

Conflict of Ukrainian Generations X and Y: Ways to overcome it in the context of the war in Ukraine

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Abstract. In the conditions of war, the problem of maintaining a comfortable psychological climate in professional teams and society in general is acutely felt because Ukrainians are in a depressed psychological state. Conflicts among people of different ages are also escalating, as representatives of the baby boomer generation are gradually being replaced by Generation Y, and therefore most Ukrainian companies are teams of representatives of Generations X and Y. The purpose of this study is to find ways to overcome the problem of conflict between different generations. Among the key scientific methods of this study is M. Rokeach's model, which was used to rank the terminal and instrumental values of representatives of Ukrainian generations X and Y, and the method of canonical correlations, used for comparative analysis of the value structure of the analysed generations. The main results of the study indicate that the aggravation of relations and the emergence of misunderstandings among Ukrainians is a consequence not only of the influence of war, but also of the conflict of the most economically active generations – X and Y. This conflict is caused by differences in the perception of life (i.e., in values), a large difference in the socio-political conditions of formation and belonging to different archetypes of generations according to the Strauss-Howe generational theory. Ukrainian generation X is a recessive generation of “nomads”, while generation Y is a dominant generation of “heroes”. The results of a comparative analysis of the dominant terminal and instrumental values of these generations indicated that 50% of the dominant values are common terminal and only 33% are common instrumental. It was found that the Ukrainian Generation X has more post-materialistic values, while Generation Y prefers materialistic values, which was a consequence of socio-political events in Ukraine, under which these generations were formed. The practical significance of the results obtained lies in the fact that the proposed recommendations for overcoming the conflict of Ukrainian Generations X and Y by factoring in the most important values for each of these generations will help not only to overcome the conflict of generations, but also to increase the effectiveness of their interaction

Keywords: Millennial generation, unknown generation; generation culture level; terminal values; instrumental values

Introduction

The war that is currently taking place on the territory of Ukraine requires increased attention to relationships in such difficult times for Ukrainians, since the general emotional state of people, as noted by O. Pyshchulina *et al.* (2022), is rather depressing and the number of conflicts and misunderstandings within society, specifically in the collectives of various organizations, has increased considerably over 2022. One of the sources of such conflicts is generational change, as baby boomers gradually retire, and Generation Y increas-

ingly enters the workforce. This is why emerging misunderstandings and generational differences can adversely affect employee productivity, efficiency, and satisfaction (Smith & Nichols, 2015; Jemima & Kusumadmo, 2019). Therefore, B.A. Kaifi *et al.* (2012); C. Bhayana *et al.* (2021) point out that managers need to learn more about their employees' job satisfaction, their expectations, and their outlook, precisely at a time when new generations are merging with previous ones. One of the ways to overcome such conflicts among

Suggested Citation

Article's History: Received: 19.11.2022 Revised: 04.02.2023 Accepted: 29.03.2023

Blyznyuk, T., & Maistrenko, O. (2023). Conflict of Ukrainian Generations X and Y: Ways to overcome it in the context of the war in Ukraine. *Social & Legal Studios*, 6(1), 9-16. doi: 10.32518/sals1.2023.09.

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personnel is precisely to investigate and analyse the dominant values of these generations.

The problem of generational interaction and overcoming intergenerational conflicts has been relevant for scientists in various fields (psychology, sociology, political science, marketing, and management) for many years. Over the past three decades, scientists in cross-cultural management have been investigating the value profiles of modern generations in different countries to improve the quality of management of representatives of these generations who can simultaneously work in the team of one company. Thus, the modern theory of generations, which was developed by N. Howe & W. Strauss (2007), and is the theoretical basis for such cross-cultural studies, is based on the fact that pertinence to the corresponding generation is determined by the dominance of values that are most inherent in the given generation. As K.W. Smola & C.D. Sutton (2002), S. Lawati (2019) note, a generation is a group that can be defined by the following common features: year of birth and age, place of birth and socialization, and major events that shaped them as a person.

The impact of key life events, such as wars, the emergence of innovative technologies or considerable economic and political changes in society, is also vital for the emergence and formation of generations. Because scientists S. De Hauw and A. De Vos (2010), V. Singh *et al.* (2020) point out that it is precisely such events that shape the personality, the dominant values of a generation, and the expectations of this generation.

The process of intergenerational interaction also occurs constantly, as adjacent generations constantly interact: the previous generation (usually parents) influences the next generation (children) through upbringing and other progressive or regressive actions and forms their worldview and values that will be inherent in this generation.

