The information shows that most of the employees come from the 50-59 years old age group.

Age can be defined as the length of time that a person has lived or that a thing has existed. On the other hand, aging is also a reflection of experiences, beliefs, attitudes, and something different from younger people that may cause a generation gap. Which can affect the workplace atmosphere or cause serious work problems. Whether it's in terms of mismatched attitudes, not being open to accepting each other or seeing the other person as older, Adults might see the generation that is younger as having little experience compared to them. Everyone has different experiences and knowledge at different ages. Age differences can also lead to miscommunication. Older and younger employees may have miscommunication and misunderstandings because they use different language and perspectives. Younger employees may use languages that older generations don't understand, such as teenage terminology or slang, but it's the organization's job to ensure that all employees of all ages are encouraged to use language that they don't understand so that they can adapt harmoniously to each other. One of the issues that companies encounter is the challenge of collaborating effectively to

coordinate across each generation (Gen) because each generation has its perspectives and communication styles at work. If each generation does not make an effort to understand each other, it can lead to friction in operations or create a negative working atmosphere.



**Figure 1.2 Age in different generation.**

The age groups can be categorized by when they are born as shows by the picture above, there are 6 Gen which are as follows: Builder who born 1925-1945, Generation who born 1946-1964 who born 1946-1964, Gen who born 1965-1979, Gen Y who born 1980-1994 (born 1980-1994), Gen Z who born 1995-2009 (born 1995-2009), Gen Alpha (born 2010-2024).

In today's workforce, there are four primary generations collaborating, each contributing unique characteristics and preferences to the workplace. Generation who born 1946-1964, born between 1946 and 1964, often hold senior positions due to their extensive experience. They prefer face-to-face communication over digital methods and value a strong work ethic within hierarchical structures. However, they may find it challenging to adapt to the working styles of younger generations (Purdue Global, n.d.). Who were born 1965-1979, born between 1965 and 1980, grew up during economic transitions and place high value on job stability. They appreciate clear and direct communication, are comfortable with both in-person and digital methods, and emphasize autonomy, work-life balance, and creative problem-solving (The HR Digest, n.d.).

Generation who born 1980-1994, also known as Who born 1980-1994, were born between 1981 and 1996 and are highly educated, valuing flexibility and diverse

lifestyles. They thrive on challenges, prefer quick feedback, and seek a clear understanding of the significance of tasks before committing to them. The generation who born 1980-1994 tend to resist rigid rules, making them better suited for environments with flexibility and autonomy (TriNet, n.d.).

Lastly, who were born between 1995-2009, born between 1997 and 2012, are digital natives with high self-confidence and a strong ability to adapt quickly. They value their input being recognized and seek a collaborative atmosphere where their contributions are appreciated. This generation thrives in environments that emphasize digital communication and innovation (Purdue Global, n.d.).

## **1.2 Research Question**

What is the main factor that affects work efficiency when working with a different generation

## **1.3 Research Objective**

To study factors affecting work efficiency of people who were born in 1965-1979 when working with people who were born in 1995-2009.

## **1.4 The Benefit of This Study**

1. Recognize the efficiency of work when working with different generations of employees.
2. Know your attitude towards work when working with people of different ages. Different generations of people in the organization.
3. Identify factors that affect the effectiveness of working with different generations of personnel.

### **1.5 Scope of The Study**

This study will focus on ABC Company employees who were born 1965-1979 who working with who born 1995-2009. The data are collected from people who are born between 1965 and 1979 because this group is most likely to be interested in and have the means to adopt this new technology. Factors such as gender, educational background, income, and family status of the informants are open for discussion.



## **CHAPTER II**

### **LITERATURE REVIEW**

This section will review the literature relating to the four different generations in the workforce. To understand the perspective and working styles of each generation towards working together in the organization. And, to understand the factors that could affect work efficiency when working with different generations.

#### **2.1 Work efficiency**

Working efficiency is defined as the ability of an individual or team to complete tasks effectively and on time, utilizing minimal resources while maintaining high-quality results. It focuses on maximizing productivity and minimizing waste, whether in terms of time, effort, or materials (Smith & Lewis, 2018). Efficient workers not only contribute to their personal success but also to the overall performance of an organization. In a rapidly evolving work environment, especially one with diverse generations, efficiency becomes key to sustaining competitiveness (Jones, 2020). Efficiency involves both technical efficiency-doing tasks correctly with minimal resources-and allocative efficiency, which refers to using resources optimally (Ng, Schweitzer, & Lyons, 2010). Understanding and adapting to the various factors that influence work efficiency is particularly critical in multigenerational workplaces where different generations approach work differently.

#### **2.2 Factors Affecting Work Efficiency When Working with Different Generations**

Generational differences in the workplace create challenges that can affect work efficiency. The four main factors affecting work efficiency across generations include working styles, working perspectives, communication styles, and technology



ability (Schroth, 2019). As each generation brings distinct preferences and experiences, organizations must understand these differences to foster efficiency and collaboration.

- **Working Styles:** Generation who were born 1946-1964 prefer structured environments, while younger generations like Generation who born 1980-1994 and Who born 1995-2009 are more comfortable with flexibility and multitasking.

- **Working Perspectives:** Generation who born 1946-1964 value loyalty and long-term stability, while Who born 1965-1979 prioritizes work-life balance.

Generation who born 1980-1994 and Who born 1995-2009 are more likely to seek meaningful work that aligns with their personal values.

- **Communication Styles:** Communication preferences differ significantly, with Generation who born 1946-1964 favoring face-to-face interactions, who born 1965-1979 preferring direct communication through emails, and Generation who born 1980-1994 and who born 1995-2009 leaning towards instant messaging and digital communication tools (Tay, 2011).

- **Technology Proficiency:** Older generations like Generation who born 1946-1964 may need more time to adapt to new technologies, while younger generations, especially who born 1995-2009, are digital natives and thrive in tech-heavy environments (Ng et al., 2010).

## 2.3 Working Styles

- **Generation who born 1946-1964:** tend to prefer traditional, structured work environments. They are known for their strong work ethic, commitment, and loyalty to their employers. They often prioritize job stability and expect clear instructions and structured goals (Tolbize, 2008).

