

Managing A Multigenerational Workforce: HR Strategies For Employees Across Different Generational Cohorts In The Retail Sector of West Bengal



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Abstract

Generational differences are a well-known topic and there has been a rise in attention on them every time a new cohort is coming of age. There has been a rise in this trend with Generation Z making an entry into the workforce. Different values are usually responsible for stress in a diverse workforce in organizations. Previous research on generations has gained a lot of critics and reported mixed results. This study conducts generational research to differentiate between HR strategies to keep Generation X, Generation Y and Generation Z workforce together and find differences in values in generation gaps. The study examines values of members of different generation cohorts. Human Resource Management (HRM) is aimed mainly to retain and attract employees who are valuable to the organizations. A lot of HRM systems have been used and are constantly updating. Main motivations for older generations were opportunities for pay with hard work and promise to give pension after retirement. This study focuses on the workforce which includes Generation X, Generation Y (the millennials) and Generation Z. This study is based on exploratory research design which includes an online survey through Google Scholar. For collecting primary data, a self-structured questionnaire is prepared with questions related to HR strategies for all three generation cohorts based on 5-point Likert scale. This study is aimed to explore the relationship between work values of Generation X, Generation Y, and Generation Z in the workplace. This study was conducted in the retail sector in West Bengal.

Keywords: *Multigenerational Workforce; Human Resource Management; Generation X; Generation Y; Generation Z; Work Values; HR Strategies; Employee Engagement; Workplace Diversity; Retail Sector; West Bengal*

Introduction

The term “generation” has been adopted to define groups of people born during the same period with similar experiences which redefined their lives and values. There are five different generations identified by researchers – “Silent Generation or Greatest Generation (Traditionalist) who were born from 1900 to 1945, Baby Boomers who were born between 1946 and 1964, Generation X who were born between 1965 and 1979, Generation Y (Millennials) who were born between 1980 and 1994, and Generation Z who were born in 1995 or later. Each generation replaces the previous generation over time with its unique characteristics and values (Bennets & Rademacher, 1997; Lyons & Kuron, 2014; Costanza et al., 2023).

Generation X is the generational group who grew up during the time of economic uncertainty and many of them had parents who lost their jobs. They used to be the first generation who earned less than their parents (Tolbize, 2008). Generation X is observed to be less competitive, tolerant to diversity, global thinking, and more constructive. They observed family-work balance to be more important and they work to live. They aim to improve their career and switch employers to improve their opportunities to fulfil their needs (Berkup, 2014; Twenge, 2010).

Generation X employees are open to change. They perceive their workplace as a place where they can grow and learn (Lub et al., 2022).

For making their workplace fun, pleasant and free environment is needed with flexible hours. They will find a working environment to be suitable and they will create one on their own (Berk, 2013; Miller and Washington, 2013). Unlike older generations who associate working several hours to success, Generation X employees prefer to save time and work wisely for themselves. To motivate generation X employees, a good way would be to explain the expectations and details of a job and leaving them alone to achieve this (Berkup, 2014). Generation Y had witnessed several major events like 9/11, the Great Recession, the fall of the Soviet Union, and so on. They were probably the last generation who enjoyed their childhood without smartphones and digital technology. They are known to be highly capable of adapting and open to or even expect to change. They also consider workplace as a place to learn and grow like Generation X. They love to have a mentor by their side. They expect feedback from their superiors and perform individually and be supported by coaching (Adiguzel et al., 2014; Hershatter & Epstein, 2010). They love to work in a place which enables time for work and family

balance, engage in operational processes, and create something sensible. Both Generation X and Generation Y prefer an easy-going environment geared for their autonomy and growth in achieving tasks (Stewart et al., 2017).

Unlike Generation X and Generation Y, Generation Z is born with technology. They are blessed with addiction to technology, speed, freedom, and individual identity. They have grown up with Facebook, YouTube, and other social media platforms. Their lives are highly affected by social media. They are making an entry into workforce. They are expected to be similar to Generation Y. Technology is going to be an important part of their lives. Generation Z is hypothesized to have the highest synchronization of motor skills and they are supposed to be good at multitasking, prefer a personalized workplace, and be creative (Berkup, 2014; Schroth, 2019). Though they may not be managed successfully by older strategies, organizations which can adapt to these needs to make the most of their knowledge of technology, it is possible to achieve personal growth with the company while forming its values (Berkup, 2014; Francis & Hoefel, 2018).