The basis of generational conflict (conflict of “parents and children”), as defined in the research of N. Howe and W. Strauss (2007), is not the difference in age, but the difference in the dominant values of different generations. This means that the key factor in uniting people into one generation is the same values that are laid down on the subconscious level of everyone during education and socialization of this generation.

In the past two decades, two generations have dominated Ukraine – Generation X (born in 1966-1986) and Generation Y (born in 1987-2005) (Blyznyuk, 2017).

The purpose of this study was to analyse and compare the dominant values of the most economically active modern generations of Ukrainians: generation X and generation Y, to overcome the problem of conflict between representatives of these generations during their interaction as personnel of a Ukrainian company.

Literature review

As it was proved in (Blyznyuk & Lepeyko, 2016), Generation X (unknown generation, 13th generation) in Ukraine was born in the Soviet Union and was already formed during its collapse. The worldview of the Ukrainian Generation X was influenced by such important economic and political changes in the country as perestroika, total deficit, and Ukraine’s independence. The most significant event that led to the end of the birth period of Generation X in Ukraine was the Chernobyl disaster (1986). Therefore, the Ukrainian Generation X differs from the representatives of Generation X in the United States and Western European countries in the list of dominant values.

According to the classification of generational archetypes, Generation X is a “nomad” who is characterized by a global perception of the world, pragmatism, and a tendency to migrate to other countries. According to the study results of N. Howe & W. Strauss (2007), in the United States, Generation X consists of the largest number of immigrants in the 20th century. The specific feature of this recessive generation is its readiness for change and flexibility due to the impact of political and social instability, which was noted during their formation. Members of this generation are also the largest entrepreneurial generation in U.S. history.

In Ukraine, Generation X is currently undergoing a period of maturity, which is usually the most successful period in the life cycle of “nomads”, while this always coincides with a crisis in society and the country (Blyznyuk, 2017), which is currently happening in Ukraine and was initially caused by the pandemic, and then the start of the war on the territory of Ukraine.

The propensity for migration of the Ukrainian generation X is actively manifested, especially in 2021-2022, since it is the representatives of this generation who are the largest part of the adult population of Ukraine (approximately 35%) (Ministry of Economy..., 2022) of the total number of people who left the territory of Ukraine after February 24, 2021 due to the war. T. Blyznyuk and T. Lepeyko (2016) proved that the Y generation (Millennial generation, Why generation, Next generation, Zero generation) in Ukraine was born and grew up under the influence of terrorist attacks, military conflicts, epidemics, and the development of digital technologies. And the process of socialization of this generation and the formation of representatives of this generation as individuals is ending right now. Therefore, the events that are currently happening on the territory of Ukraine have a direct impact on the dominant values and expectations of this Ukrainian generation.

In earlier studies of T.P. Blyznyuk (2017), it was noted that the key event that most influenced the formation of the Ukrainian Generation Y was the beginning of the anti-terrorist operation in the Donbas in 2014. However, now it can be argued that the war in Ukraine has become exactly the key factor that has the greatest impact on this generation and its worldview. That is why the Ukrainian Generation Y can also become a generation that differs from the representatives of Generation Y in the United States and Western Europe.

According to the classification of archetypes of generations, Generation Y are “heroes” who grow up in the conditions of increased security created by their parents (generation X), relying on their own hard experience, protecting them from the influence of aggressive and dangerous external environment, which is inherent in the period of socialization and formation as individuals (childhood period) of Generation Y. According to the study results of N. Howe and W. Strauss (2007), Generation Y is the dominant generation of confident and active fighters who stand up for family values, and events such as the September 11 terrorist attacks have helped further strengthen the importance of personal life and family compared to career aspirations (Ng, *et al.*, 2010; Dimock, 2019; Shiju, 2022). A. Adamou *et al.* (2018) proved that this generation is considered the most protected children in world history, since even when the war broke out in Ukraine, the Ukrainian Generation Y almost completely passed into the period of youth, and became part of the labour force in Ukraine, replacing the baby boomer generation.