- **Generation who born 1965-1979:** they value autonomy and flexibility. They are independent workers who prefer to manage their own time and responsibilities, balancing work with personal life. They dislike micromanagement and tend to be pragmatic in their approach to problem-solving (Tay, 2011).

- **Generation who born 1980-1994:** they prefer collaborative and team-oriented work environments. They value feedback, innovation, and meaningful work

that makes a positive impact. Generation who born 1980-1994 are also more likely to be multitaskers, and they thrive in flexible work settings (Myers & Sadaghiani, 2010).

- Generation who born 1995-2009: They are entrepreneurial, tech-savvy, and highly adaptable. They prefer fast-paced, dynamic environments and often focus on achieving quick results. Their working style emphasizes efficiency, leveraging technology for productivity (Schroth, 2019).

## **2.4 What Each Generation's Working Perspectives Are Like**

Generation who born 1946-1964: they have a perspective shaped by post-war stability, where hard work and dedication were seen as key to success. They are highly committed to their organizations, often willing to work long hours and stay loyal to a single employer for an extended period (Tolbize, 2008).

- Generation who born 1965-1979: they value work-life balance and independence. Their perspective is shaped by a desire for flexibility in work arrangements and personal development. They are skeptical of authority and prefer to focus on individual accomplishments (Tay, 2011).

- Generation who born 1980-1994: they are driven by the desire for meaningful work. They seek growth opportunities, social responsibility, and a balance between work and life. They value workplace environments that promote creativity and innovation and expect transparency and collaboration from their employers (Ng et al., 2010).

- Generation who born 1995-2009: they are the most entrepreneurial generation to date. They are driven by creativity, innovation, and the need for rapid results. They tend to question traditional working methods and value opportunities for learning and growth. Their work perspective is deeply influenced by technology and a desire for autonomy (Schroth, 2019).

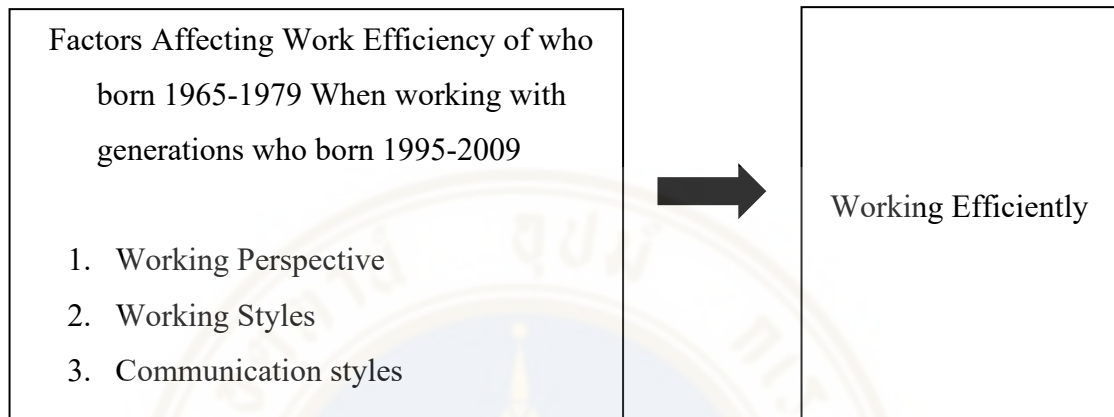


## 2.5 What Each Generation's Communication Styles Are Like

- Generation who born 1946-1964: they are typically prefer face-to-face communication and more formal methods, such as phone calls or in-person meetings. They often believe in building strong personal relationships through direct interaction (Tolbize, 2008).
- Generation who born 1965-1979: they prefer efficient communication, often through emails and brief, direct meetings. They value clarity and conciseness and appreciate getting straight to the point (Tay, 2011).
- Generation who born 1980-1994: they are digital natives who prefer communication through instant messaging, email, and collaborative platforms like Slack or Microsoft Teams. They are comfortable with both formal and informal communication but expect quick and transparent exchanges (Myers & Sadaghiani, 2010).
- Generation who born 1995-2009: they favor real-time communication through social media, messaging apps, and video calls. They prefer concise, clear messages and are comfortable with digital communication in both professional and personal contexts (Schroth, 2019).

According to Sakid (Nov 11, 2023) Understanding this difference will help to create the right and supportive environment in the workplace. Generations to collaborate effectively Educating about the physical differences and attitudes that affect how companies collaborate and communicate internally and externally. Each generation has distinct communication preferences shaped by their upbringing, experiences, and technological exposure. Generations such as the generation who were born 1946-1964 and who were born 1965-1979, tend to prefer face-to-face or phone conversations for important discussions. In contrast, younger generations, like the generation who were born 1980-1994 and who were born 1995-2009, often use digital communication channels such as email, instant messaging, and video calls. Miscommunication can arise when communication styles do not align. Misunderstandings between generations can lead to inefficiencies and delays in task completion. For example, who were born 1965-1979 may perceive those who were born 1995-2009 as too informal or reliant on technology, while younger employees may find older colleagues resistant to new communication methods.

## 2.6 The Conceptual Framework



**Figure 2.1 Conceptual Framework**

## CHAPTER III

### RESEARCH METHODOLOGY

#### 3.1 Research Method

This research was conducted using the quantitative approach for studying the factors affecting work efficiency when working with different generations. The person was asked to provide a response in the questionnaire set which was distributed using an electronic tool. The participants were screened to include only the employees who work for ABC Company Limited as the eligible samples. The questionnaire excluded the people who did not work for ABC Company Limited.

#### 3.2 Population and Sample

The study population was an employee who works at ABC Company Limited. The participants were screened, using the questionnaire, to be included according to the following criteria.

- Currently working at ABC Company Limited
- OR
- Had experience in working with different generations.

To determine the sample size, a simplified formula by Yamane was used for sample size calculation with 95% confidence interval (Israel, 2013).

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size, and e is the level of precision (Israel, 2013). For this study, each parameter is determined as follows.

