A Study of Inter-generational Differences Among Bank Employees

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Abstracts

The social network theory and work family boundary theory both are used into the research background of inter-generational differences. The paper expands the research field of social network theory and work family boundary theory, studies the evolution law of social network and its employees' work family boundary with the evolution of the times. According to the above directions, traditional corporate banks are selected as the research object. The bank employees with a relatively stable group of senior, middle-aged and young people. The objects are bank employees. The social support of bank employees is independent variable while the work boundary preference of bank employees is dependent variable. Different ages of the bank employees is adjusting variable. Then to build the research model of this paper.

With the method of quantitative research, a more mature research scale was selected to measure the main variables involved in the study. According to the scale, a questionnaire was designed and distributed through Questionnaire Star. After the validity and reliability of the data were tested, the correlation and regression analysis then carried out. Finally shows the following conclusions. There are intergenerational differences in social support and work boundary preferences of bank employees. The results can provide a theoretical basis for the management of bank employees among different ages. Differences should be shown in the detail management of employees among different ages. Enterprises should pay attention to the intergenerational experience inheritance among employees.

Keywords: Social Support; Inter-generational Differences; Work Boundary Preferences; Bank Employees

Introduction

First, intergenerational differences are introduced into the research of social network theory. The original static social network is added to the time variable which means there are intergenerational differences and characteristics in social network. Second, intergenerational differences are introduced into the work family boundary theory. Time variables are also introduced into the work family boundary theory which means there are intergenerational differences and characteristics in the family work boundary preference of employees. Third, combine the change of social network theory with work family boundary preference over time

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to observe whether it has correlation impact. It shows that there are intergenerational differences and characteristics between social network and work family boundary preference. There is no relevant literature on intergenerational differences in social network theory and work family boundary theory. This study bridging this theoretical gap, puts the social network theory and work family boundary theory into the research background of intergenerational differences. It expands the research field of social network theory and work family boundary theory, adds a time axis to the two theoretical studies, and studies the evolution law of social network and its employees' work family boundary with the evolution of the times. With the high development of China's contemporary society, there are differentiated behavior patterns between generations. This difference has a broader research space and practical application space. Because there are obvious intergenerational differences among enterprise employees in China. According to the above literature, we can predict the dependence of senior, middle-aged and young employees on social network and the preference of work family boundary, and study whether the selection preference of social network and work family boundary has the law of intergenerational evolution.

Research Objectives

Based on social network theory and work family boundary theory, this study analyzes the intergenerational evolution and regularity of different intergenerational bank employees' social support and work boundary preference which provides theoretical suggestions for bank employee management between different generations.

Research Methodology

After measuring social support, we can further study whether exist intergenerational differences in social support. According to the research results of intergenerational differences, completely different key events experienced in the key growth period for each generation. It leads to some common psychological and behavioral characteristics of a generation, which are different from those of other generations. Class divides Americans into four generations. The personality traits of different generation are significantly various in anxiety, depression, self-esteem and narcissism. Based on the above results, this study divides bank employees into three generations, senior, middle-aged and young employees. Senior employees refer to those who born in 1960s and 1970s. Middle-aged employees refer to those who born in 1980s. Young employees refer to those who born in 1990s and 2000s. With the above social support measurement tools to measure the social support among the three generations of bank employees of different ages. To find whether there are intergenerational differences, the change trend, and whether the social support becomes stronger or weaker as a whole.

Research Conceptual Framework

Based on the previous literature basis and theoretical assumptions, this chapter selects an appropriate scale for the variables involved in the theoretical model and assumptions, collects large-scale data through the formed questionnaire, tests the effectiveness of the questionnaire data through reliability and validity analysis and confirmatory factor analysis, and finally uses it for hypothesis testing.

Measurement of Variables

The variables involved in this study include: the independent variable is the social support of bank employees; the dependent variable is the bank employee's work boundary preference while the adjustment variable is the age of bank employees.

For the measurement of the age of bank employees, the age of bank employees refers to dividing employees into three age groups: under 30 years old, 31-40 years old and over 40 years old. To study the behavior characteristics of employees of different ages. Then use the measurement tools of social support and work boundary preference to measure whether there are differences in bank employees' social support and work boundary preference of different ages. If bank employees of different ages have intergenerational differences in social support and work boundary preference, how about the change trend?

The Social Support Rating Scale compiled by Xiao Shuiyuan in 1986 was selected for the measurement of social support. The scale has been used repeatedly in many studies and showed good reliability and validity.