Review of Literature

Saxena (2024) explored mentoring as a strategy to develop the talent of young and emerging workforce which majorly consists of Generation Y and Generation Z. Firms have to adapt to modern Talent Management to gain a competitive position to foster a passion for work among new talents. Modern mentoring ways like "Reverse Mentoring, Group Mentoring, Distance Mentoring or Anonymous Mentoring, Flash Mentoring or Speed Mentoring, Peer Mentoring" enable employers to be active to foster better relationships and manage talents at the workplace. As workplace norms are redefined by Generation Y and Generation Z, it is vital for HR practitioners to explore new ways to align the whole HR function with the needs of tech-savvy generations and ensure that they can perform well (Chillakuri, 2020; Costanza et al., 2023). The study focuses on different Mentoring approaches, which can be used by managers to transform traditional methods to Talent Development.

The rise of Generation Z in the workforce marks a drastic shift in how organizations communicate, function and solve problems. Racolța-Paina & Irini (2021) identified the preparedness of organizations to face challenges and changes brought by Generation Z to the workplace and analyze how experts deal with Generation Z in the workplace. Research relies on a qualitative method, such as interviews, applied to four HR professionals from Romania. Participants work in organizations with total employees from 50 to 700, while Generation Z includes 11% to 58% of the population. The study indicates that organizations are prepared to face

challenges and changes brought by Generation Z to the workplace as per the HR professionals interviewed. Efficient change management brought by Generation Z is closely associated with the level of openness and knowledge that both HR experts and managers detain on the new generation (Schroth, 2019). To motivate, attract, and retain youth, values, abilities, and perspectives of Generation Z must be transformed and harnessed into opportunities.

As the workplace keeps on evolving, Generation Z is the new generational cohort, also known as iGen, is starting to enter the workplace. Meanwhile, millennials will be challenged and growing in their careers when it comes to manage such incoming employees. Gabrielova & Buchko (2021) provided a contextual insight to illuminate and identify some of the specific work-based characteristics of these generations in the workplace to improve knowledge of intergenerational conflict among these cohorts and develop leadership strategies which can be used to improve employee productivity and morale. This study has analyzed supervisor and Generation Z relation as per "generational cohort theory, leader-member exchange (LMX) theory, and the work values framework" (Lyons & Kuron, 2014; Costanza et al., 2023).

Pandita (2022) focused on arriving Generation Z and how a company can target this cohort in its employer branding with innovation. This study improves readers' knowledge on how Generation Z is different from their unique choices and previous generations. The study aims to enable readers and probe them to understand innovative practices in branding and tools that can be used under this canopy to attract and influence the rising population of Generation Z in the job market. They took 21 detailed semi-structured interviews from HR heads from various organizations, consultants, mid-managers and HR experts in India. Each interview was recorded and "inductive content analysis" technique was used. Various new items and broad themes have emerged which focused on innovation in branding. With this study, it was observed that Generation Z is known to have high attributes, career aspirations, working styles, innovative mindset, and education preferences (Francis & Hoefel, 2018; Schroth, 2019). It needs flexibility to be confident and independent. They want diversity not just with gender and race, but also with orientation and identity. They are not money-minded at all. They want career growth. They want to be associated with a workplace showing community support. They are based on innovative mindset where they can move to creative modes to fulfill their goals. This study adopts exploratory research design. The hypotheses and model should be verified by gathering primary data empirically with validated tools by the relevant stakeholders in the organizations, especially the stakeholders

focusing on the domain of talent management and acquisition to add meaning and additional weight to the literature. As Generation Z is going to enter into the job market, the proposed finding would enable existing practitioners to rethink the way they develop policies to integrate and entice Generation Z in the workplace. As Generation Z is entering into the workplace, the proposed findings would enable industrial practitioners to redefine the policies to integrate and entice Generation Z into the workplace. Realizing that millennials' entry and organizations' experience into the workforce might not be prepared to win with Generation Z, the author has determined what makes Generation Z different from previous generations on approaching the workplace.