- Population size, N, is 630. The number came from the human resource department of ABC Company Limited.

- The level of precision,  $e$ , is 5%.

$$n = \frac{630}{1+630(0.05)^2} = 244.66$$

As a result, 245 samples( $n$ ) were taken for this research analysis.

### 3.3 Instrument Development

The research questionnaire was developed based on the research framework which described under literature review in the aspects of the rationale of the ABC employees, activities needed from ABC Company, and influencing factors in work efficiency. The questionnaire consists of 3 sections, all of these are described in detail below.

- Section 1: Demographic data

This section is to collect the demographic characteristics of the samples which include gender, age, date that started work at ABC Company, and the period of year that work at ABC Company. The last part of this section is to identify are they have any problems working with different generations.

- Section 2: Working Styles

The preferred way an individual approaches their tasks, responsibilities, and professional interactions. It encompasses how someone organizes their work, manages time, solves problems, communicates with colleagues, and handles stress or pressure. This section is to identify the consideration points of who born 1965-1979 from ABC employees who have experience with working with who born 1995-2009 using a 5-point Likert scale, score from 1 to 5 where 1 = Strongly Disagree and 5 = Strongly Agree

Google Forms was used as a tool to create and distribute the questionnaire via the electronic route to the subjects.

- Section 3: Working Perspective

The individual's overall attitude, beliefs, and mindset toward their work. It influences how they view tasks, challenges, achievements, and their role in the workplace. This perspective can significantly impact motivation, productivity, and satisfaction, as

well as how people engage with colleagues and approach goals. This section is to identify the consideration points of who born 1965-1979 from ABC employees who have experience with working with who born 1995-2009 using 5-point Likert scale, score from 1 to 5 where 1 = Strongly Disagree and 5 = Strongly Agree

Google Form was used as a tool to create and distribute the questionnaire via electronic route to the subjects.

- Section 4: Communication styles

The ways individuals express themselves, share information, and interact with others in a workplace or social setting. These styles are influenced by personality, cultural background, and personal preferences, and they can significantly impact collaboration, teamwork, and workplace relationships. This section is to identify the consideration points of who born 1965-1979 from ABC employees who have experience with working with who born 1995-2009 using 5-point Likert scale, score from 1 to 5 where 1 = Strongly Disagree and 5 = Strongly Agree Google Form was used as a tool to create and distribute the questionnaire via electronic route to the subjects.

- Section 5: Work efficiency

How effectively and productively an individual or organization uses resources (such as time, effort, and tools) to complete tasks or achieve goals with minimal waste and maximum output. It involves performing tasks in the shortest amount of time, with the least effort, while maintaining high-quality results. This section is to identify the consideration points of ABC employee who struggle with working with who born 1995-2009 using 5-point Likert scale, score from 1 to 5 where 1 = Strongly Disagree and 5 = Strongly Agree

Google Form was used as a tool to create and distribute the questionnaire via electronic route to the subjects.

### **3.4 Data Collection**

For this study, the random sampling method was used for data collection. The anonymity of subjects is maintained. Data was collected using an electronic-based questionnaire which Google Form was used as a tool to create and distribute the questionnaire. The questionnaire was distributed to the ABC employees through Email

and Line. Participants privately responded to the questionnaire and sent them back via Google Form without subject identifiers. All information included in the study has remained anonymous.

Questionnaire on Factors Affecting Work Efficiency Across Generations

1 - Strongly Disagree

2 - Disagree

3 - Neutral

4 - Agree

5 - Strongly Agree

- Section 1: Demographic Information

**Table 3.1 Show the list the question of Demographic Information and answer.**

No.	Question	Answers
1.	Age	- 59 - 54 - 54 - 49 - 49 - 45
2.	Gender	- Male - Female - Prefer not to say
3.	Job Position	- Operate level - Officer level - Supervisor level - Manager level - Division Manager level
4.	Years of Experience in Current Role	- Less than 1 year - 1-5 years - 5-10 years - 10-15 years - More than 15 years



**Table 3.2 Show the list the question of Section 2-5**

<b>ACTORS INFLUENCING WORK EFFICIENCY OF WHO BORN 1965-1979 WHEN WORKING WITH WHO BORN 1995-2009</b>						
To study factors affecting work efficiency of who born 1965-1979 towards working with generations Z in the organization.						
<b>Direction:</b> Please check (✓) based on what extent you agree to the following statements using the following scales: <b>5</b> - Strongly agree <b>4</b> – Agree <b>3</b> – Neutral <b>2</b> – Disagree <b>1</b> - Strongly disagree						
<b>Subject</b>		<b>Scales</b>				
<b>Section 2: Working Styles</b>						
1	I find it easy to collaborate with colleagues who have different work styles than mine.	5	4	3	2	1
2	I enjoy seeing quick results and new solutions from my work without caring about the traditional way of problem solving.	5	4	3	2	1
3	I can adapt my way of working to improve overall team efficiency.	5	4	3	2	1
4	I understand and respecting colleagues' work styles contributes to a positive work environment.	5	4	3	2	1
5	I feel like differences in work styles among team members sometimes lead to inefficiencies	5	4	3	2	1
<b>Section 3: Working Perspectives</b>						
1	I feel that I have a different perspective view of work when working with who born 1995-2009	5	4	3	2	1
2	I think that big gap of generational differences in perspectives about work impact team collaboration.	5	4	3	2	1
3	I value job security over job satisfaction.	5	4	3	2	1
4	I think that teamwork and collaboration are more important than individual accomplishments.	5	4	3	2	1
5	I think that teamwork and collaboration are more important than individual accomplishments.	5	4	3	2	1