Specialists R. Deyoe & T. Fox (2011), Y. Zhang & W. Wiebe, (2022) found that due to differences in values and expectations, conflicts among staff become commonplace when Generation Y becomes the workforce, and if these differences in values are not addressed or identified, the company's management can only expect such conflict to increase. The study of values at various levels, such as personal, organizational, generational, and national, has been the subject of various studies for more than fifty years (Tuulik *et al.*, 2016). Many theoretical studies focus on values as a basis for understanding social behaviour. M. Rokeach (1973), K. Smola & C. Sutton (2002), R. Deyoe & T. Fox (2011) viewed values as deep motivations that guide, justify, and explain attitudes, norms, thoughts, and actions. Therewith, values can reflect major social changes in society and beyond (Rokeach, 1973; Schwartz, 2012).

K. Tuulik *et al.* (2016) noted that the concept of values is multifaceted, and the study of values has many layers of values: instrumental and terminal; professional, organizational, generational, and national; real and imposed. G. Hofstede *et al.* (2010) noted that these different layers of values show precisely which individual values coincide with those at the organizational, generational, and national levels. Therefore, there are many models of values developed by scientists to investigate and analyse these layers of values. Thus, the model by M. Rokeach (1973) includes eighteen terminal values (goals) and eighteen instrumental values (means); the model by S. Schwartz (2012) is based on fifty-six values that are combined into ten types of values-motives; the model by D. Jaffe & C. Scott (1998) includes forty values in six categories; the model by G. Hofstede *et al.* (2010) describes thirty-six values.

A distinctive feature of this study was to determine the basis for the emergence of conflicts and misunderstandings, which is a consequence of the conflict between Ukrainian Generations X and Y, and to develop practical recommendations for overcoming this conflict in the context of the war in Ukraine.

Materials and methods

In this study of generational values, the model of M. Rokeach (1973) was used to determine the values of Ukrainian generations X and Y, since this model is one of the principal models used to investigate values at the generational level (Smola & Sutton, 2002; Blyznyuk, 2017; Farcane *et al.*, 2019), and the validity of this model for value research was proven in (Vauclair *et al.*, 2011).

Representatives of Ukrainian generations X and Y were interviewed using a questionnaire developed based on the model by M. Rokeach (1973), where the respondents had to rank (determine the place in life in terms of importance) terminal and instrumental values from the proposed list. Then, the resulting arrays of values (terminal and instrumental) were analysed using the method of canonical correlations (Abdi *et al.*, 2018), which was chosen because it allows determining the maximum correlations between two groups: explanatory features and resulting features that accumulate the effects of influence explanatory signs. Elementary attributes are terminal values that affect instrumental values (performance attributes).

Within the framework of the study, in 2020-2021, an anonymous online survey of representatives of Ukrainian Generations X and Y was conducted using a questionnaire developed based on the model by M. Rokeach (1973) in Google Forms format. The questions were formed into three blocks: general information about the respondent (age, gender, place, place of birth and socialization, religion, profession and field of activity), a list of terminal values for alphabetical ranking, and a list of terminal values for alphabetical ranking. The survey was conducted pursuant to the code of professional ethics of the Simon Kuznets Kharkiv National University of Economics (Code of professional ethics, 2008). The respondents were teachers and students of the Simon Kuznets Kharkiv National University of Economics and Kharkiv National University of Radio Electronics. A total of 295 respondents took part in the survey, of which 144 people were representatives of Generation X and 151 people were representatives of Generation Y. Among the surveyed representatives of Generation X, 69.1% were women, 30.9% were men. Among the surveyed representatives of Generation Y, 54.5% were women, and 45.5% were men. According to the survey results, the ranked lists of terminal and instrumental values of representatives of Ukrainian Generations X and Y were analysed using the canonical correlation method.

Results and discussion

Based on the analysis of the survey of representatives of Ukrainian Generations X and Y using the canonical correlation method, the following results were obtained, which are presented in Tables 1 and 2.

Table 1. Significance of terminal values based on the results of determining canonical variables

Terminal value	Generation			
	X		Y	
	coefficient	location	coefficient	location*
Active (interesting) and busy life	6.0591	1	0.0062	8
Inner harmony	5.7449	3	0.2024	5
Life wisdom	5.4689	7	-0.1046	11
Health	3.9657	18	0.4055	1
Interesting work	5.4038	9	-0.0787	10
Love	4.6845	16	0.2143	4
Financially secure and comfortable life	5.0578	4	0.0791	6
True friendship	5.5608	5	0.3765	2

Table 2, Continued

Terminal value	Generation			
	X		Y	
	coefficient	location	coefficient	location*
Productive life	4.7072	15	-0.3471	16
Development	4.9443	12	0.0708	7
Freedom	6.0417	2	-0.1124	12
Pursuit of beauty	5.4126	8	-0.4435	18
Happy family life	4.8880	13	0.0619	9
Happiness of others	4.0937	17	0.3026	3
Creativity	4.9543	11	-0.2914	15
Pleasure	5.3673	10	-0.2520	14