Montana and Petit (2008) determined the factors which encouraged Generation X and Generation Y and rising attributes which will impact Generation Z. To be more specific, 200 Executive MBA and recent graduates and undergraduates were surveyed at Fordham University Schools of Business" were asked to rank 6 out of 25 factors that are important for them to motivate them to do their best on the job. When it comes to compare Generation X and Generation Y, findings are too similar. Both groups ranked "Respect for me as a person and Good Pay" to be the top motivators. Though motivators are the same for both groups, Generation Y varies significantly as they ranked "Getting along well with others on the job" for self-improvement and development. It is known as "hybrid factor" to cross maintenance and motivation needs. Though this hybrid factor doesn't seem to be a significant motivator among the generation of Baby Boomers. It is observed that "Getting along well with others on the job" will be an important factor among Generation Z for different reasons, particularly their technical background (Hershatter & Epstein, 2010; Stewart et al., 2017).

The study will fill the most important research gap by focusing on Generation X, Generation Y, and Generation Z in the workforce, while the majority of studies have focused either on Generation Z or Generation X and Generation Y. This study will provide valuable insights to the evolving expectations and needs of a huge portion of modern

workforce. It will help entrepreneurs, managers, and executives to hire, manage, and retain employees of all three generation cohorts.

The present study aims to examine the relationship between the work values of employees belonging to Generation X, Generation Y, and Generation Z in the retail sector. In addition, the study seeks to identify whether significant differences exist in the HR strategies required to effectively manage and retain employees from these different generational cohorts. Based on these objectives, the study proposes that there is a significant association between the work values of employees from different generations and that meaningful differences exist in the HR strategies needed to keep Generation X, Generation Y, and Generation Z employees working together effectively within organizations.

Methods

The study is exploratory in nature after exploring the literature review and finalizing the research questions and hypotheses (Creswell & Creswell, 2018). For this purpose, we have created a structured questionnaire as per research hypotheses and objectives to gather data. The questionnaire included multiple-choice, demographic, dichotomous, and rating-related questions as per the needs of the study (Sekaran & Bougie, 2019).

Data have been collected through a convenience sampling technique from 215 employees from Generation X, Generation Y, and Generation Z (Etikan et al., 2016). The structured questionnaire consists of information related to demographics and opinions from employees based on a 5-point Likert scale which was sent through Google Docs (Likert, 1932). Finally, they used statistical analysis techniques to interpret and analyze data. SPSS software has been used for analysis of collected data (Pallant, 2020).

When it comes to data analysis, demographics information has been analyzed and interpreted with Excel Spreadsheet and hypotheses testing was performed using Chi-Square and ANOVA tests (Field, 2018; Hair et al., 2019).

Results & Discussion

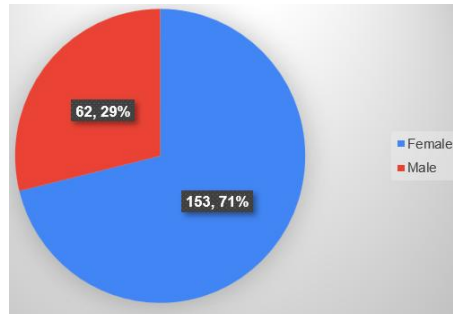
When it comes to demographic details, 153 (71%) participants are female in this study and 62 (29%) participants are male (Table 1) (Figure 1).

Table 1: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	153	71.2	71.2	71.2
Male	62	28.8	28.8	100.0
Total	215	100.0	100.0	

Source: Authors' Compilation Based on Survey Data

Figure 1: Gender



Source: Authors' Compilation Based on Survey Data

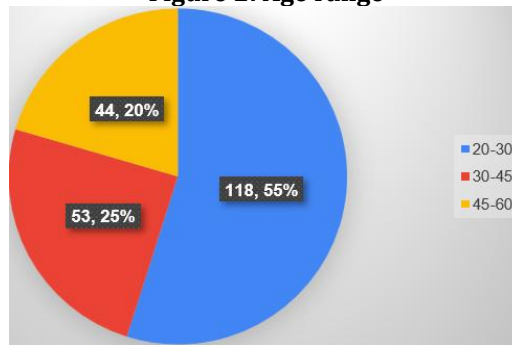
There are 118 (55%) participants who are 20 to 30 years old, 53 (25%) participants are 30 to 45 years old, 44 (21%) participants are 45 to 60 years old (Table 2) (Figure 2).

