

City University of Hong Kong
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Age-related Differences at Work in China:
Are there Generational or Career Stage
Differences?

在工作中年齡因素引起的差別：
那是因為世代或工作階段的不同呢？

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Abstract

The research study tests the relationship between the dependent variable organizational commitment and three independent age-related variables, namely, generations, career stages by age, and career stages by organizational tenure. Work values, which are supposed formed in the early life stage of a worker and carried to the work environment, are taken as a moderating variable.

The generational groups are correlated with the work value. The earlier the generation group is, the higher their work value is. The career stage by age is correlated to the work value. The workers in the trial stage see the lowest work value, which goes to the top in the establishment stage. It then goes down a little bit in the maintenance stage. establishment stage. The career stage by organization tenure is correlated to the work value. The higher the career stage by organizational tenure is, the higher their work value is. Work value is statistically positively correlated with all three forms of organizational commitment. Work value is a partial moderator only.

Generational groups have no relationship with all three forms of organizational commitment, namely, affective, normative, and continuance commitment. Career stages by age have no relationship with all three forms of organizational commitment, namely, affective, normative, and continuance commitment. Career stage by organization tenure is significantly correlated with affective and continuance commitment.

The study covered the three first-tier Chinese cities, namely, Guangzhou, Shanghai, and Beijing. An online self-administered questionnaire survey method was employed to collect data. Target respondents were aged from 23 to 55 were randomly selected from the online panel. The gender split was 50% male and 50% female. A total sample size of 1,516 is achieved and evenly distributed amongst the three cities. The fieldwork period was from May 13 to 31, 2016.