**Table 3.2 Show the list the question of Section 2-5 (cont.)**

Subject		Scales				
<b>Section 4: Communication styles</b>						
1	I prefer face-to-face communication over digital communication.	5	4	3	2	1
2	Differences in communication styles (e.g., face-to-face, digital) sometimes lead to misunderstandings.	5	4	3	2	1
3	Adapting communication styles based on the preferences of colleagues improves teamwork.	5	4	3	2	1
4	Understanding colleagues' preferred communication styles enhances work efficiency.	5	4	3	2	1
5	I think that generational differences in communication styles can cause misunderstandings.	5	4	3	2	1
<b>Section 5 Work efficiency</b>						
1	I believe that my current working style enhances my productivity.	5	4	3	2	1
2	My work perspective positively impacts my job performance.	5	4	3	2	1
3	Effective communication contributes significantly to my work efficiency.	5	4	3	2	1
4	I feel that my work environment supports my efficiency.	5	4	3	2	1
5	I am satisfied with my overall work efficiency.	5	4	3	2	1
6	I believe that understanding generational differences can improve work efficiency.	5	4	3	2	1
7	I think that bridging the technological gap between generations enhances workflow efficiency.	5	4	3	2	1



## CHAPTER IV

### FINDING

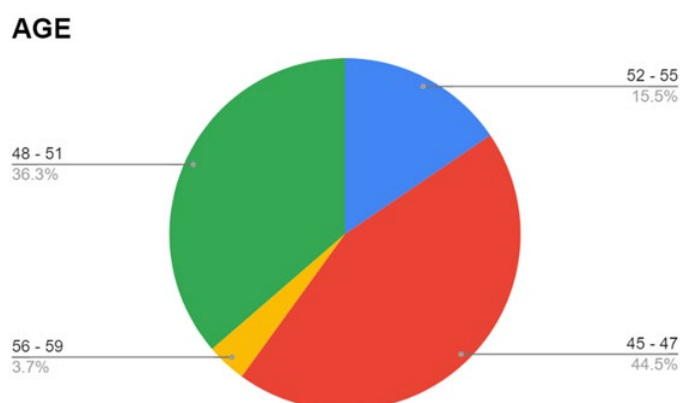
#### 4.1 Introduction

This chapter presents the findings derived from the analysis of the data collected through the survey on factors affecting work efficiency across generations, specifically focusing on generation who born 1965-1979 employees working with generation who born 1995-2009 employees. The data were analyzed using statistical techniques such as descriptive statistics, correlations, and regression analysis to understand the relationships between work efficiency, working perspectives, communication styles, and working styles.

The findings are presented in the following sections, including demographic characteristics of respondents, descriptive statistics, correlation results, and the outcomes of the regression analysis to identify the most influential factors on work efficiency.

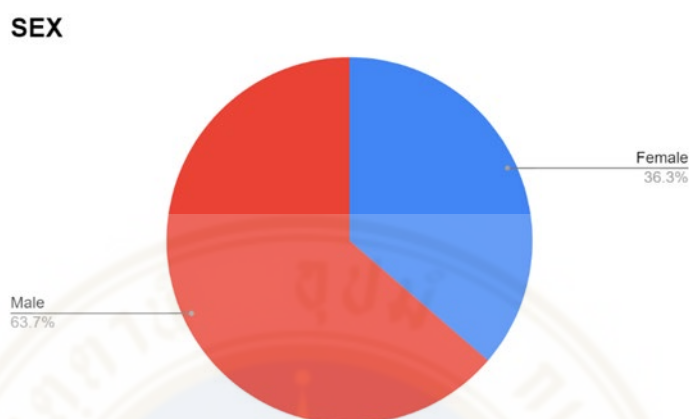
#### 4.2 Demographic Characteristics of Respondents

The demographic characteristics of the respondents are summarized below in Table 4.1:



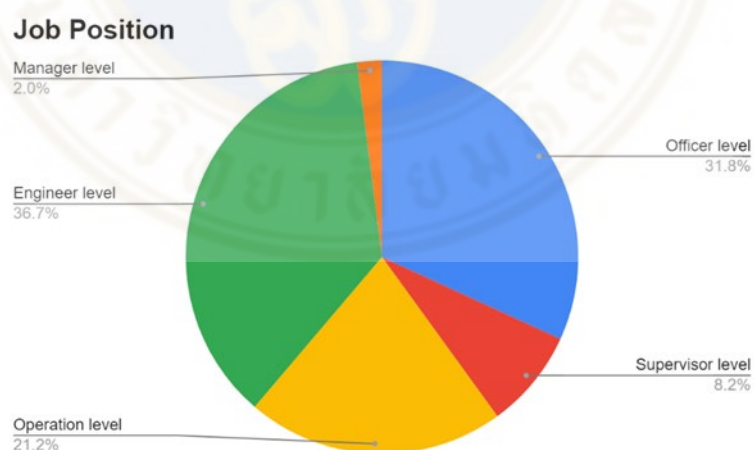
**Figure 4.1** Age Distribution of Respondents

From Figure 4.1, most respondents were between the ages of 45-47 (44.5%), followed by the 48-51 age group (36.3%). A smaller proportion belonged to the 52-55 age group (15.5%), and the remaining 3.7% were aged 56-59.



**Figure 4.2 Gender Distribution:**

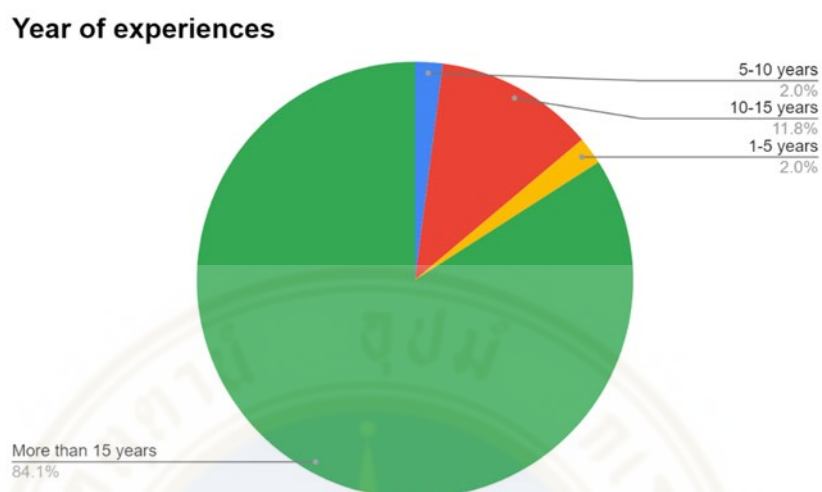
The workforce was predominantly male, with 63.7% of the respondents identifying as male and 36.3% as female.



