



**WYDZIAŁ
ZARZĄDZANIA**
Uniwersytet Łódzki

Łódź, 30.08.2022 r.

**Review of the doctoral dissertation
of Afsaneh Yousefpour MSc.**

**Generational Differences in Human and
Work Values in Iran and Poland
”**

written under the supervision of

prof. dr hab. Grażyna Wieczorkowska-Wierzbińska
University of Warsaw, Faculty of Management
Department of Managerial Psychology
and Sociology

prof. dr Alireza Khorakian
Ferdowsi University of Mashhad, Faculty of Economics and Administrative Sciences

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Wydział Zarządzania UŁ
Katedra Zarządzania Zasobami Ludzkimi

ul. Matejki 22/26, 90-237 Łódź

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1. Basis and objectives of the review

This opinion is based on a letter from Prof. Dr. Grzegorz Karasiewicz, Chairman of the Scientific Council of the Discipline of Management Science and Quality at the University of Warsaw, dated 11.07.2022, informing that the Council of the Discipline of Management Science and Quality at the University of Warsaw appointed me as a reviewer of the dissertation of Afsaneh Yousefpour, M.Sc. "Generational Differences in Human and Work Values in Iran and Poland".

The purpose of the review is to determine whether the doctoral dissertation meets the statutory conditions and justifies the admission of Afsaneh Yousefpour, M.Sc. to the public defense - legal basis: the Law of March 14, 2003, item 65. as amended; the Regulation of September 16, 2016 on the detailed procedure and conditions for conducting activities in the doctoral dissertation, in habilitation proceedings and in proceedings for the conferment of the title of professor' Article 179, paragraph 1 of the Law of July 3, 2018. - Introductory Provisions of the Law - Law on Higher Education and Science (Journal of Laws of 2018, item 1669, as amended); § 5(1) of the resolution of the Senate of the University of Warsaw dated October 16, 2019 on determining the procedure for conferring the degree of doctor and doctor habilitated at the University of Warsaw (Monitor UW item 340); resolution of the Scientific Council of the Discipline of Management Science and Quality dated December 22, 2021. (podstawa prawna: ustawa z dn. 14 marca 2003 r. poz. 65. z późn. zm.; Rozporządzenie z dn. 16. września 2016r. w sprawie szczegółowego trybu i warunków przeprowadzania czynności w przewodzie doktorskim, w postępowaniu habilitacyjnym oraz w postępowaniu o nadanie tytułu profesora' art. 179 ust. 1 ustawy z dnia 3 lipca 2018 r. – Przepisy wprowadzające ustawę - Prawo o szkolnictwie wyższym i nauce (Dz. U. z 2018 r. poz. 1669 z późn. zm.); § 5 ust. 1 uchwały Senatu Uniwersytetu Warszawskiego z dn. 16 października 2019 r. w sprawie określenia sposobu postępowania w sprawie nadania stopnia doktora oraz doktora habilitowanego na Uniwersytecie Warszawskim (Monitor UW poz. 340); uchwała Rady Naukowej Dyscypliny Nauki o Zarządzaniu i Jakości z dn. 22. 12. 2021 r).

2. Subject of the review

The subject of this review is the doctoral dissertation of Afsaneh Yousefpour. Generational Differences in Human and Work Values in Iran and Poland written under the supervision of

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Professor Grażyna Wieczorkowska-Wierzińska, University of Warsaw, Faculty of Management, Department of Managerial Psychology and Sociology and Professor Alireza Khorakian, Ferdowsi University of Mashhad, Faculty of Economics and Administrative Sciences.

The dissertation is 241 pages long and includes: title page (unnumbered), statements (pp. 2-3), abstract in English 2 pages (pp. 4-5) abstract in Polish - 2 pages (pp. 6-7) table of contents - 4 pages (pp. 8-11), introduction - 3 pages (pp. 12-14), gap - 5 pages (pp. 15-19) main part - 170 pages (pp. 20-189), three appendices - 25 pages (pp. 190-214), bibliography - 23 pages (pp. 215-237), list of figures - 2 pages (pp. 238-239), list of tables - 2 pages (pp. 240-241). The appendix includes: Annex 1. More on Human and Work Values, 11 pages (pp. 190-200); Annex 2. More on Generations, 6 pages (pp. 201-206); Annex 3. More on Research Method, 8 pages (pp.207-214). The bibliography contains 253 items. There are 41 items in the index of figures and 36 items in the index of tables. The main part of the work consists of six chapters, which are: the first - 17 pages (pp. 20-36), the second - 38 pages (pp. 37-74), the third - 25 pages (pp. 75-99), the fourth - 16 pages (pp. 100-115), the fifth - 59 pages (pp. 116-174), the sixth - 15 pages (pp. 175-189).

