

## Clash of Generations at Workplace: What does Business Ethics Mean to Different Generations in Turkey?

Gülem Atabay  
Şebnem Penbek  
Deniz Zaptçioğlu  
Ela Burcu Ucel

*Izmir University of Economics, Faculty of Economics and Administrative Sciences,  
Department of Business Administration, Sakarya Street, No:156, 35330 Balçova-Izmir, Turkey.  
Tel: 90 232 4889871, sebnem.penbek@ieu.edu.tr*

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### Abstract

*Changing times and fast moving conditions force organizations and managers to find new ways to adopt and manage every day challenges of the business world. One of those everyday challenges is managing a diverse work force composed of employees from different ages. Due to the increasingly diversified nature of the work force, intergenerational differences on work place characteristics and attitudes are major possible sources of work place problems. As the literature on generational differences at work place is generally dominated by Western studies, by conducting this study, it is aimed to highlight the way generations perceive business ethics from Turkish organizational perspective. The research was designed with an exploratory nature and employed qualitative research methods. 18 semi-structured interviews with three generations: Baby Boomers, Generation X and Generation Y were conducted. The findings of the current study indicated that there are both some similarities and also differences in terms of business ethics perceptions of three generations.*

**Keywords:** Generations, Generational Differences, Business Ethics

### 1. Introduction

Business ethics has attracted worldwide attention lately as a result of the huge ethical scandals of the last decade such as Enron and Worldcom (Ashforth, and Joshi, 2005). It is argued in the literature that ethics at work is not a sole unitary construct, rather it involves attitudes and beliefs leading to work behavior (Miller et al., 2002). As ethical orientation is also about work behavior, making ethically responsible and accountable decisions and ensuring that employees make such decisions, is a serious problem that managers face. Making those ethically responsible and accountable decisions is basically about business ethics which is defined as the process of responsible decision making in organizations (Hartman & DeJardins, 2008:3). At the individual and group level, 'business ethics' studies examine ethical misconducts and the personal responsibilities which can also be called "personal ethics".

The current study aimed to identify business ethics from a generational perspective, the findings highlighted that different generations have their own definitions of business ethics.

### 2. Theoretical Background

#### 2.1 Business Ethics

The discussion about 'ethics' has been the subject of societies, philosophers, and academicians for about 2500 years. The word "Ethics" is derived from the Greek word "Ethos" which means customs<sup>1</sup> and pronounced very similar in most of the languages as; "Etik" in Turkish, "éthique" in French, "ética" in Spanish and "etica" in Italian. On the other hand, a more

<sup>1</sup> <http://www.merriam-webster.com/dictionary/ethos>: Accessed as of 14.02.2012

# Clash Of Generations At Workplace What Does Business

**Rudolf Hausegger**



## **Clash Of Generations At Workplace What Does Business:**

*IT Manager's Handbook: The Business Edition* Bill Holtsnider, Brian D. Jaffe, 2009-11-09 IT Manager's Handbook The Business Edition is a MUST HAVE guide for the advancing technology professional who is looking to move up into a supervisory role and is ideal for newly promoted IT managers who needs to quickly understand their positions It uses IT related examples to discuss business topics and recognizes the ever changing and growing demands of IT in today's world as well as how these demands impact those who work in the field Specific attention is paid to the latest issues including the challenges of dealing with a mobile and virtual workforce managing Gen X Yers and running an IT organization in a troubled economy Rich with external references and written in easy to read sections IT Manager's Handbook The Business Edition is the definitive manual to managing an IT department in today's corporate environment Focuses on Web 2.0 ideas and how they impact and play into today's organizations so you can keep up on social networking YouTube web conferencing instant messaging Twitter RSS Feeds and other collaboration tools Provides strategies on how to get employees to focus in the 24/7 data word Discusses key IT topics in layman's terms for business personnel who need to understand IT topics

Generationen gemeinsam im Betrieb Götz Richter, 2009-04-07 Angebote zur besseren Vereinbarkeit von Familie und Beruf das Ausschöpfen des Wissenspotenzials lterer Arbeitnehmer die Integration jngerer Arbeitnehmer die Zusammenarbeit verschiedener Generationen in einem Betrieb erfordert flexible Lsungsmöglichkeiten f r Menschen in verschiedenen Lebenssituationen und in unterschiedlichen Positionen im Berufsverlauf Dieses Buch beleuchtet die Herausforderungen und Chancen der Kooperation der Generationen und entwickelt Vorschläge f r ein systematisches Agemanagement im Betrieb Der Band steht kostenfrei zum Download unter wbv open access.de zur Verfügung