Table 2: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30	118	54.9	54.9	54.9
30-45	53	24.7	24.7	79.5
45-60	44	20.5	20.5	100.0
Total	215	100.0	100.0	

Source: Authors' Compilation Based on Survey Data

Figure 2: Age range



Source: Authors' Compilation Based on Survey Data

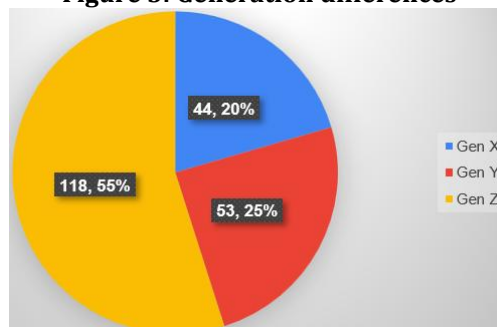
When it comes to generational cohorts, the majority of participants (55%) are Gen Z, 53 (25%) are Gen Y and 44 (21%) participants are Gen X employees (Table 3) (Figure 3).

Table 3: Generation differences

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Gen X	44	20.5	20.5	20.5
Gen Y	53	24.7	24.7	45.1
Gen Z	118	54.9	54.9	100.0
Total	215	100.0	100.0	

Source: Authors' Compilation Based on Survey Data

Figure 3: Generation differences



Source: Authors' Compilation Based on Survey Data

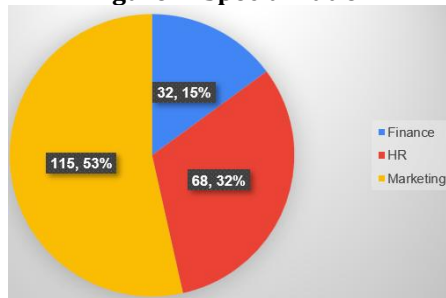
When it comes to specialization, 115 (54%) participants are specialized in marketing, 68 (32%) participants are engaged in HR department, and 32 (15%) participants are specialized in finance (Table 4) (Figure 4).

Table 4: Specialization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Finance	32	14.9	14.9	14.9
HR	68	31.6	31.6	46.5
Marketing	115	53.5	53.5	100.0
Total	215	100.0	100.0	

Source: Authors' Compilation Based on Survey Data

Figure 4: Specialization



Source: Authors' Compilation Based on Survey Data

Work Values of Employees

A Chi-square test is conducted to determine the relationship between three categorical variables (Generation X, Generation Y and Generation Z) to find out if they have any association between them or they are independent. It is mostly done to check if there is a significant difference in observed frequencies and expected frequencies. It is conducted to test hypotheses on the independence

of variables. Here, the p-value determines the association as whether it is statistically significant and X^2 value determines the chi-square value (Table 5). The proposed hypothesis for the test is mentioned below –

- H_1 – There is a significant association between work values of employees from different generations
- H_{01} – There is no association between work values of employees from different generations

Table 5: Chi-square test of Independence

Statements	X^2 value	Sig. (2-tailed)
I value challenging tasks when I apply for the job	6.623	0.02
I value the opportunity to build meaningful contacts in a job	1.313	0.04
I value the job which motivates me to achieve good results	5.262	0.03
I value high positions in the job	4.158	0.04
I value materialistic rewards in the job	0.352	0.02
I value a workplace which enables me to work independently	0.739	0.05
I value as salary most important in the job	8.828	0.01
I value opportunities for long-term career growth	9.123	0.08
I value shared knowledge in the job	2.194	0.04
I value a company which contributes to society too	0.171	0.09
I value flexible work hours in the job	0.273	0.53
I value work-life balance as important in the job	5.172	0.39

Source: Authors' Compilation Based on Survey Data

In Table 5, it is observed that p values are less than 0.05 (except for a few statements). Hence, null hypothesis is rejected. It means there is a significant association between work values of employees from different generations ($p < 0.05$).