Notes: * the place of anti-values is determined in reverse order

Source: the result of the authors' own research

Table 2. Significance of instrumental values based on the results of determining canonical variables

Instrumental value	Generation			
	X		Y	
	coefficient	location*	coefficient	location*
Neatness (tidiness)	-7.2768	16	0.3349	6
High demands	-6.9749	14	0.1114	12
Good manners and politeness	-6.9057	13	0.3981	4
Vivacity	-6.8917	10	0.6260	2
Intelligence and education	-5.5163	1	0.1438	11
Diligence	-6.9003	12	0.1074	13
Independence	-6.6782	9	0.0980	14
Intransigence to shortcomings in oneself and others	-6.0277	3	0.0264	15
Responsibility	-5.6886	2	0.4601	3
Rationalism	-7.3264	17	0.1601	10
Self-control	-6.4952	7	0.2380	8
Courage in defending own opinions and views	-6.6580	8	-0.0169	17
Strong will	-6.2503	6	0.3236	7
Tolerance	-6.0978	4	0.1817	9
Honesty	-6.1965	5	0.8431	1
Open-mindedness	-7.1959	15	0.0010	16
Efficiency in business	-6.9001	11	0.3518	5
Compassion	-8.3796	18	-0.0708	18

Notes: * the place of anti-values is determined in reverse order

Source: the result of the authors' own research

Tables 1 and 2 indicate the coefficients of linear combinations of new canonical quantities, which are determined on the terms of the maximum (highest) correlation between these combinations, which has a confidence of 95.0%.

According to the values of the obtained coefficients presented in Table 1, it can be determined that in the Ukrainian Generation X, all terminal values are positive for the generation's perception of their social significance for this

generation and the consequences of their implementation. For the Ukrainian Generation Y, such terminal values as life wisdom, interesting work, public recognition, knowledge, creativity, and pleasure are anti-values (negative values) for this generation. Since anti-values are patterns of unacceptable behaviour, their significance in general in the life of this generation should be determined in reverse order. Because they belong to the values that the representatives of

the generation consider unimportant, or those that should be avoided altogether, and therefore have the least importance in the life of this generation (the highest places).

In addition, Tables 1 and 2 determine the significance of each of the values in the life of Ukrainian Generations X and Y according to the place of this value in the life of the generation under study, which is determined and based on the coefficients of linear combinations of new canonical values (a set of ranked terminal and instrumental values of representatives of these generations).

According to the values of the obtained coefficients presented in Table 2, it can be determined that in the Ukrainian

Generation X, all instrumental values are perceived as anti-values in relation to their social significance for this generation and the consequences of their implementation. It is also determined that in the Ukrainian Generation Y, such instrumental values as courage in defending own opinions, views, and compassion for this generation are anti-values.

Thus, the dominant values of Ukrainian Generations X and Y, i.e., the values that are key in the lives of these generations (places 1 to 6), which were revealed as a result of the analysis of the values of representatives of these generations using the method of canonical correlations, are presented in Table 3.

Table 3. Dominant values of Ukrainian Generations X and Y

Location	Generation X	Generation Y
Terminal values		
1	Active (interesting) and busy life	Health
2	Freedom	True friendship
3	Inner harmony	Happiness of others
4	Financially secure and comfortable life	Love
5	True friendship	Inner harmony
6	Public recognition	Financially secure and comfortable life
Instrumental values		
1	Intelligence and education	Honesty
2	Responsibility	Vivacity
3	Intransigence to shortcomings in oneself and others	Responsibility
4	Tolerance	Good manners and politeness
5	Honesty	Efficiency in business
6	Strong will	Neatness (tidiness)

Source: the result of the authors' own research

As a result of a study of the dominant values of the most economically active modern generations of Ukrainians, Generation X and Generation Y, it was determined that the conflict between Generation X and Generation Y really exists, since only 50% of the dominant terminal values coincide, which is related to pertinence to one national culture – the Ukrainian culture.