**Figure 4.3 Job Position**

The largest portion of respondents (36.7%) were at the engineer level, followed by officer-level employees (31.8%). Operation-level workers comprised

21.2% of the respondents, while supervisor and manager levels accounted for 8.2% and 2%, respectively.



**Figure 4.4 Years of Experience**

A substantial majority (84.1%) of the respondents had more than 15 years of experience, with smaller proportions having 10-15 years (11.8%), 5-10 years (2%), and 1-5 years (2%) of experience.

### 4.3 Descriptive Statistics

**Table 4.1 Descriptive Statistics for Key Variables**

Descriptive Statistics			
Variable	Mean	Std. Deviation	N
MeanWE	3.7768	0.75343	250
MeanWP	4.0248	0.29539	250
MeanCS	3.9872	0.30497	250
MeanWS	4.0376	0.37730	250

Table 4.1 provides descriptive statistics for the main variables measured in the survey: Work Efficiency (WE), Working Perspectives (WP), Communication Styles (CS), and Working Styles (WS).

- Work Efficiency had a mean of 3.7768 with a standard deviation of 0.75343, indicating that respondents generally rated their work efficiency positively but with moderate variability.
- Working Perspectives had a mean of 4.0248 and the lowest standard deviation (0.29539), suggesting a strong consensus on perspectives related to work.
- Communication Styles had a mean of 3.9872 with a standard deviation of 0.30497, reflecting relatively consistent views on communication across generations.
- Working Styles had the highest mean of 4.0376 and a standard deviation of 0.37730, indicating a positive view of working styles but slightly more variability compared to communication and perspectives.

#### 4.4 Correlation Analysis

**Table 4.2 Correlation Matrix for Variables**

		Correlations			
		MeanWE	MeanWP	MeanCS	MeanWS
<b>Pearson Correlation</b>	MeanWE	1.000	0.203	-0.056	0.121
	MeanWP	0.203	1.000	0.016	0.091
	MeanCS	-0.056	0.016	1.000	0.040
	MeanWS	0.121	0.091	0.040	1.000
<b>Sig. (1-tailed)</b>	MeanWE	.	<0.001	0.190	0.028
	MeanWP	0.001		0.400	0.076
	MeanCS	0.190	0.400	.	0.262
	MeanWS	0.028	0.076	0.262	.
<b>N</b>	MeanWE	250	250	250	250
	MeanWP	250	250	250	250
	MeanCS	250	250	250	250
	MeanWS	250	250	250	250

Table 4.2 shows the correlation between the variables. Notable findings include:

- A positive correlation between Working Perspectives (WP) and Work Efficiency (WE) ( $r = 0.203$ ,  $p = 0.001$ ), suggesting that employees with stronger work perspectives tend to exhibit higher work efficiency.
- A weaker but still positive correlation between Working Styles (WS) and Work Efficiency (WE) ( $r = 0.121$ ,  $p = 0.028$ ), indicating that employees who adapt their working styles tend to be slightly more efficient.
- No significant correlation was found between Communication Styles (CS) and Work Efficiency (WE) ( $r = -0.056$ ,  $p = 0.190$ ), implying that differences in communication preferences between generations may not significantly impact overall efficiency.

#### 4.5 Regression Analysis

The regression analysis aimed to identify which factors (Working Styles, Working Perspectives, Communication Styles) most strongly predict Work Efficiency.

**Table 4.3 Model Summary for Regression Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	0.236	0.056	0.044	0.73666	0.056	4.822	3	246	0.003	2.032

a. Predictors: (Constant), MeanWS, MeanCS, MeanWP

b. Dependent Variable: MeanWE

The model has an R Square of 0.056, indicating that 5.6% of the variance in Work Efficiency can be explained by the independent variables: Working Perspectives, Working Styles, and Communication Styles. While this effect size is modest, the model is statistically significant ( $F = 4.822$ ,  $p = 0.003$ ), indicating that these factors do play a role in predicting Work Efficiency, even if they explain only a small portion of its variability.

**Table 4.4 Coefficients of the Regression Model**

Model	Coefficients						
	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	(B)	Std. Error	(Beta)	t	Sig.	Tolerance	VIF
(Constant)	1.558	0.971		1.603	0.110		
MeanWP	0.495	0.159	0.194	3.117	0.002	0.992	1.009
MeanCS	-0.156	0.153	-0.063	-1.019	0.309	0.998	1.002
MeanWS	0.211	0.124	0.106	1.695	0.091	0.990	1.010

a. Dependent Variable: MeanWE

The coefficients table provides the unstandardized coefficients (B), standardized coefficients (Beta), t-values, and p-values for each predictor, along with the collinearity statistics (Tolerance and Variance Inflation Factor, or VIF) to assess multicollinearity.

1. Constant: The intercept has an unstandardized coefficient of  $B = 1.558$  with a p-value of 0.110, indicating it is not statistically significant. This value serves as the baseline level of Work Efficiency when all predictors are held at zero.

2. Working Perspectives (WP): Working Perspectives ( $B = 0.495$ ,  $p = 0.002$ ) emerged as the strongest predictor of work efficiency, suggesting that employees' perspectives towards their work, including their attitudes toward teamwork, job satisfaction, and long-term career goals, have a significant positive impact on efficiency. The regression analysis reveals that Working Perspectives (WP) significantly influences Work Efficiency (WE) among Who born 1965-1979 employees, with a coefficient of  $B = 0.495$  and a p-value of 0.002. This statistically significant result indicates that a positive alignment in work perspectives such as shared values and attitudes towards teamwork and organizational goals—substantially enhances work efficiency. The strong effect of Working Perspectives underscores its critical role in boosting productivity, suggesting that fostering a shared perspective within teams can lead to improved performance outcomes for Who born 1965-1979 employees working alongside Who born 1995-2009.

