



HELLENIC OPEN UNIVERSITY

Master in Business Administration (MBA)

Postgraduate Dissertation

Human Resources Management Strategies in the Modern Era:
Navigating Generational Diversity in Businesses

Dimitra Marmangioli

Supervisor: Fotis Kitsios

Patras, Greece, May 2025

© Hellenic Open University, 2025

The content of this thesis/dissertation along with its results is owned by the Hellenic Open University and his/her author, where each of them has the sole and exclusive right to use, reproduce, and publish it (totally or partially) for educational or research purposes, with the obligation to make reference to the thesis's title, the author's name and to the Hellenic Open University where the thesis / dissertation was written.



Human Resources Management Strategies in the Modern Era: Navigating Generational Diversity in Businesses

Dimitra Marmangioli

Supervising Committee

Supervisor:
Fotis Kitsios
HOU

Co-Supervisor:
Panagiotis Chountalas
HOU

Patras, Greece, May 2025

Acknowledgement

I would like to express my sincere gratitude to my supervisor, Mr. Fotis Kitsios, for his guidance and continuous support throughout the fulfillment of my dissertation.

Dedication

I dedicate this work to my beloved grandfather, Dimitrios Marmangiolis.

Abstract

This research points out the fundamental importance of considering and understanding generational differences in human resource management, highlighting their decisive impact on organizational performance. The study is part of a rigorous academic framework, making a significant contribution to the scientific literature, exploring a perspective that has not yet been sufficiently studied: the need for a management approach that combines adaptability across generations with the recognition of individual particularities. The methodological approach of the study was based on Webster's and Watson's (2002) methodology, which was applied to conduct a systematic literature review using the database Scopus. In total, 97 scientific articles were thoroughly analyzed, which were evaluated using a critical and comparative perspective, resulting in a detailed and well-sustained overview of the current research in this field. Through an in-depth analysis of human resource management strategies, intergenerational differences, as well as of leadership styles and preferences of each generation, this research demonstrates that only a holistic approach -combining an understanding of generational differences with adaptation to individual needs- can maximize employee commitment and strengthen collaboration and cohesion within teams. The academic and scientific contribution of this study is twofold: on the one hand, it broadens and deepens the theoretical framework of strategic human resource management and on the other hand, it offers a substantial and applicable practical model that companies can leverage to successfully manage a workforce spanning multiple generations.

Keywords

Workplace, generational differences, strategic human resource management, leadership, generational expectations.

Περίληψη

Η έρευνα αυτή αναδεικνύει τη θεμελιώδη σημασία της συνεκτίμησης και κατανόησης των γενεαλογικών διαφορών στη διαχείριση των ανθρώπινων πόρων, τονίζοντας τον καθοριστικό αντίκτυπό τους στην οργανωτική απόδοση. Η μελέτη εντάσσεται σε ένα αυστηρό ακαδημαϊκό πλαίσιο, συμβάλλοντας σημαντικά στην επιστημονική βιβλιογραφία, διερευνώντας μια οπτική γωνία που δεν έχει ακόμη μελετηθεί επαρκώς: την ανάγκη για μια διοικητική προσέγγιση που συνδυάζει την προσαρμοστικότητα στις γενιές με την αναγνώριση των ατομικών ιδιαιτεροτήτων. Η μεθοδολογική προσέγγιση της μελέτης βασίστηκε στη μεθοδολογία των Webster και Watson (2002), η οποία εφαρμόστηκε για τη διεξαγωγή συστηματικής βιβλιογραφικής ανασκόπησης μέσω της βάσης δεδομένων Scopus. Συνολικά, αναλύθηκαν εις βάθος 97 επιστημονικά άρθρα, τα οποία υποβλήθηκαν σε κριτική και συγκριτική αξιολόγηση, προσφέροντας μια ολοκληρωμένη και τεκμηριωμένη αποτύπωση των ερευνητικών εξελίξεων στον υπό μελέτη τομέα. Μέσα από μια εις βάθος ανάλυση των στρατηγικών διαχείρισης ανθρώπινου δυναμικού, των διαγενεακών διαφορών, καθώς και των ηγετικών στυλ και προτιμήσεων κάθε γενιάς, η παρούσα έρευνα καταδεικνύει ότι μόνο μια ολιστική προσέγγιση -που συνδυάζει την κατανόηση των γενεακών διαφορών με την προσαρμογή στις ατομικές ανάγκες- μπορεί να μεγιστοποιήσει τη δέσμευση των εργαζομένων και να ενισχύσει τη συνεργασία και τη συνοχή μέσα στις ομάδες. Η ακαδημαϊκή και επιστημονική συνεισφορά της παρούσας μελέτης είναι διττή: αφενός, διευρύνει και εμβαθύνει το θεωρητικό πλαίσιο της στρατηγικής διαχείρισης ανθρώπινου δυναμικού και αφετέρου, προσφέρει ένα ουσιαστικό και εφαρμόσιμο πρακτικό μοντέλο, το οποίο μπορούν να αξιοποιήσουν οι επιχειρήσεις για την αποτελεσματική διαχείριση ενός πολυγενεακού εργατικού δυναμικού.