**Five Generations and Only One Workforce: How Successful Businesses Are Managing a Multigenerational Workforce** Management Association, Information Resources, 2019-07-05 Due to more individuals retiring at a later age today's workforce consists of five generations of workers with various educational backgrounds ages experience levels and skills Managers and business owners are now faced with the challenge of providing a work space that encourages the new ideals of millennials while also balancing the needs and desires of older employees As such new methods and strategies of working and managing efficiency in the workplace need to be explored Five Generations and Only One Workforce How Successful Businesses Are Managing a Multigenerational Workforce examines pivotal issues surrounding generational differences and management in the workplace including challenges in employee engagement project management and training Highlighting a range of topics such as generation gap workforce diversity and senior workers this publication is an ideal reference source for business practitioners managers executives professionals human resources managers and researchers who are seeking more information on managing a multigenerational workforce

**Business & Society** O.C. Ferrell, Debbie M. Thorne, Linda Ferrell, 2024-06-04 Formerly published by Chicago Business Press now published by Sage Business Society integrates

business and society into organizational strategies to showcase social responsibility as an actionable and practical field of interest grounded in sound theory In corporate America today social responsibility has been linked to financial performance and is a major consideration in strategic planning This innovative Eighth Edition ensures that business students understand and appreciate concerns about philanthropy employee well being corporate governance consumer protection social issues and sustainability helping to prepare them for the social responsibility challenges and opportunities they will face throughout their careers The author team provides the latest examples stimulating cases and unique learning tools that capture the reality and complexity of social responsibility Students and instructors prefer this book due to its wide range of featured examples tools and practices needed to develop and implement a socially responsible approach to business *Regenerative Zukünfte und künstliche Intelligenz* Kai Gondlach, Birgit Brinkmann, Mark Brinkmann, Julia Plath, 2024-12-23 Der Band basiert auf den 17 Entwicklungszielen SDGs der UNO und entwickelt f r die Wirtschaft Zukunftsperspektiven zum Zusammenhang von KI und Nachhaltigkeit **Handbuch Diversity Kompetenz** Petia Genkova, Tobias Ringeisen, 2017-02-28 Das Handbuch liefert in zwei B nden einen berblick ber den Diskussionsstand zum Thema Diversity Kompetenz und b ndelt dabei Wissen aus Theorie Forschung und Praxis Der vorliegende zweite Band differenziert zentrale Gegenstandsbereiche der Diversity Kompetenz und analysiert diese aus einer Forschungs sowie einer Anwendungsperspektive Das Handbuch ist interdisziplin r aufgebaut und vereint Beitr ge aus Psychologie Kulturwissenschaft Wirtschaftswissenschaft P dagogik Soziologie Sexualwissenschaft Sozialer Arbeit Medizin Theologie Politikwissenschaft und Rechtswissenschaft

**Generationen-Management** Martin Klaffke, 2014-03-17 Studien zufolge erleben Unternehmen die Ver nderung der Altersstruktur aber auch die Ver nderung der W nsche innerhalb der Belegschaft als erste Folgen des demografischen Wandels Dessen ungeachtet liegt die Priorit t im Demografiemanagement oftmals immer noch auf Gesundheitsf rderung und Nachwuchsgewinnung Dies reicht jedoch nicht aus um eine wettbewerbsf hige Belegschaft nachhaltig aufzubauen Gerade F hrung und Arbeitsorganisation bedingen nicht nur die Arbeitsf higkeit sondern auch das Commitment der Mitarbeiter Systematisches Generationen Management schafft die Rahmenbedingungen um das Unternehmen als attraktiven Arbeitgeber bei allen relevanten Mitarbeitergruppen zu positionieren und somit Wettbewerbsvorteile aus einer Generationenvielfalt zu ziehen Hierbei zeigen sich drei Handlungsfelder als wesentlich organisationale und arbeitspolitische Rahmenbedingungen gestalten lebenslange Leistungsf higkeit f rdern und die intergenerative Wertsch tzung und Zusammenarbeit st rken Global Applications of Multigenerational Management and Leadership in the Transcultural Era Christiansen, Bryan, 2019-09-27 While much thought has been given to how business leaders and managers can obtain the most productivity from Millennials Generation Y and subsequent groups such as Generation Z the true challenge is far more complex The workforce of the near future will be a multigenerational one featuring members from between four and six generations in one organizational setting This situation is made even more complex and challenging with the effect of today s

globalization which has created worldwide hypercompetition in organizations that often involves members from multiple cultures who speak different languages How to effectively handle such a diverse population is increasingly a key concern for organizations of all types and sizes Global Applications of Multigenerational Management and Leadership in the Transcultural Era is a pivotal reference source that provides vital research on the application of applying numerous leadership styles to effectively navigate generational compromise While highlighting topics such as consumer behavior leadership management and workforce diversity this publication is ideally designed for business scholars managers executives human resources professionals recruitment agencies students business professionals and international business leaders seeking current research on communication strategies and the most effective ways to handle a diverse workforce