- Working Styles (WS): Working Styles ( $B = 0.211$ ,  $p = 0.091$ ) had a smaller but still notable effect on work efficiency, indicating that the ability to adapt to different working styles is somewhat related to efficiency. The regression analysis indicates that Working Styles (WS) has a statistically significant influence on Work Efficiency (WE)



at the 0.1 confidence level, with a coefficient of  $B = 0.211$  and a p-value of 0.091. Although this does not meet the conventional 0.05 significance threshold, it demonstrates that the ability to adapt one's working style is moderately related to efficiency. This finding suggests that a degree of flexibility in working styles can positively contribute to the work efficiency of Who born 1965-1979 employees when collaborating with Who born 1995-2009.

- **Communication Styles (CS):** communication styles have an unstandardized coefficient of  $B = -0.156$  and a p-value of 0.309, showing no statistically significant effect on Work Efficiency. The standardized coefficient (Beta = -0.063) is small and negative, indicating that differences in communication preferences between generations do not directly impact efficiency. This result aligns with the correlation findings, suggesting that while communication styles vary, they do not critically hinder productivity when mutual understanding is present.

**Table 4.5 ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.850	3	2.617	4.822	0.003
Residual	133.495	246	0.543		
Total	141.345	249			

a. Dependent Variable: MeanWE

b. Predictors: (Constant), MeanWS, MeanCS, MeanWP

The ANOVA table 4.5 shows the variance explained by the regression model: Sum of Squares for Regression = 7.850 and Mean Square = 2.617: These values demonstrate the proportion of variance explained by the independent variables.  $F = 4.822$ ,  $Sig. = 0.003$ : This result indicates that the model significantly predicts work efficiency, confirming the importance of the included variables.

**Table 4.6 Collinearity Diagnostics**

Model	Dimension	Eigenvalue	Condition Index	(Constant)	MeanWP	MeanCS	MeanWS
1	1	3.986	1.000	0.00	0.00	0.00	0.00
	2	0.007	23.509	0.01	0.04	0.19	0.83
	3	0.005	27.118	0.00	0.55	0.43	0.04
	4	0.002	48.508	0.99	0.41	0.38	0.13

a. Dependent Variable: MeanWE

This table 4.6 Collinearity Diagnostics tests for multicollinearity among predictors, showing that all variance inflation factor (VIF) values are close to 1, suggesting no multicollinearity issues. This confirms that the predictors are independent of each other and the model results are reliable.

**Table 4.7 Residuals Statistics**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.0123	4.2148	3.7768	0.17756	250
Residual	-2.29457	1.42294	0.00000	0.73221	250
Std. Predicted Value	-4.306	2.467	0.000	1.000	250
Std. Residual	-3.115	1.932	0.000	0.994	250

a. Dependent Variable: MeanWE

This table 4.8 residuals statistics provides a summary of residuals, showing that the predicted values for Work Efficiency range between 3.0123 and 4.2148. The mean of residuals is zero, and the standard deviation of residuals is 0.73221, indicating an adequate fit between observed and predicted values.

## 4.6 Summary of Findings

The findings from this chapter highlight several important insights regarding the factors affecting work efficiency in a multigenerational workforce, particularly among who born 1965-1979 employees working with who born 1995-2009:



1. Working Perspectives are the most significant factor influencing work efficiency. Employees with strong work perspectives are more likely to exhibit higher levels of efficiency.

2. Working Styles play a moderate role in predicting work efficiency, indicating that flexibility in adapting to different working styles can contribute to improved performance.

3. Communication Styles, while important for collaboration, do not have a significant direct impact on work efficiency, suggesting that generational differences in communication preferences may not be as critical as other factors.

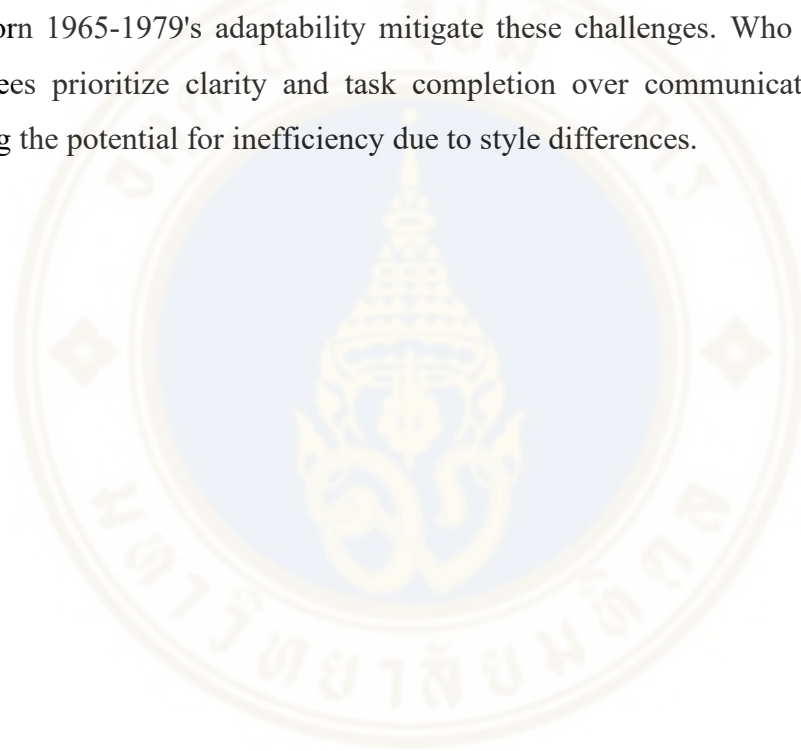
These findings provide valuable insights for organizations seeking to enhance the efficiency of multigenerational teams by focusing on fostering positive work perspectives and encouraging flexible working styles. Communication styles do not significantly influence work efficiency for those born 1965-1979 because they are highly adaptable and comfortable using both traditional and modern communication methods. They focus more on getting tasks done than on how messages are delivered, as long as the information is clear. Workplace norms, like using common tools such as email or messaging apps, also help reduce communication barriers. Additionally, those born 1965-1979 employees tend to prioritize shared goals and teamwork over communication preferences, which minimizes misunderstandings. Other factors, like shared work perspectives and flexible working styles, play a more important role in improving efficiency, making communication styles less impactful.