Λέξεις – Κλειδιά

Εργασία, γενεακές διαφορές, στρατηγική διαχείριση ανθρώπινου δυναμικού, ηγεσία, προσδοκίες των γενεών.

Table of Contents

Abstract	v
Table of contents	viii
List of Tables	viii
List of Figures	ix
List of Diagrams	1
Chapter 1: Introduction	2
1.1 Definition of the Problem and Scope of the Research	2
1.2 Contribution of the Present Dissertation	3
1.3 Structure	4
Chapter 2: Literature review	4
2.1 Introduction	4
2.2 Webster and Watson Literature Review Methodology	5
2.2.1 Initial Research	8
2.2.2 Backward Search	11
2.2.3: Forward Search	11
Chapter 3: Analysis and Synthesis of Literature Review	13
3.1 Introduction	13
3.2 Tables of Analysis and Synthesis of Concepts	13
3.3 Analysis and Synthesis of Concepts	38
3.3.1 HR Strategies	38
3.3.2 Generational Comparison	42
3.3.3 Leadership styles	44
3.3.4 Generational expectations	46
3.3.5 Graphical Representation	47
Chapter 4: Conclusions, Limitations and Future Research	49
4.1 Conclusions	49
4.2 Limitations	51
4.3 Proposals for Future Research	51
References	54

List of Tables

Table 2.1: Past Literature Review	6
Table 2.2: Research Keywords on Databases	9
Table 3.1: Analysis of articles	13
Table 3.2: Final selection of articles - Matrix Table with relevance to the concept idea...	23
Table 3.3: Table of analysis of empirical studies	28
Table 3.4 HR Strategies	40
Table 3.5 Four generations	42

List of Figures

Figure 2.1: Overall article search process	9
Figure 2.2: Article selection process	10
Figure 2.3: Final article selection process, classification and analysis	12
Figure 3.1: Heat map of the frequency of use of search keywords	48
Figure 3.2: Heat map of the authors' correlation of the literature	48

List of Diagrams

Diagram 3.1: Number of articles per year	36
Diagram 3.2: Distribution of articles in concepts	36
Diagram 3.3: Methodology used	37
Diagram 3.4: Geographical distribution of empirical studies	37
Diagram 4.1 Suggestions for future research	53