Therewith, among the dominant terminal values of Generation Y, which do not coincide with the dominant terminal values of Generation X, one value is post-materialistic (happiness of others), and the other two terminal values are materialistic (health and love). In Generation X, on the contrary, the two dominant terminal values that do not coincide with the dominant terminal values of Generation Y are post-materialistic (freedom and social recognition), and one terminal value is materialistic (active and busy life). In Generation X, all terminal values are positive for the generation's perception of their social significance and the consequences of their implementation, and in Generation Y, such terminal values as life wisdom, interesting work, public recognition, knowledge, creativity, and pleasure are anti-values (negative values) for this generation, i.e., they belong to values that are considered unimportant, or should be avoided altogether. Generation X prefers post-materialistic values among terminal values, while Generation Y is more focused on achieving materialistic values related to well-being, physical and psychological security.

Among the dominant instrumental values of Generations X and Y, only 33% coincide, which indicates that these generations form entirely different paths to achieve their life goals. Therewith, among the dominant instrumental values of Generation Y, which do not coincide with the dominant instrumental values of Generation X, the four instrumental values are materialistic (vivacity, good manners and politeness, efficiency in business and neatness (tidiness)). Whereas in Generation X, among the dominant instrumental values that do not coincide with the dominant instrumental values of Generation Y, there is one post-materialistic value (tolerance).

The results of this study in the form of a list of dominant terminal and instrumental values of Ukrainian Generations X and Y allow providing the following practical recommendations for overcoming the conflict between these generations:

1) It is necessary to clearly distinguish between representatives of each of the analysed generations and, accordingly, use different methods of motivation for each of these generations. Thus, for the Ukrainian Generation X, non-material motivation will be the most effective, and for Generation Y – material motivation.

2) To increase the effectiveness of interaction between representatives of these generations in one team, it is necessary to clearly distribute the roles of each of its members, factoring in both the individual characteristics of a person

and pertinence to the corresponding generation. Thus, it is necessary to consider that Generation X is a generation of entrepreneurs, and this can be used as an advantage of this generation, since this generation is always focused on results. While Generation Y is a generation that has prominent digital skills, which is also an advantage of this generation.

The results of studies of the values of representatives of generations X and Y in countries such as Singapore and Sri Lanka (Rafiki & Hartijasti, 2021; Helmi *et al.*, 2021; Weerathne *et al.*, 2022) also indicate a considerable preference in the structure of values of Generation X for immaterial values, and Generation Y – for material values. The study by M. Rafiki & Y. Hartijasti (2021) found that Indonesian Generation Y members, when ranking the values associated with their work, prefer external (material) values that focus on the results of their work in the form of material rewards, income, learning opportunities, and career growth. Whereas representatives of the Indonesian Generation X, on the contrary, choose internal values (immaterial), which are associated with intangible rewards and are manifested through a considerable interest in work and the search for opportunities to show a creative approach when performing work. A. Helmi *et al.* (2021) determined that immaterial values such as achievement, self-respect, family values, and social interaction are key for Indonesian Generation X, while material values such as pleasure, entertainment, friendship, and appreciation of others are dominant for Indonesian Generation Y. R.S. Weerathne *et al.* (2022) found that Generation Y in Sri Lanka demonstrates the dominance of material values (success, career growth, and purposefulness), while Generation X – immaterial values (family relations, creative fulfilment, and relationships with others).

The results of studies of the values of representatives of Generations X and Y in the countries of Western Europe (Lauterbach & De Vries, 2020), the USA (Egri & Ralston, 2004; Zhang & Wiebe, 2022), the UAE (Al-Marri *et al.*, 2018), on the contrary indicate that in these countries, Generation Y is considered to be the bearer of post-materialistic values, while Generation X – of materialistic values. Thus, F. Lauterbach & S.E. De Vries (2020) determined that the younger generation of Europeans are interested in social interaction and self-fulfilment, which indicates the dominance of immaterial values among the life goals of Generation Y in Western Europe. Y.B. Zhang & W.T. Wiebe (2022) note that the basis of the conflict between representatives of Generations X and Y in the United States is precisely the persistent dominance of material priorities in the life of Generation X in comparison with the more social position (non-material priorities) of Generation Y. Egri & D. Ralston (2004) notes that members of Generation X in the United States pay considerable attention to financial independence and financial stability. M. Al-Marri *et al.* (2018) note that for the younger generation of employees of companies (Generation Y) located in the UAE, values such as social interaction, stability, and freedom are vital, while older employees (Generation X) prefer material values.