**Generationsübergreifende Einflussfaktoren auf Karriereentscheidungen** Natalie Malon, 2017-09-30 Wer kennt sie nicht Junge Erwachsene die ihr Leben hinterfragen und ständig auf der Suche nach der perfekten Karriere sind Doch treffen bekannte Stereotypen bezüglich Karriereentscheidungen wirklich zu Oder handelt es sich nur um Vorurteile die von der Boulevardpresse erschaffen wurden Ziel dieser Arbeit ist es die Existenz von Unterschieden zwischen Generation X und Y im Hinblick auf karriererelevante Entscheidungsfaktoren Karriereeigenschaften Wertvorstellungen Präferenzen und Verpflichtungsempfinden zu prüfen und diese in einem weiteren Schritt zu erweitern Hierfür wird eine Online Umfrage unter 229 Teilnehmern durchgeführt um signifikante Generationsunterschiede bezüglich Präferenzen und Verpflichtungsempfindungen herauszustellen Neben der Aufdeckung von Diskrepanzen zwischen beiden Generationen werden auch unterschiedliche Implikationen und Handlungsempfehlungen für die Unternehmenspraxis abgeleitet Die Erkenntnisse dieser Arbeit helfen unterschiedliche Vorlieben und Erwartungen der Generationen zu antizipieren und zur Gewinnung qualifizierten Nachwuchses zu nutzen *Team Planning for Project Managers and Business Analysts* Gail Levitt, 2016-04-19 Supplying busy project professionals with time tested tips and templates for developing teams efficiently and effectively Team Planning for Project Managers and Business Analysts provides the planning materials required to increase team collaboration and productivity in a global workplace This comprehensive resource offers insights and access to

**It's Not You, It's the Workplace** Alton B. Harris, Andrea S. Kramer, 2019-09-05 Why is it that many women believe that working with other women is harder than working with men A clue it's not because women actually are harder to work with After decades of working to help women to succeed at work Andie Kramer and Al Harris noticed the same thing over and over again Women's relationships with other women are causing conflict in the workplace and this is hindering careers across the board Their research demonstrates that at the root of these clashes lie stereotypes toxic assumptions and societal expectations about how women should behave Through extensive research and hundreds of interviews Andie and Al have identified the most fraught scenarios of women working for working with supervising and collaborating with other women It's Not You It's the Workplace provides practical immediately usable techniques that will allow women to develop strong

networks that will foster their career success and organizations to structure their policies and practices unlocking the potential of women in team situations The companies that succeed in the future will be those where bias no longer blocks women's career satisfaction or advancement to leadership *Frau Doktor oder TikTok Star* Rudolf Hausegger, 2025-08-22

FRAU DOKTOR ODER TIKTOK STAR GENERATIONEN BEGEISTERN IM WAR FOR TALENTS Dieses Buch ist kein Ratgeber Es ist ein Augenöffner In einer Arbeitswelt in der sich Generationen wie parallele Universen anfühlen stellt sich die Frage Wie schaffen wir ein echtes Miteinander jenseits von Klischees Buzzwords und Business Blabla Frau Doktor oder TikTok Star ist ein leidenschaftliches humorvolles und tiefgründiges Plädoyer für eine neue Führungskultur Es zeigt wie Stille Generation Babyboomer Gen Y Gen Z und die kommenden Generationen Alpha Beta nicht gegeneinander arbeiten sondern miteinander wachsen können Und wie du als Führungskraft Personalerin oder Ausbilderin zu genau dem Menschen wirst der Brücken baut anstatt Fronten zu schaffen Dr Rudolf Hausegger nimmt dich mit auf eine Reise durch Workshops Bros Spielfläche und Zombielandschaften mit viel Humor emotionaler Intelligenz und einer klaren Botschaft Engagement ist kein Zufall Es ist ein Ergebnis deiner Haltung Dieses Buch ist für alle die mehr wollen als Checklisten Für alle die Lust auf ein generationenübergreifendes Team haben das sich nicht nur gegenseitig toleriert sondern inspiriert Denn die besten Arbeitsplätze sind nicht immer die lautesten sondern jene in denen Menschen in Teams über sich selbst hinauswachsen Lies rein Lach laut Und für andere