Chapter 1: Introduction

1.1 Definition of the Problem and Scope of Research

Human resource management is one of the most important challenges for modern businesses, as the multigenerational composition of the workforce affects leadership strategies, employee engagement, and organizational effectiveness. Previous systematic review, such as that of Burton et al. (2019), have highlighted the immaturity of the discipline and the absence of synthetic approaches that holistically examine generational differences, especially in the context of leadership practices and group functioning. Papavasileiou et al. (2024), through a theoretically driven review, found significant conceptual discrepancy regarding Millennial's work values, revealing over 70 heterogeneous factors without a unified theoretical background. Moreover, Choudhary et al. (2024) pointed out serious research gaps in the study of the generational relationship with technological adaptation and workplace behavior, highlighting the need for deeper and synthetic investigation. In addition, the review by Wolor et al. (2021) highlighted the lack of leadership models tailored to the characteristics of Millennials, while Easton et al. (2022) highlighted the importance of an intragenerational approach to leadership. Overall, further evidence of the existence research gap is provided by previous literature reviews, which highlight serious conceptual and methodological omissions in the way intergenerational diversity in the workplace is approached. As generations differ in their priorities, values, and expectations in the workplace, businesses are called upon to adopt flexible strategies that meet the needs of all age groups (Easton et al., 2022). Despite ongoing research in the field of human resource management, there are still research gaps regarding the optimal approach to managing generational differences, as age and work experience influence employee behaviour more than generational identity itself (Rudolph et al., 2018). The increase in the length of working lives and the changes in the working conditions, influenced by technological developments and socio-economic factors, reinforce the need for a more targeted and adaptive human resource management. The traditional personnel management methods are no longer sufficient to meet the different needs of each generation, as each has developed different attitudes towards work and professional development.

It is evident that the current studies reinforce the urgent need for a new, systematic literature review, capable of filling the theoretical and methodological gaps, consolidating knowledge and offering applicable research and practical conclusions (Easton et al., 2022). Increasing generational diversity within working environments is creating new challenges and requiring ongoing adaptation of human resource management strategies. Although the number of studies devoted to generations in the workplace has increased considerably, the existing literature remains fragmented, with a lack of comparative analyses and practical recommendations (Choudhary et al., 2024). A targeted literature review is therefore needed to synthesize current knowledge and highlight the key issues that could guide future research and practical applications in. The shortcomings become even more critical when viewed within the context of four key concepts: human resources strategies, generational comparison, leadership styles and generational expectations. These

are thematic areas that lie at the core of this study, and which have not yet been fully investigated in a coherent and systematic manner.

The scope of this research focuses on investigating differences in work values, leadership preferences and expectations between generations in the workplace. This thesis aims to investigate differences between generations in the workplace and the strategies that organizations can adopt to manage these differences. Specifically, the research focuses on analysing the work values, expectations and leadership preferences of different generations to identify the best practices for enhancing collaboration and productivity in the organization. Furthermore, the impact of technological adaptation and remote work on intergenerational relationships and HR strategies is explored (Choudhary et al., 2024). In addition, this study aims to explore how organizational culture can act as a bridge between different generations, enhancing collaboration and cohesion in the workplace. Modern organizations must incorporate innovative talent management approaches and invest in policies that promote diversity and inclusion, creating an environment that allows for the harmonious coexistence of all employees, regardless of generation (Burton et al., 2019). The study examines the relationship between generational differences and human resource strategies, highlighting both the importance of individual diversity and the existence of real generational differences that influence the way people work, their expectations and organizational behaviour.

1.2 Contribution of the Present Dissertation

The contribution of this study is both theoretical and practical. On a theoretical level, it compiles and analyses recent research studies, offering a systematic and comprehensive literature review. It significantly enriches the literature on generational dynamics in the workplace, highlighting and emphasizing the importance of understanding the differences, but also the common work values between generations (Papavasileiou et al., 2024). On a practical level, the research suggests human resource management strategies and policies that can help to establishing a collaborative and high performing work environment. This study aims to help companies adapt their strategies to the needs of a multigenerational workforce, improving employee engagement and satisfaction. Finally, it highlights the importance of adopting personalized practices, as combining a more profound understanding of generational differences with the recognition of individual employee needs creates a strong framework for effective management. Additionally, it contributes to the debate on the use of new technologies in human resource management, exploring the possibilities and challenges arising from the integration of digital tools in communication and performance evaluation across generations (Wolor et al., 2021). The analysis of work values across generations can contribute to improving talent scouting and retention strategies, enhancing the overall competitiveness of organizations.