3. Research problem, aim and hypotheses

The problems of the dissertation relate to generational differences in the values of Iranians and Poles. The author identified a research gap: "As evidenced by the literature review (see Chapter 3), some studies have examined the impact of generational diversity on human or work values. Furthermore, numerous studies compare Poland [PL] to other countries, including Israel, Germany, Italy, Finland, New Zealand, Turkey, Switzerland, Portugal, Russia, the United States of America, Russia, Austria, Slovenia, and Bulgaria. Based on the literature review, Iran [IRN] was also subjected to several studies investigating work values, identifying generational differences in the workplace, culture-specific values in three generations in IRN, identifying values hierarchies among indigenous women entrepreneurs in agriculture in IRN, the impact of generational differences in job engagement and organizational behaviors, comparing value priorities in IRN and college students from the USA and Australian and Iranian values. However, IRN and PL were not previously subjected to a comparative study in research papers" (p. 15).

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The main objective of this empirical doctoral dissertation is to expand HRM knowledge of generational differences in Poland and Iran to facilitate the formation of multigenerational Polish-Iranian teams. The specific objective is to accomplish the following five research tasks (p.16).

Ms. Afsaneh Yousefpour formulated three hypotheses. “H1 predicted that there would be no country differences and that there would be a strong generational effect, and according to the findings, compared to the older generation (BB and X), the younger generation (Y and Z) is more prosocial oriented, besides, PL has a stronger generational effect than IRN” (p. 116). “H2 predicted stronger work orientation in IRN than in PL (main effect of the country) and generational effect (main effect of generation). According to the results, compared to the older generation (BB and X), the younger generation (Y and Z) is less work-oriented, and the generational effect is stronger in PL than in IRN (interactional effect of country and generation)” – p. 123. “H3 consists of four hypotheses regarding cohort, age, and period effect in postmaterialist value acceptance: H3a: The degree of PMV acceptance depends on the country (PL vs. IRN); H3b: The degree of PMV acceptance depends on the research time (2005 vs. 2020); H3c: The degree of PMV acceptance depends on the generation (BB vs. X vs. Y); H3d: The degree of PMV acceptance depends on the biological age of the respondents” (p. 128).

In my opinion, Ms. Afsaneh Yousefpour explained why she chose the research problem. She identified the research gap and correctly formulated the objectives of the dissertation and the hypotheses. The literature was also correctly selected.

4. Research methods

The research assumptions and the methods for conducting the research are presented correctly.

“According to the methodological paradigm described by WiW in Chapter 4, triangulation of data, three hypotheses were tested on three distinct data sets.

- ✓ Hypothesis#1, regarding generational differences in collectivist prosocial and individualistic prosocial human values, was tested using three data sets: the World Value

Survey 2005, the European Social Survey 2018, and the Iranian convenience sample 2020.

- ✓ Hypothesis#2 regarding generational differences in work importance value was tested using the World Value Survey 2020.
- ✓ Hypothesis#3 consists of four hypotheses regarding cohort, age, and period effect in postmaterialist value acceptance were tested using the World Value Survey 2005 and 2020" (p.116).

The data sets included:

- ✓ Dataset A: World Value Survey 2005- PL and IRN (N= 3585)
- ✓ Dataset B: World Value Survey 2020- PL and IRN (N=4356)
- ✓ Dataset C: European Social Survey 2018- PL (N= 1500)
- ✓ Dataset D: Own research conducted in IRN 2020 (238 respondents answered survey questions, 52% of them (N = 125) participated in the interview) – p.108.

'Qualitative research aimed to confront these findings with the freely expressed opinions of a representative sample of Iranian parents and adult children. One hundred twenty-five in-depth interviews were conducted with 57 Iranian families [44 men, 81 women, 50 parents and 75 adult children]. The respondents determined the interview duration, but it was not to exceed one hour' (p. 131).

Ms. Afsaneh Yousefpour presented the limitations of the research methodology and directions for further research (Chapter 6).

I have no objection to the description of the methodological assumptions of the research and how it was conducted. Ms. Afsaneh Yousefpour knows how to research what she is interested in. A little more could have been written about the methods of data analysis.

5. Structure and formal aspects of the dissertation

The dissertation is 241 pages long. The main part of the work consists of six chapters, which are: the first - 17 pages (pp. 20-36), the second - 38 pages (pp. 37-74), the third - 25 pages (pp.

75-99), the fourth - 16 pages (pp. 100-115), the fifth - 59 pages (pp. 116-174), the sixth - 15 pages (pp. 175-189).

At the beginning, the author justified the reasons for taking up the topic, pointed out the research gap, presented the purpose of the dissertation, described synthetically how the research was carried out, and characterized the structure of the dissertation. Chapter 1 presents a comparison of Poland and Iran in terms of selected sociodemographic and economic aspects. Chapter 2 describes the results for a search of international studies involving Poland and Iran. These two chapters provide the background for further consideration. Chapter 3 contains the results of a literature review of generational differences on selected values: individualism vs. collectivism, the pro-social importance of work and post-materialism. The final section of the chapter formulates three main hypotheses. Chapter 4 presents the assumptions and methods of the research (WiW methodological paradigm, description of the research, operationalization of variables). Chapter 5 contains the results of the analysis of quantitative and qualitative data. According to the WiW methodological paradigm, three main hypotheses were tested using a different type of triangulation. Chapter 6 contains discussions of results from all studies, limitations, directions for further research, and recommendations for HRM. The last part of the dissertation contains supplementary materials (Annex 1, Annex 2, Annex 3).