Working Perspectives emerged as the most significant factor influencing work efficiency, reflecting the importance of shared goals, attitudes, and team collaboration in bridging generational gaps. For those born 1965-1979 employees, who value autonomy and work-life balance, aligning perspectives with those born 1995-2009, known for seeking meaningful work and rapid results, creates a synergy that enhances productivity. This finding aligns with studies such as Schroth (2019), which highlight the role of shared values in fostering teamwork and efficiency in multigenerational settings. However, it contrasts with Tay (2011), who emphasized communication styles as a critical factor in overcoming generational differences.

Working Styles also play an important role, as the ability to adapt and accommodate different approaches enables those born 1965-1979 employees to

collaborate effectively with Who born 1995-2009. Who born 1965-1979's preference for independence and structured problem-solving complements who born 1995-2009's inclination for dynamic, technology-driven solutions. This adaptability fosters a cohesive work environment, a finding supported by Myers and Sadaghiani (2010), who suggest that flexibility in working styles promotes intergenerational harmony.

Communication Styles were found to have a minimal impact on work efficiency in this study, diverging from previous literature. While Tay (2011) and Schroth (2019) argue that differences in communication methods often lead to workplace misunderstandings, this study suggests that clear workplace norms and who were born 1965-1979's adaptability mitigate these challenges. Who born 1965-1979 employees prioritize clarity and task completion over communication preferences, reducing the potential for inefficiency due to style differences.



## CHAPTER V

### CONCLUSIONS LIMITATION AND RECOMMENDATION

#### 5.1 Discussion

This study explored factors affecting work efficiency in multigenerational teams, specifically focusing on who were born 1965-1979 employees working with who born 1995-2009 at ABC Company. Key factors examined included Working Perspectives, Working Styles, and Communication Styles. The research identified that Working Perspectives (WP) had a statistically significant and positive impact on Work Efficiency (WE) among Who born 1965-1979 employees, emphasizing the importance of shared work goals and attitudes. Working Styles (WS) also positively influenced work efficiency, significant at a 0.1 confidence level, suggesting that flexibility can enhance performance. However, Communication Styles (CS) did not significantly affect work efficiency, indicating that generational communication differences may not impede productivity when there is mutual understanding.

##### 5.1.1 Research Questions

What is the main factor that affects work efficiency of who born 1965-1979 when working with who born 1995-2009?

- Findings show that Working Perspectives is the most significant predictor of work efficiency. Shared values, attitudes toward teamwork, and job satisfaction positively correlate with higher efficiency levels among who born 1965-1979 employees.

**Table 5.1 Summary of Research Questions and Findings**

Research Question	Findings
Main factor affecting work efficiency of generation when working with who born 1995-2009.	Working Perspectives significantly influences work efficiency
Factors impacting who born 1965-1979	Working Perspectives (strongest), followed by Working Styles, and communication styles

## 5.2 Recommendations

### 5.2.1 For Practitioners and Managers

- Promote Aligned Working Perspectives

Managers should facilitate workshops and team-building exercises that align who born 1965-1979 and who born 1995-2009 employees' perspectives. By setting common goals and encouraging discussions on work values, teams can foster a sense of shared purpose, enhancing collaboration and efficiency. Team-building exercises can help align working perspectives between generations. For example, in a Shared Values Workshop, mixed-generation groups list their top work values (e.g., teamwork, innovation) and create a "Team Charter" to find common ground. A Role-Reversal Challenge has Who born 1965-1979 employees use tools like apps or platforms that who born 1995-2009 prefers and vice versa, helping them understand each other's strengths. In a Goalsetting sprint, teams work together to complete a short-term project, like organizing an event, by dividing roles and aligning on approaches, which highlights the value of shared objectives and diverse perspectives. These activities foster understanding, collaboration, and mutual respect.

- Encourage Flexible Working Styles

To maximize productivity, managers should encourage employees who were born 1965-1979 employees to adopt adaptable working styles. Training sessions on flexible task management and creativity in problem-solving can help employees who were born 1965-1979 employees become more efficient when working with those who were born 1995-2009. To encourage flexible working styles, managers can offer training sessions and tools that help who born 1965-1979 employees adapt to new ways of working. This could include teaching them how to use modern project management tools like Trello or Slack to improve teamwork and task management. Workshops on creative problem-solving can inspire them to try innovative approaches, while flexible work arrangements, like hybrid schedules or flexible hours, can help them balance their work preferences. Pairing who born 1965-1979 and who born 1995-2009 employees on projects encourages collaboration and learning from each other's strengths. Regular feedback during tasks can also help employees who were born 1965-1979 employees

adjust their approach and work more effectively with their younger colleagues. These strategies make the workplace more adaptable and productive for everyone.

- **Foster Effective Communication Strategies**

While Communication Styles did not significantly impact work efficiency, mutual understanding can still enhance workplace harmony. Companies could implement intergenerational communication workshops to bridge style differences, fostering a respectful work environment. Improving Communication Across Generations and would focus on helping employees from different age groups, like those who were born 1965-1979 and who born 1995-2009, understand each other's communication styles. The goal is to provide practical tips and strategies to help everyone communicate better, work together more smoothly, and create a more respectful and harmonious workplace. By learning how to recognize and respect different ways of communicating, employees can build stronger relationships and work more effectively as a team.

### **5.2.2 For ABC Company**

- **Leverage Experienced Employees as Mentors**

Since whom born 1965-1979 employees often hold substantial experience, ABC Company can establish a mentorship program pairing them with those who born 1995-2009 employees. This program would help share perspectives and working styles, aligning both generations' approaches.