Research Results

Main Effect Hypothesis Verification

According to the research model, this section studies whether the H3 hypothesis is tenable:

H3: There is a negative correlation between bank employees' social support and employees' work boundary preference.

Then to verify the correlation between bank employees' social support and work boundary preference.

Table 1 Correlation Between Social Support and Family Boundary of Bank Employees

Relevance			
		B（Social Support of Bank Employees）	D（Employee Work Boundary Preference）
B	Pearson Correlation	1	-.050
	Significance (Bilateral)		.305
	N	418	418
D	Pearson Correlation	-.050	1
	Significance (Bilateral)	.305	
	N	418	418

There is no significant correlation between bank employees' social support and bank employees' work boundary preference. It indicates that the hypothesis of correlation between employees' age difference and employees' work boundary preference is not tenable. According to the research model, the age of bank employees is still used as the adjustment variable between bank employees' social support and employees' work boundary preference. Therefore, it is necessary to verify the correlation between bank employees' social support and employees' age, and study the correlation between bank employees' work boundary preference and employees' age to see whether the two variables should be related through the adjustment of employees' age.

H1 Hypothesis Verification

According to the research model, this section studies whether H1 hypothesis is tenable:

H1: The age of bank employees is positively correlated with social support.

H1a: The social support of young employees of the bank is weak.

H1b: The social support of middle-aged employees of the bank is moderate.

H1C: Senior employees of the bank have strong social support.

Verify the correlation between the age of bank employees and social support.

Table 2 Correlation Between Social Support and Age of Bank Employees

Relevance			
		A2（Age）	B（Social Support of Bank Employees）
A2	Pearson Correlation	1	.296**
	Significance (Bilateral)		.000
	N	418	418
B	Pearson Correlation	.296**	1
	Significance (Bilateral)	.000	
	N	418	418
**. There was significant correlation at the. 01 level (bilateral).			

The Pearson correlation value of the two variables of bank employees' age and social support work is 0.296 * *, which is significantly correlated at the level of. 01 (bilateral).

According to the survey of bank employees, it is found that the main age group of bank employees is 21-30 years old, accounting for 42.82%; 31-40 years old, accounting for 27.75%; 41-50 years old, accounting for 17.7%; Only 5.02% were under 20 years old. The number of samples over the age of 50 accounts for 6.7%. So the samples under the age of 20 are merged into those under the age of 21-30, which are counted as under the age of 30. The bank employees over 50 years old are merged into 41-50 years old and are counted as over 40 years old. Therefore, the bank employees are divided into three age groups: young , middle-aged and senior bank employees. The statistical results are shown in Table 3.

Table 3 Age Group of Bank Employees

Age	Number of People	Proportion of Personnel (%)
Under 30	200	47.85
31-40 years old	116	27.75
Over 40	102	24.4

The workload table (b) of social support of bank employees in three age groups is counted by Excel. The results are shown in table 4.

Table 4 Relationship Between Age Group and Social Support of Bank Employees

Age	Number of People	Proportion of Personnel	B-term Average
Under 30	200	47.85%	37.67
31-40 years old	116	27.75%	41.28
Over 40	102	24.4%	43.15

As it can be seen from table 10, the average value of item B of 200 bank employees under the age of 30. That means the data of social support is 37.67, which is significantly lower than 41.28 in the age group of 31-40 and 43.15 in the age group of over 40. The highest average value of social support is 5.48 points higher than the lowest average value. It shows that the younger the bank employees are, the lower the social support is, which confirms H1a: The social support of young employees is weak. The older the bank employees are, the higher the social support is, which confirms H1C: The senior employees have stronger social support. The average value of item B of middle-aged employees is in the middle, which confirms the hypothesis H1B: The social support of middle-aged employees is moderate. This confirms hypothesis H1: The age of bank employees is positively correlated with social support.

5.3 H2 Hypothesis Verification

According to the research model, H2 is assumed as follows:

H2: The age of bank employees is negatively correlated with employees' work boundary preference. From the hypothesis of the correlation between employees' age differences and employees' work boundary preferences, three research hypotheses based on this hypothesis are derived as follows:

H2a: The working boundary of young employees of the bank is strong.

H2b: The working boundary of middle-aged employees in the bank is moderate.

H2c: The working boundary of the bank's senior employees is weak.

Verify the correlation between bank employee age variable and bank employee work boundary preference.