In summary, the order of the content is appropriate and meets the requirements of doctoral theses. The dissertation and its individual sections have been given appropriate titles to the content. The dissertation contains numerous graphic forms, illustrating, summarizing, or clarifying verbal descriptions. The references have been edited correctly.

In my opinion, the table of contents is too detailed. It is a logical error to list only one point (this is the case in Chapter 5, in Section 5.3 there is only one subsection 5.3.1. The division applies to at least two parts (two sections of the text). Such a rule applies at each level for multilevel lists.

On page 131 should be "quantitative" not "qualitative": "The qualitative section revealed that the younger generation is more proself-oriented (e.g., hedonistic) and less prosocial oriented (e.g., less conformity and tradition) than the older generation. Additionally, the younger

generation is more achievement-oriented but dislikes excessive effort. Qualitative research aimed to confront these findings with the freely expressed opinions of a representative sample of Iranian parents and adult children”.

6. Comments

I read Ms. Afsaneh Yousefpour's dissertation with pleasure. The problems of the dissertation are interesting and important. The author has correctly justified the choice of the dissertation topic. She has reviewed the literature and, on this she has formulated the research gap and hypotheses. The purpose of the dissertation is not objectionable. The author referred to studies of other Polish and foreign authors. She presented the results of the study correctly.

The dissertation shows that there has been a generational shift toward people's individualistic values, which was replicated on three sets of data. The qualitative study confirms the quantitative relationships; older Iranians are more collectivist pro-social (especially conformity and tradition) than younger generations, who are more individualistic.

Generational differences in attitudes toward work were shown to be much weaker. Analyses of acceptance of postmaterialist values showed a strong period effect, but neither an age effect nor a generational (birth cohort) effect.

I agree with the author that: „It seems extremely important to reap the benefits of multiculturalism and multigenerationalism and to make the most of the advantages and strengths of each generation and culture. It is also important to keep in mind that the concept of generation is very fuzzy/fluid, and it is likely that a person theoretically due to the year of birth belonging to a particular generation combines the characteristics and values of other generations” (p. 188).

I also agree with the author that the dissertation contributes to the existing literature in three ways:

- ✓ a generational shift toward individualistic values in Poland and Iran was demonstrated;

- ✓ intergenerational differences were shown in data from a large international survey of world values and were replicated in a study that controlled for socialization environment.
- ✓ a new type of structured interview was used, in which respondents faced a situational dilemma posed by the interviewer as the basis for their free statements.

I am positive about the recommendations for HRM.

However, I have some questions:

- ✓ on page 180 it says: "From practitioners' point of view, it does not matter where the differences between old and young employees come from because the most important thing is whether they have to design for employees of different ages, different motivators, and work conditions". Please explain why you think so? In my opinion, for designing solutions in HRM, it is important to know where the differences between people come from.
- ✓ on page 182 it says: "The next limitation was not considering subgroups in generations, e.g., described in the literature for generation Y". Why are these subgroups not taken into account?
- ✓ What is determined by the shift toward individualistic values?
- ✓ Is there anything that surprised you while conducting the research or analyzing the results? If so, what and why?
- ✓ How do you evaluate (based on your own experience) working in a Polish - Iranian environment and between people of different ages (Poles vs. Iranians)?

7. Conclusion

The overall assessment of the dissertation (the content, the research problem and the way it was solved, references, the formal aspects) is positive. The dissertation

- ✓ Proves that the doctoral student has a general theoretical knowledge in the field of management, is able to do a literature review, justify the issue undertaken, formulate the research gap, objectives, hypotheses, limitations of the research methodology, and directions for further research

- ✓ is the result of methodological activities
- ✓ allows inferring the ability to conduct scientific work independently.
- ✓ represents an original solution to a scientific problem.
- ✓ can be the basis of a scientific article.

In my opinion, the dissertation, written under the guidance of Professor Grażyna Wieczorkowska-Wierzińska, University of Warsaw, Faculty of Management, Department of Managerial Psychology and Sociology and Professor Alireza Khorakian, Ferdowsi University of Mashhad, Faculty of Economics and Administrative Sciences, fulfills the statutory conditions and justifies the admission of Ms. mgr Afsaneh Yousefpour to the public defense (basis: the Regulation on the detailed procedure and conditions for conducting activities in the doctoral dissertation, in habilitation proceedings and in proceedings for the conferment of the title of professor (Journal of Laws of 2018, item 261, as amended). In view of the above, I request that the dissertation be admitted to public defense.


Joanna Cewińska