- **Create a Collaborative Work Environment**

ABC Company could invest in creating open, collaborative spaces where employees who were born 1965-1979 and who were born 1995-2009 employees can freely share ideas. This would encourage a culture of mutual support, improving efficiency and satisfaction. Creating a collaborative work environment directly aligns with the findings of this study, which emphasize the importance of Working Perspectives and Working Styles in enhancing work efficiency. Open, collaborative spaces encourage who born 1965-1979 and who born 1995-2009 employees to share ideas and work together, fostering alignment in their work perspectives. For example, shared spaces for brainstorming or casual discussions allow employees to find common ground on goals and values, which improves teamwork and productivity. Moreover, this setup supports the flexibility in working styles, enabling who born 1965-1979



employees to adapt to who born 1995-2009's dynamic and tech-driven methods. By promoting interaction and mutual support, a collaborative environment reduces misunderstandings and builds trust, ultimately boosting both efficiency and job satisfaction across generations.

- **Implement Regular Feedback Mechanisms**

Regular feedback sessions can help managers understand how intergenerational teams are performing and adjust strategies to optimize work efficiency continually. Implementing regular feedback mechanisms aligns with the findings of this study by addressing the role of Working Perspectives in enhancing work efficiency. Feedback sessions provide a platform for employees who were born 1965-1979 and who were born 1995-2009 employees to share their thoughts, concerns, and progress, fostering a shared understanding of goals and expectations. This aligns perspectives by encouraging open dialogue about teamwork and collaboration, which was identified as a critical factor for efficiency. Regular feedback also allows managers to identify challenges in adapting Working Styles and offer immediate support or adjustments, helping who born 1965-1979 employees align better with who born 1995-2009's preferences for dynamic and innovative workflows. Ultimately, these sessions improve communication, adaptability, and overall team efficiency.

- **Lessons Learned from Conducting This Project**

Conducting this study highlighted the importance of understanding generational dynamics within an organization. For practitioners, understanding the nuances of intergenerational collaboration is essential to fostering an inclusive and productive workplace. Encouraging alignment in perspectives, flexibility, and effective communication is crucial to bridging generational gaps in work efficiency.

### **5.3 Limitations**

1. **Sample Limitations:** The study focused on who born 1965-1979 employees at ABC Company; thus, results may not be generalizable to other organizations or geographic regions.

2. **Limited Factors Examined:** The study examined three main factors, potentially overlooking other variables, such as technological proficiency or organizational culture, which could also impact work efficiency.

3. **Quantitative Analysis Only:** The reliance on quantitative data limited insights into the nuanced personal experiences of who born 1965-1979 employees. A qualitative follow-up could provide deeper insights into specific challenges faced when working with those who were born 1995-2009.

## 5.4 Future Research

1. **Contribution to Existing Knowledge:** This study contributes to understanding generational differences in the workplace by identifying key factors affecting work efficiency in multigenerational teams. Emphasizing the significance of shared perspectives and flexibility provides actionable insights for improving productivity.

2. **Useful Insights for Managers:** Managers can apply these findings to foster a collaborative work environment, aligning perspectives and encouraging adaptability among employees. Future research could focus on additional factors, such as technological adaptability or team dynamics, to further enhance multigenerational work efficiency. Additionally, studies using qualitative methods could deepen the understanding of personal experiences and challenges faced in intergenerational teams.

This study underscores the value of aligning work perspectives and embracing flexible working styles to optimize work efficiency in multigenerational teams, providing practical strategies to address generational diversity in the workplace.

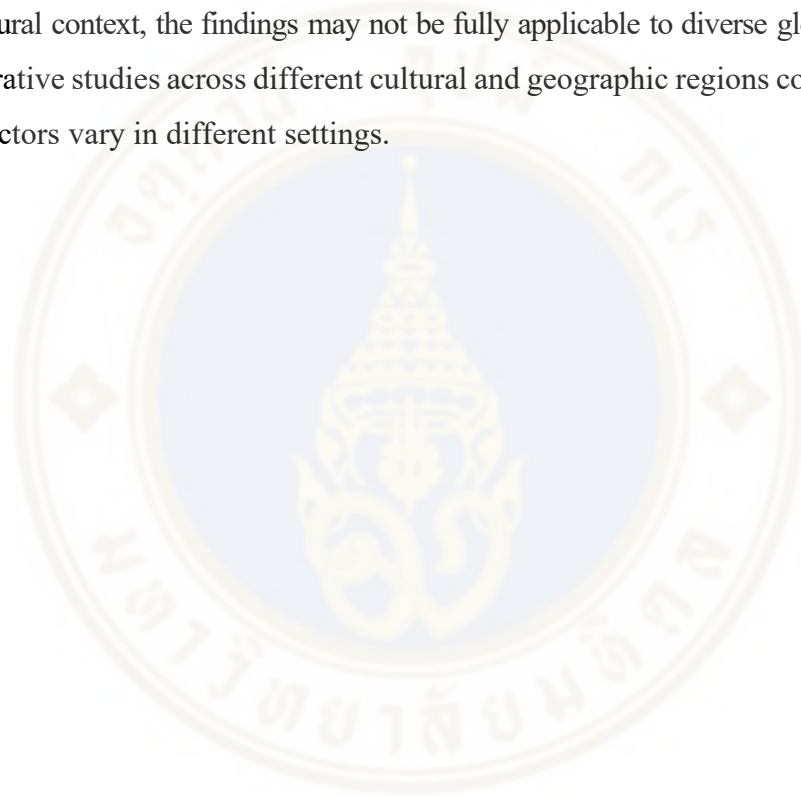
### 5.4.1 Limitations and Directions for Future Research

- **Sample Limitations:** This study focused exclusively on who born 1965-1979 employees in a single organization (ABC Company), limiting the generalizability of findings. Future research could broaden the scope by including multiple organizations or industries to test the applicability of these results across different settings.

- **Limited Factors Examined:** The study considered only three factors Working Perspectives, Working Styles, and Communication Styles. Further research could explore additional variables, such as technological proficiency, emotional intelligence,

leadership styles, or organizational culture, which may also significantly impact work efficiency.

- **Quantitative Data Focus:** While this study relied on quantitative methods, qualitative approaches like interviews or focus groups could be incorporated in future research to capture more nuanced, context-specific experiences and intergenerational challenges.
- **Geographic and Cultural Constraints:** Conducted within a single geographic and cultural context, the findings may not be fully applicable to diverse global workplaces. Comparative studies across different cultural and geographic regions could identify how these factors vary in different settings.





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