Table 5 Correlation Between Employee Age and Work Boundary Preference

Relevance			
		A2 （Age）	D（Employee Work Boundary Preference）
A2	Pearson Correlation	1	-.099*
	Significance (Bilateral)		.044

	N	418	418
D	Pearson Correlation	-.099*	1
	Significance (Bilateral)	.044	
	N	418	418
*There was significant correlation at the level of 0.05 (bilateral).			

It can be seen from table 11 that the age variable of bank employees is significantly correlated with the two variables of work boundary preference.
The data of family boundary preference scale (D) of bank employees in three age groups are counted by Excel. The results are shown in Table 6.

Table 6 Relationship Between Age and Work Boundary Preference of Bank Employees

Age	Number of People	Proportion of Personnel	D-term Average
Under 30	200	47.85	17.17
31-40 years old	116	27.75	16.47
Over 40	102	24.4	15.38

As can be seen from table 12, the D-item average value of 200 bank employees under the age of 30. It means the data of family impact workload table is 17.17, which is significantly higher than 16.47 in the age group of 31-40 and 15.38 in the age group of over 40. It shows that the younger the bank employee is, the stronger the work boundary is, which confirms the hypothesis H2A: The young employee has a stronger work boundary. The older the bank employee, the weaker the work boundary, which confirms the hypothesis H2C: The older the employee, the weaker the work boundary. The mean value of item D of middle-aged employees is in the middle, which confirms the hypothesis H2B: The work boundary of middle-aged employees is moderate. This confirms the hypothesis H2: Employee age is negatively correlated with employee work boundary preference.

Verification of Regulatory Effect

According to the model, the age of bank employees is taken as the adjustment variable between bank employees' social support and bank employees' work boundary preference to study the relationship between the three. That means the product of the original irrelevant bank employees' social support multiplied by bank employees and bank employees' boundary preference. The results are shown in table 7.

Table 7 Correlation Between Age * Social Support and Work Boundary Preference of Bank Employees

Relevance			
		A2*B（Employee Age * Social Support）	D（Employee Work Boundary Preference）
V3	Pearson Correlation	1	-.107*
	Significance (Bilateral)		.029
	N	418	418
V4	Pearson Correlation	-.107*	1
	Significance (Bilateral)	.029	
	N	418	418
*There was significant correlation at the level of 0.05 (bilateral).			

It can be seen from table 13 that after the bank employee's age * social support, the correlation with the employee's work boundary preference is verified. Due to the adjustment of the employee's age, the Pearson correlation value is -0.107 *, and the correlation between the two sides is *, which is significantly correlated at the level of 0.05 (bilateral), This proves that the age of bank employees plays a regulatory role between social support and employees' work boundary preference.

Then, the variable of social support is grouped with the variable of bank employee age, which is divided into young employee group (under 30 years old), middle-aged employee group (31-40 years old) and senior employee group (over 40 years old). After that, calculate the average value of this group, and then compare it with the average value of the variable of employee work boundary preference. Through Excel table, the data mean of social support workload table (b) and work boundary preference (d) of bank employees in three age groups are compared. The results are shown in table 8.

Table 8 Relationship Between Age, Social Support and Work Boundary Preference of Bank Employees

Age	Number of People	Proportion of Personnel	B-term Average	D-term Average
Under 30	200	47.85	37.67	17.17
31-40 years old	116	27.75	41.28	16.47
Over 40	102	24.40	43.15	15.38

As it can be seen from table 14, the average value of item B of 200 bank employees under the age of 30. The average value of social support data is 37.67, and the average value of work boundary preference is 17.17; The average value of social support data in the age group of 31-40 years is 41.28, and the average value of work boundary preference is 16.47. The mean value of social support data for the age group over 40 is 43.15, and the mean value of work boundary preference is 15.38. It shows that the younger the bank employee is, the lower the social support is and the higher the preference value of work boundary is, which confirms that H3a: The lower the social support is, the stronger the work boundary is. The older the bank employees, the higher the social support and the lower the preference value of work boundary, which confirms that H3C has higher social support and weaker work boundary. The average value of item B of middle-aged employees is in the middle, which confirms the assumption that H3B has moderate social support and moderate work boundary. This confirms the hypothesis that H3 bank employees' social support is negatively correlated with employees' work boundary preference. The age of bank employees plays a moderating role between two sets of variables: social support and employees' work boundary preference.