Such a difference in the values of the representatives of the Ukrainian and Asian generations X and Y in comparison with the representatives of the same generations in the countries of Western Europe, the USA, and the UAE is connected

with the fact that the conditions in which these generations grew up in Western Europe, the USA, and the UAE significantly differ from Ukraine, Sri Lanka, and Singapore. Thus, the Ukrainian Generation X was formed as individuals in the context of the collapse of the USSR, which opened new opportunities. Whereas Generation Y grew up in Ukraine in an aggressive and dangerous external environment, which formed this generation's need for materialistic values related to well-being, physical and psychological security, and now the influence of war on the formation of the Ukrainian Generation Y is even stronger.

Conclusions

It was found that one of the sources of conflict among Ukrainians in recent times, and a considerable factor that affects the overall emotional state, apart from the adverse impact of the war, is precisely the change of generations, which is the result of the transition of the baby boomer generation to retirement age and the increasing activation of the adult Generation Y. Therefore, it is necessary to consider these differences between representatives of Generation X and Generation Y when choosing tools for motivating these generations.

It is proved that during interaction between representatives of Ukrainian Generations X and Y, conflicts and misunderstandings can escalate, which is a consequence of the conflict of Ukrainian Generations X and Y. Therewith, Generation X is in the period of maturity, while Generation Y completes the process of socialization. Therefore, the war in Ukraine has become exactly the key factor that has the greatest impact on Generation Y and its worldview.

It was found that Ukrainian Generations X and Y have different dominant terminal values, only 50% of the dominant terminal values coincide, which is explained by the influence of Ukrainian national culture. In general, the structure of terminal values of Generation X is characterized by a positive perception of values regarding their social significance and the consequences of their implementation, while Generation Y has negative values, i.e. is, those that are considered unimportant, or those that should be avoided altogether.

It was found that Ukrainian Generations X and Y have different dominant instrumental values, where only 33% of these values coincide. Generation X perceives all instrumental values as anti-values, while Generation Y recognizes only such instrumental values as courage in defending own opinion, views, and sensitivity as anti-values.

Practical proposals for overcoming the conflict between Generations X and Y were proposed, which relate to the specifics of the motivation of these generations and the competitive advantages of each of these generations.

Areas of further research can be the development of practical recommendations for personnel management of a Ukrainian company, where employees are representatives of Generations X and Y, considering the value structure of each of these generations.

Acknowledgements

None.

Conflict of interest

None.

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Конфлікт українських поколінь X та Y: шляхи його подолання в умовах війни в Україні

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Анотація. В умовах війни гостро відчувається проблема підтримання комфортного психологічного клімату в професійних колективах і суспільстві загалом, адже Україні перебувають в пригніченому психологічному стані. Також загострюються конфлікти серед людей різного віку, оскільки відбувається поступова заміна представників покоління бебі-бумерів на покоління Y, а тому більшість українських компаній – це колективи представників саме поколінь X та Y. Мета цього дослідження – знайти шляхи подолання проблеми конфлікту різних поколінь. Серед ключових наукових методів роботи модель М. Рокіча, яку використано для ранжування термінальних та інструментальних цінностей представників українських поколінь X та Y, і метод канонічних кореляцій, застосований для порівняльного аналізу структури цінностей проаналізованих поколінь. Основні результати дослідження свідчать, що загострення взаємин та виникнення непорозуміннь серед українців – наслідок не лише впливу війни, а й конфлікту найбільш економічно активних поколінь – X та Y. Цей конфлікт спричинено відмінностями в сприйнятті життя (тобто в цінностях), великій різниці в соціально-політичних умовах формування та приналежності до різних архетипів поколінь за класифікацією Н. Хоува та В. Штрауса. Українське покоління X – рецесивне покоління «кочівників», а покоління Y – домінантне покоління «героїв». Результати порівняльного аналізу домінантних термінальних та інструментальних цінностей цих поколінь показали, що 50 % домінантних цінностей – спільні термінальні і лише 33 % – спільні інструментальні. Визначено, що українське покоління X має більше постматеріалістичних цінностей, а покоління Y надає перевагу матеріалістичним цінностям, що стало наслідком соціально-політичних подій в Україні, під впливом яких формувалися ці покоління. Практичне значення отриманих результатів полягає в тому, що запропоновані рекомендації щодо подолання конфлікту українських поколінь X та Y шляхом врахування найбільш важливих для кожного із цих поколінь цінностей допоможуть лише подолати конфлікт поколінь, а й підвищити ефективність їхньої взаємодії

Ключові слова: генерація Міленіум; невідома генерація; рівень культури генерації; термінальні цінності; інструментальні цінності