1.3 Structure

This study is divided into four key chapters:

- In **Chapter 1**, the definition of the problem, the objectives and the contribution of the thesis are analysed, providing the necessary theoretical background for understanding the topic.
- In **Chapter 2**, the methodology of the literature review adopted is presented, describing the process of collecting, selecting and evaluating the relevant literature, as well as the criteria used for the selection of sources.
- In **Chapter 3**, extensive analysis is performed on the literature and empirical findings related to generational differences in the professional environment, focusing on HR strategies, generational comparison, leadership styles and generational expectations. Additionally, tables, diagrams and graphical representations using Vos Viewer are provided.
- In **Chapter 4**, the main conclusions of the research, the limitations of the study, as well as suggestions for future research are presented, in order to enhance knowledge in the area of human resource management.

Through the present structure, the study seeks to provide a clear, evidence-based and comprehensive analysis of the topic, contributing to the comprehension of the challenges that organizations face in managing generational differences in the workplace. Through the systematic approach followed, the study seeks to offer valuable insights that will help businesses and researchers in improving human resource management strategies.

Chapter 2: Literature review

2.1 Introduction

The literature review is a fundamental element of any scientific research, as it contributes both to the understanding of the existing theoretical framework and the identification of research gaps that require further investigation. A structured and methodical review of the literature ensures that research is grounded in evidence, providing a strong theoretical foundation and allowing for comparison of research with the findings of previous studies (Webster & Watson, 2002).

In the context of this dissertation, the methodology proposed by Webster and Watson (2002) was adopted to systematically search, select and analyse the relevant literature. This approach is considered particularly suitable for research fields that require an organized and transparent process of data collection and evaluation.

2.2 Webster and Watson Literature Review Methodology

According to the methodology formulated by Webster and Watson (2002), a high-level literature review involves four distinct stages:

- a) Article search process: In this stage, scientific articles directly related to the subject of the research are identified. The validity of the chosen articles will be ensured by using trustworthy database and reputable sources.
- b) Backward search: This process involves examining the literature references of the selected articles in order to find additional relevant studies.
- c) Forward search: This stage involves examining subsequent studies (citations) that refer to the articles already selected, enriching the review database.
- d) Analyzing of the selected articles: All articles are classified according to their content and analyzed. The research is regarded as complete when no additional concepts emerge from the final group of selected articles.

In the following subsections, a thorough analysis of the steps involved in Webster and Watson's (2002) methodology for synthesizing the literature review is provided. The adoption of this methodology aims to organize the relevant literature in a structured and systematic way, contributing to a comprehensive and thorough understanding of the research topic.

To identify the proposed objectives, the literature research was based on six selected articles, which are presented in table 2.1 and form part of a broader review of the relevant literature of recent years. The said literature review was the starting point for formulating the search strategy and completing the next stages of the methodology.

More specifically, research by Choudhary et al. (2024) analyses how generations X, Y and Z interact with technology, highlighting the need to adapt communication and education strategies bridge generational differences. Similarly, Papavasileiou et al. (2024) categorize Millennials' work values into four dimensions: career stability, personal development, social contribution and career advancement, suggesting the integration of these factors into contemporary work practices.

Easton and Steyn (2022) study Millennials' preference for leadership styles, concluding that empowering and transformational leadership approaches are most effective, while more authoritarian and transactional methods are seen as less effective. In the same context, Wolor et al. (2021) propose a hybrid leadership model that combines inclusiveness, technological adaptation and ethical leadership to better meet the needs of younger generations.

The study by Burton et al. (2019) focuses on the functioning of multigenerational teams, highlighting factors such as collaboration, conflict and job satisfaction. The findings show that Millennials seek more feedback and recognition, while older generations prioritize autonomy. Finally, Rudolph et al. (2018) take a more critical approach, questioning the importance of generational differences and arguing that age and work experience influence behavior more than generational identity.

It is important to mention that the existing literature review demonstrates the increased interest in generational differences in the workplace, focusing on differential

expectations, leadership styles and HR strategies. Intergenerational comparisons highlight significant differences in job satisfaction, engagement and talent management.