Regression Analysis

The regression analysis of the above model variables is carried out by SPSS software to further verify whether the hypothesis is valid.

The variables of social support and the age of bank employees are regressed by SPSS software to form tables 9 to 12.

Table 9 Summary of Regression Analysis Between Social Support and Age of Bank Employees

Model Summary [b]					
Model	R	R Square	Adjust R Square	Error of Standard Estimation	Durbin-Watson
1	.296a	.088	.085	.970	1.670

a. Predictive Variable: (constant) B 。
b. Dependent Variable: A

Table 10 Analysis of Variance Between Social Support and Age of Bank Employees

Anova[a]						
Model		Sum of Squares	df	Average square	F	Sig.
1	Regression	37.613	1	37.613	39.959	.000b
	Residual	391.576	416	.941		
	Total	429.189	417			
a. Dependent Variable: A						
b. Predictive Variable: (constant) B						

Table 11 Regression Analysis Results of Social Support and Age of Bank Employees

Coefficient[a]											
Model		Non Standardized Coefficient		Standard Coefficient	t	Sig.	Relevance			Collinearity Statistics	
		B	Standard Error	Trial version			Zero Order	Partial	Part	Tolerance	VIF
1	(constant)	1.312	.237		5.529	.000					
	B	.037	.006	.296	6.321	.000	.296	.296	.296	1.000	1.000
a. Dependent Variable: A											

Table 12 Collinearity Diagnosis of Social Support and Age of Bank Employees

Collinearity Diagnosis[a]					
Model	Dimension	Characteristic Value	Conditional Index	Variance Ratio	
				(constant)	B
1	1	1.980	1.000	.01	.01
	2	.020	9.902	.99	.99
a. Dependent Variable: A					

According to table 16, the variance expansion factor of social support is VIF with the value 1, which indicates that the multi collinearity between variables is weak. Similarly, the tolerance value of variables is 1, indicating that the collinearity is weak. According to the eigenvalues in the collinearity diagnosis table in Table 17, both eigenvalues of model 1 are greater than 0, which further indicates that there is no obvious collinearity. Therefore, multiple regression analysis can be carried out based on Model 1. According to the summary table in table 14, the R value of model 1 is 0.296, while the R square is 0.088, and the adjusted R square is 0.085. The regression interpretation percentage of model 1 is relatively low and the fitting effect is low. DW value, i.e. Debin Watson value, is used to test whether the residuals in the regression model are independent. When the value is close to 2, there is no correlation between the residual terms. The DW value of this model is 1.670, so there is no too serious auto-correlation problem in this model. It can be seen from the analysis of variance in table 15 that the F value is equal to 39.959, the Sig value is 0.000, that is, the p value is less than 0.01, which further shows that the regression effect of the model is good, the model construction is feasible, and the linear relationship between social support and the age of bank employees is significant. According to table 16, the regression coefficient between social support and the age of bank employees is 0.296, the test statistic is 6.321, and the corresponding p value is 0.000, indicating that social support is positively correlated with the age of employees at the significant level of 1% of the confidence interval, which verifies the hypothesis.

The variables of bank employees' age and work boundary preference are analyzed by SPSS software, and tables 13 to 16 are formed.

Table 13 Summary of Regression Analysis Between Age of Bank Employee and Employee Work Boundary Preference

Model Summary[b]					
Model	R	R Square	Adjust R Square	Error of Standard Estimation	Durbin-Watson
1	.099a	.010	.007	1.011	1.576
a. Predictive Variable: (constant) D					
b. Dependent Variable: A2					

Table 14 Analysis of Variance Between Age of Bank Employees and Employees' Preference for Work Boundary

Anova[a]						
Model		Sum of Squares	df	Average Square	F	Sig.
1	Regression	4.168	1	4.168	4.079	.044b
	Residual	425.021	416	1.022		
	Total	429.189	417			
a. Dependent Variable: A2						
b. Predictive Variable: (constant) D						

Table 15 Regression Analysis Results of Bank Employee Age and Employee Work Boundary Preference

Coefficient[a]										
Model	Non Standardized Coefficient		Standard Coefficient	t	Sig.	Relevance			Collinearity Statistics	
	B	Standard	Trial Versi			Zero Orde	Partial	Part	Tolerance	VIF

			Error	on			r				
1	(Constant)	3.070	.151		20.357	.000					
	D	-.017	.009	-.099	-2.020	.044	-.099	-.099	-.099	1.000	1.000
a. Dependent Variable: A2											