HR Strategies for Employees

In order to find out the difference in HR strategies for Generation X, Generation Y and Generation Z employees, one-way ANOVA test was conducted to

compare the Means of these groups to find out if difference among HR strategies is statistically significant. This test is usually performed to compare the Means of one continuous variable among multiple groups. Here, the F-value shows the ratio of difference among groups and p-value finds out if there is statistically significant difference. Hence, here are the hypotheses for this test -

H_2 – There is a significant difference in HR strategies for Generation X, Generation Y and Generation Z to keep them working together

H_{02} – There is no difference in HR strategies for Generation X, Generation Y and Generation Z to keep them work together

Table 6: One-way ANOVA test on HR strategies

	Sum of Squares	df	Mean Square	F	Sig.
The company flexibly adapts to changing market trends	Between Groups 178.233 Within Groups 277.516 Total 455.749	4 210 214	44.558 1.322	33.718	.000
The company focuses on changing consumer needs	Between Groups 6.454 Within Groups 140.449 Total 146.902	4 210 214	1.613 .669	2.412	.050
Organization works on common corporate goals	Between Groups 91.319 Within Groups 229.769 Total 321.088	4 210 214	22.830 1.094	20.866	.000
Manager is honest to employees and accepts their mistakes	Between Groups 40.576 Within Groups 323.219 Total 363.795	4 210 214	10.144 1.539	6.591	.000
Employees can freely ask anytime the information they need	Between Groups 42.113 Within Groups 335.580 Total 377.693	4 210 214	10.528 1.598	6.588	.000
All the employees are treated equally and rewarded fairly	Between Groups 34.471 Within Groups 512.878 Total 547.349	4 210 214	8.618 2.442	3.529	.008
Employees are fully trained and motivated towards their work	Between Groups 537.623 Within Groups 167.186 Total 704.809	4 210 214	134.406 .796	168.825	.000
Employees can have a sense of belonging and rely on each other	Between Groups 185.486 Within Groups 255.463 Total 440.949	4 210 214	46.371 1.216	38.119	.000

Source: Authors' Compilation Based on Survey Data

In Table 6, as per the results of one-way ANOVA test, a statistically significant difference was observed among the HR strategies adopted for Generation X, Generation Y and Generation Z employees. It means these generations have different perceptions in terms of work environment. The significance (p-value) was below 0.05 for most of the statements (except few statements with p-value greater than 0.05). Hence, H_2 is accepted, i.e., there is a significant difference in HR strategies for Generation X, Generation Y and Generation Z to keep them work together.

Discussion

It is very challenging to manage a diverse team of employees, especially when they belong to different generations. Modern workplace is facing a unique dynamic with three generations working side-by-side – Generation X, Generation Y and Generation Z. Each generation brings their own work styles, expectations, and values to the table but they can make management process complicated (Costanza et al., 2023; Gabrielova & Buchko, 2021; Lyons & Kuron, 2014). By understanding specific traits of

each generation and adopting effective strategies for management, employers can create a productive and harmonious work environment. When choosing employees from diverse cohorts, it is important to understand the motivations and characteristics of these employees (Racolța-Paina & Irini, 2021; Schroth, 2019).

It is important to understand the motivations and characteristics of these employees for proper management. As each generation has its own traits, this study observed that there is a significant difference in HR strategies adopted by organizations in the survey. Instead of focusing merely on birth year, managers should take time to know them on an individual level for better understanding of their unique goals and needs. Generation X employees are usually known for giving value to work-life balance, independence, and adaptability, as observed in this study. They call for opportunities for long-term growth and recognition of their achievements to engage and motivate them (Berkup, 2014; Lub et al., 2022; Twenge, 2010).

Generation Y employees are often known to be ambitious, tech-savvy, and they also seek purpose

for their life and in their work. They value feedback, collaboration, a sense in their career. Millennials prefer clear goals, healthy working environment, and regular talks to improve loyalty and happiness at work (Adiguzel et al., 2014; Stewart et al., 2017; Hershatter & Epstein, 2010). Meanwhile Generation Z employees are highly creative, digital nerds, and motivated by the opportunity to advance and learn. They are provided with diverse experiences to leverage technology and they are encouraged to tap into their potential (Pandita, 2022; Schroth, 2019; Francis & Hoefel, 2018). By understanding unique motivations and characteristics of each generation, management approach can be tailored to motivate and engage teams of various generations.