Understanding Y Charlie Caruso, 2014-09-15 The ultimate expose of the Misunderstood Millennials Understanding Y is a fresh and incisive book that offers a better understanding appreciation and awareness of the Millennial generation In this groundbreaking work author Charlie Caruso has amassed a diverse array of papers articles and journals from prominent individuals noted entrepreneurs and bestselling authors who collectively explore how Gen Y thinks interacts and works Understanding Y gives insight into the generation and examines their motivations and passions Understanding Y and You Should provides a refreshingly comprehensive and candid account of the current disconnect between reality and perception surrounding the Millennial cohort The impressive list of contributors and collaborators each bring their unique insight to explore the myths facts and motivators behind this generation Contributors include notables such as David Burstein author of Fast Future How the Millennial Generation is Shaping Our World Ryan Heath author of Please F Off It's Our Turn Now Bernard Salt author demographer and social commentator and many more Discover how to motivate lead inform educate integrate and collaborate with Millennials Learn what experts have to share about the psychology that drives Millennials Uncover the motivators and passions that excite this up and coming generation This is a book that offers anyone who interacts with the Millennial generation a humorous educational statistical theoretical and conversational journey for connecting with Gen Y

**Organizing Age** Stephen Fineman, 2011-05-12 This book is an accessibly written critical introduction to the role of age in and beyond organizations providing insights into the history of age the social construction and politics of age age stratification and age discrimination

**Relational Skills Development for Next Generation**

**Leaders** Nathalie Milian, 2024-02-19 The post pandemic world has witnessed seismic shifts in the business environment Businesses large and small are tackling digital transformation we face irregular economic recovery a rising cost of living the energy transition impasse and uneven wealth distribution Add to this an increased call for action on diversity and inclusion amidst a backdrop that is in some countries resentful of privilege geopolitical power alignment and democratic vs autocratic leadership The leaders of today and tomorrow must evolve Notwithstanding the hard skills they need in a workforce transformed by technology what soft skills must they acquire in a world of continuous uncertainty and change Relational Skills Development for Next Generation Leaders is a practical compilation of crucial relational skills for post graduate students future executives and mentors in the corporate world Packed with modern research frameworks and scenarios the author draws upon over twenty years of experience leading teams and projects with global transformational impact in the blue chip luxury fashion industry to show executives how to observe reflect develop practice and improve their leadership skills to succeed in the future Battle Cry for a Generation Ron Luce, 2005 There is a battle raging It s not in the Middle East And terrorists are not the threat But millions of souls are at risk There is but one hope and if we fail the youth of our nation could be lost forever Now is the time to read the Battle Cry for a Generation In North America today there is the largest number of teens since the baby boomer generation These teens hold the future yours our ours in their hands Battle Cry for a Generation tells us why and how to reclaim our youth for Christ More Information at <http://www.battlecry.com>

Managing Human Resources for the Millennial Generation William I. Sauser, Ronald R. Sims, 2013-02-01 The purpose of this book is to explore the talents work styles attitudes and issues that members of the Millennial generation are bringing with them as they enter the workforce The Millennial generation is a roughly 20 year cohort of young people whose leading edge members were born in 1982 and graduated high school in 2000 These are the young adults who began entering college the military and the workplace during the present decade and who will continue to do so for perhaps another decade more The Millennial generation has been exposed during their formative years to a unique variety of historical cultural economic and technological changes that have shaped their particular attitudes and values preferred social interaction styles beliefs about what is proper in the workplace and personal concerns and desires Millennials are bringing their unique perspectives into their places of employment where at times they clash with those of the older generations who are already established there

**Generations in the World of Work** Corey Seemiller, Meghan Grace, 2024-12-30 Generations in the World of Work provides invaluable data informed insights into the intergenerational dynamics in today s workplaces Generational experts and authors of Generation Z A Century in the Making Corey Seemiller and Meghan Grace present the perceptions motivations and preferences of various generational cohorts and share how those shape individual behaviors communication and collaboration as well as wider organizational structures and norms They offer guidance for how to maximize productivity and relationships to navigate dynamics across generational cohorts Generations in the World of Work offers employees

managers and organizational leaders guidance for maximizing productivity relationships wellbeing and engagement across generational differences in order to create thriving workplaces that value and leverage each person s strengths     *The SAGE Handbook of Aging, Work and Society* John Field,Ronald J Burke,Cary L Cooper,2013-09-19 Aging has emerged as a major and urgent issue for individuals organisations and governments of our time In this well timed and comprehensive handbook key international contributors to the field of study come together to create a definitive map of the subject Framed by an authoritative introductory chapter the SAGE Handbook of Aging Work and Society offers a critical overview of the most significant themes and topics with discussions of current research theoretical controversies and emerging issues divided into sections covering Key Issues and Challenges The Aging Workforce Managing an Aging Workforce Living in an Aging Society Developing Public Policy     **Beyond Generational Differences: Bridging Gender and Generational Diversity at Work.**

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