Table 16 Collinearity Diagnosis of Bank Employee Age and Employee Work Boundary Preference

Collinearity Diagnosis[a]					
Model	Dimension	Characteristic Value	Conditional Index	Variance Ratio	
				(Constant)	D
1	1	1.945	1.000	.03	.03
	2	.055	5.932	.97	.97
a. Dependent Variable: A2					

According to table 20, the variance expansion factor of bank employees' boundary preference is VIF with value 1 which indicates that the multi collinearity between variables is weak. Similarly, the tolerance value of variables is 1, indicating that the collinearity is weak. According to the eigenvalues in the collinearity diagnosis table in table 21, both eigenvalues of model 1 are greater than 0, which further indicates that there is no obvious collinearity. Therefore, multiple regression analysis can be carried out based on Model 1. According to the summary table of model 1 in table 18, the R value of model 1 is 0.099, while the R square is 0.010, and the adjusted R square is 0.007. The regression interpretation percentage of model 1 is relatively low and the fitting effect is low. DW value, i.e. Debin Watson value, is used to test whether the residuals in the regression model are independent. When the value is close to 2, there is no correlation between the residual terms. The DW value of this model is 1.576, so there is no too serious auto-correlation problem in this model. It can be seen from the analysis of variance in Table 19 that the F value is equal to 4.079, the sig value is 0.000, that is, the p value is less than 0.01, which further shows that the regression effect of the model is good, the construction of the model is feasible, and the linear relationship between the work boundary preference of bank employees and the age of bank employees is significant. According to table 20, the regression coefficient between bank employees' work boundary preference and bank employees' age is 0.099, the test statistic is -2.02, and the corresponding p value is 0.044,

indicating that there is a negative correlation between bank employees' work boundary preference and employees' age at the significant level of 5% of the confidence interval, which verifies the hypothesis.

Discussion

Taking the bank employees in China as the research object, this paper analyzes the differences of social network and work boundary among different generations. Then comes to the following conclusions:

There are intergenerational differences in the social support of bank employees

There are significant differences in the social support of bank employees of different ages. The social support of senior bank employees is higher and that of younger bank employees is lower. The social support of bank employees is positively correlated with the age of bank employees.

There are intergenerational differences in bank employees' work boundary preferences

There are obvious differences in bankers' work boundary preferences at different ages. The senior bank employees' work boundary is weak, and the younger bank employees' work boundary is strong. Bank employees' work boundary preferences are negatively correlated with the age of bank employees. It confirms that there are obvious intergenerational differences in China's social network and individual work boundary therefore expands the research scope of social network theory and work family boundary theory. In social network, the individual's social support continues to decrease, while the work boundary continues to strengthen. The individual becomes more and more independent in the network, thus the social network connection shows an overall weakening trend. It can be applied in sociology, management, enterprise internal system formulation and so on.

Recommendation

According to the above results, we can see that there are intergenerational differences in social network theory and work family boundary theory. Individuals of different ages have different behavior patterns, while individuals of the same age have more similar behavior patterns, which has a broader application space in the formulation of internal systems in enterprises.

There should be differences in detail management of employees of different ages

According to the results of this study, we can see that the work boundary of senior employees is obviously weak, which means that senior employees combine work and life more closely and are more likely to accept overtime and other work arrangements. However, the younger employees are obviously stronger on the work boundary, which means they separate work and life. They are not willing to accept the organization's overtime and other work arrangements. In this way, enterprises should pay more attention to the timeliness of young employees' performance in the management. That means complete the enterprise's work arrangement within a certain working time limit, respect employees' work family boundary preferences, and help young employees better coordinate the contradiction between work and family. Benefit reward can be strengthened among senior employees, and flexible work system can be introduced into the management of young employees.

Enterprises should pay attention to intergenerational experience inheritance among employees

The phenomenon of intergenerational differences among employees in enterprises makes the knowledge sharing behavior of senior employees particularly important. It has become an important way for enterprises to obtain sustainable competitive advantage. According to the research results, we find that senior employees have obvious advantages in social support. They get more diversified social support, while employees' social support must be reflected in employees' performance. Therefore, enterprises should pay attention to the collocation and combination of employees of different ages, make senior employees become the focus and center of knowledge management through work cooperation, expand the personal experience and theory of obtaining social support into team consensus and experience through intergenerational collocation and combination, so as to improve the performance of the whole team.

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