Organizations need to set clear goals and expectations for each generation of employees to increase their potential and make work environment very productive. Though each generation has different preferences and work styles, they have a common goal to play a vital role in the success of the organization. They need to communicate their expectations to each employee clearly. Their deadlines, responsibilities, and performance metrics are outlined well. It will give them a roadmap for success and understands how their work contributes to the overall goals of the organization and team (Ozkan & Solmaz, 2015; Singh & Dangmei, 2016; Chillakuri, 2020).

When it comes to set unique goals, unique interests and strengths of each generation should be considered (Singh & Dangmei, 2016; Lub et al., 2022). For example, Generation X employees may want clear goals and autonomy and Generation Y may align with the urge for personal and professional growth (Berkup, 2014). Generation Z employees may thrive when they are given challenging opportunities and tasks to innovate and learn (Schroth, 2019; Francis & Hoefel, 2018). Organizations should regularly update and review their expectations. Feedback must be provided on their progress along with regular check-ins. Employees expect feedback on their performance. This way, every generation may work together and make the changes needed. Harmony is needed with proper motivation and engagement (Ozkan & Solmaz, 2015).

Organizations should provide tailored opportunities while setting clear goals for the growth of all employees, despite generations. Each cohort has its own strengths and weaknesses which can be used to benefit both the person and the organization (Costanza et al., 2023). Employers and managers can assess tailored opportunities with personal assessments by navigating various areas of improvement like technical skills, communication, and leadership skills. They can have a plan for a tailored approach to meet the needs of each employee. They can provide a range of online courses, on-the-job training, mentorship programs,

and workshops (Saxena, 2024; Noe et al., 2021). Older groups may prefer options related to training programs, while younger counterparts may need interactive and technical learning (Chillakuri, 2020). It is needed to reexamine and check the growth of each employee, provide proper feedback and support to improve rapidly and ensure that they are on the right track. It presents their dedication to professional growth by improving skills and job satisfaction. Personal growth options may be adopted to management strategy to foster the culture of learning and growth, along with employee loyalty (Noe et al., 2021; Stewart et al., 2017).

Flexible work environment and tech solutions are adopted in a rapidly-growing and globalized world. It is needed to adapt to ever-changing needs and choices of employees. Offering tech solutions and flexible options to employees for remote work can be efficient to fulfill the needs of a diverse workforce. Flexible timing, telecommuting, and short workweeks are some of the best ways to improve overall wellbeing and work-life balance (Chillakuri & Mahanandia, 2018; Costanza et al., 2023). Older employees may prefer flexible schedules for taking time for themselves while younger employees may want freedom of work from home.

For remote work and smooth collaboration, reliable tech solutions are something needed to be invested in. Generation Z people are the ones who were born and brought up in the age of technology (Schroth, 2019). They promote communication and teamwork with latest tools. From video calls to project management tools, they adopt technology very easily to boost productivity (Francis & Hoefel, 2018). For adopting proper work arrangements and flexible tech solutions, there is a need to set clear goals for enterprises. They should interact with their team to know their level of satisfaction (Racolța-Paina & Irini, 2021).

Open communication is key to foster positivity in office setting (Racolța-Paina & Irini, 2021; Gabrielova & Buchko, 2021). It is important for organizations to make every employee feel special to manage every generation. Employers should be open to collaborate and develop a feedback culture in their enterprise (Costanza et al., 2023). Both face-to-face talks and team meetups are needed for regular feedback to share their concerns, thoughts, and ideas. It builds trust, transparency, and honesty. Additionally, enterprises may embrace digital tools to promote collaboration. To be specific, Generation Z employees prefer digital tools and regular connectivity like instant messaging or project management tools (Schroth, 2019; Francis & Hoefel, 2018). It is important to build cross-generational interaction to engage everyone.

Employers should also celebrate when a team achieves something when it comes to better manage all generations of employees. Each generation has

different motivations and desires for knowing those differences and tailor the overall approach adopted by organizations (Lyons & Kuron, 2014). Generation X employees prefer autonomy and overall work-life balance (Berkup, 2014). It is worth identifying their private achievements and offer chances for overall growth. They deserve a chance to take challenging roles and opportunities to achieve professional growth to stay engaged in the long run.

Public presence and validation are some of the top priorities of Generation Y employees. They prefer acknowledgment of their achievements in front of coworkers (Adiguzel et al., 2014; Hershatter & Epstein, 2010). There is a need to implement a recognition program to highlight teams' achievements like employee of the year or award for best performance. Additionally, regular feedback and training can make them feel valued and motivated. Finally, youngest cohort in this study, Generation Z employees are encouraged by constant feedback and personal growth (Pandita, 2022; Schroth, 2019).

There is a need to build a culture of timely recognition to provide constructive feedback on a regular basis and acknowledge their efforts and achievements on regular basis. They must have opportunities to upskill and learn like being part of webinars or workshops to stay engaged and encouraged (Saxena, 2024). Apart from engaging and satisfying employees, effective recognition and celebration of achievements build a sense of teamwork. Enterprises can foster a healthy work culture which values personal achievements after knowing various motivations of employee generations (Noe et al., 2021).

Each generation should have training methods and customized feedback to manage different generations efficiently to meet diverse needs. As older generations prefer autonomy and work-life balance, they must be trained and get feedback in a personalized setting (Berkup, 2014). They discuss their goals, areas of improvement, and progress. Managers should know their needs and aspirations to offer customized feedback.

On the other hand, constant feedback and training are needed by Generation Y team. They want someone to track their performance and guidance on how they can improve further. They need instant training and feedback in a healthy environment to feel valued and motivated to rise (Stewart et al., 2017). Generation Z needs feedback for personal growth. They must get proper training and timely coaching. They value mentorship and opportunities to grow skills (Pandita, 2022; Saxena, 2024). Regular guidance and feedback sessions are required. Feedback and coaching methods should be tailored for each generation to promote more inclusive and a supportive environment.

Inclusivity and diversity must be promoted for effective management of employees. It is worth

identifying different perspectives of each generation in diverse and modern workforce (Costanza et al., 2023). Fairness should be ensured for recruitment and promotion, while avoiding age bias. Environment should be promoted in which every employee is allowed to raise their voice, despite their age. Collaboration and teamwork should be promoted among generations, so that employees can use unique strengths. Unique interests should be fulfilled for professional growth. It includes workshops, mentorship, and training programs. By understanding different talents and experiences, it is possible to create a strong culture for everyone (Gabriellova & Buchko, 2021; Racolța-Paina & Irini, 2021).

Finally, there is a need to hold a workforce from different generations and navigate challenges (Costanza et al., 2023; Lyons & Kuron, 2014). Right strategies should be adopted to make it easier to manage all generations of employees. Flexible environment may be generated by understanding unique characteristics and expectations of employees (Gabriellova & Buchko, 2021). Organizations need to stay open to communication, be flexible, and stay responsive to unique needs of each employee's generation. By embracing the strengths and challenges of such workforce, they can make a successful and dynamic team to grow in this diverse environment (Racolța-Paina & Irini, 2021; Schroth, 2019).

Conclusion

Irrespective of challenges and changes different generations bring to the table, business managers and owners can do a lot more to ensure productive and a positive workforce of various generations (Costanza et al., 2023; Gabriellova & Buchko, 2021). Flexibility is very important for multi-generational workforce, i.e., from working hours to different styles of communication (Chillakuri & Mahanandia, 2018). A culture of flexibility can be created to motivate employees to be flexible and resolving various differences or disagreements on how to do things.

When it comes to managing multi-generational team of employees, it is important to know employees personally along with their generational traits (Racolța-Paina & Irini, 2021). For managing multigenerational team of employees, organizations should understand their teams and listen to them. Some employees are very visual, while others are social or auditory. So, tasks should be assigned to match their own style. Employees should get opportunities to learn from one another. Each age group has a lot of experience and knowledge. So, it is best to create knowledge-sharing channels. For instance, a mentorship program can be initiated to get Generation X, Generation Y and Generation Z employees to work together (Saxena, 2024). In

addition, mutual mentorship can bring them together to promote team spirit so they can understand one another and boost engagement (Pandita, 2022; Gabrielova & Buchko, 2021).

Business owners should also get away with generational biases and stereotypes. Work harmony should be achieved by removing assumptions (Lyons & Kuron, 2014). Each generation is likely to favor different methods of communication like email and in-person communication for Generation X (Berkup, 2014; Schroth, 2019).

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