Last but not least, it is reasonable that the conflicting view in the literature indicates the need for further research to understand in a more efficient way the generational impact in businesses.

Table 2.1: Past Literature Review

Author(s), Article, Source, Year	Keywords	Methodology	Findings
Choudhary R, Shaik YA, Yadav P, Rashid A. "Generational Differences in Technology Behavior: A Systematic Literature Review," Journal of Infrastructure, Policy and Development, 2024.	"Generation Gap", "Age divide", "Intergenerational differences", "Workplace", "Work environment", "Work site", "Technology", "Technical expertise", "Technological advancements".	Systematic Literature, Secondary Data Review, Comparative Analysis.	The study explored generational differences in technology adoption and workplace behavior among Gen X, Y, and Z. Key findings emphasized the importance of addressing generational gaps through training programs, adapting communication strategies, and fostering cross-generational collaboration to improve productivity. Moreover, it underlining how each generation's upbringing shapes their attitudes towards technology and it provides a framework for future research.
Emmanouil F. Papavasileiou, Dimitrios P. Stergiou, Irini Dimou, "Millennials' work values: a systematic review and synthesis of factors", Anatolia, 2024.	"Work values", "Millennials", "Generation", "Tourism", "Hospitality"	Systematic Literature Review (PRISMA).	Millennials' work values are categorized into four dimensions: instrumental (security, compensation), cognitive (creativity, development), affective (relationships, social contribution), and prestige (power, advancement). The article highlights the importance of creating strategies that integrate these dimensions and suggests future research on cross-generational comparisons and applications across various sectors.

Easton, C. & Steyn, R., "Leadership styles and effectiveness in the workplace: A perspective of the millennial generation", South African Journal of Economic and Management Sciences, 2022.	Not reported	Literature Review, Empirical Study, IBM SPSS, ANOVA.	The study highlights that empowering and transformational leadership styles are the most effective for Millennials. Empowering leadership emphasizes delegation and participation, while transformational leadership focuses on vision and inspiration. In contrast, directive and transactional styles are perceived as less effective, relying on control and rewards. The study underscores the need for leadership training programs to prioritize these preferred styles and adapt to generational expectations in diverse workplace contexts.
Christian Wiradendi Wolor, Ahmad Nurkhin, Yudin Citriadin, "Leadership Style for Millennial Generation: A Systematic Literature Review", QUALITY - Access to Success, 2021.	"Leadership Style", "Millennial generation".	Systematic Literature Review (PRISMA).	The study concludes that no single leadership style fully meets the needs of Millennials. A hybrid approach combining participative, transformational, transactional, ethical, and e-leadership is recommended to address their preferences. Millennials thrive in flexible, technology-driven environments but also value personal connections and ethical leadership. Future research should focus on adapting leadership models to align with Millennials' evolving workplace values.
Cherise M. Burton, Chrissa Mayhall, Jennifer Cross, Patrick Patterson. "Critical Elements for Multigenerational Teams: A Systematic Review", Team Performance Management: An International Journal, 2019.	"Generation", "Team".	Systematic Literature Review.	The study identifies five key themes impacting multigenerational teams: team dynamics, conflict, leadership, wages and work environment, and commitment. Millennials seek more recognition, while older generations value autonomy. Research gaps exist, especially on Generation Z and cross-generational dynamics in various industries. Future studies should explore team behaviors, include

			all generations, and adopt advanced analysis methodologies.
Cort W. Rudolph, Rachel S. Rauvola, Hannes Zacher, "Leadership and generations at work: A critical review", Leadership Quarterly, 2018.	"Leadership", "generations"	Critical Review.	The article challenges the validity of generational differences in leadership, highlighting weak theoretical foundations and methodological flaws. It finds minimal evidence that generational traits influence work attitudes, motivation, or behavior. Instead, it proposes adopting a lifespan developmental approach, emphasizing age-related changes and individual development as more accurate frameworks for understanding leadership dynamics.

2.2.1 Initial search

Selecting the right database is an essential aspect of maintaining the quality and reliability of academic research. Scopus was selected for this study as it is one of the most prestigious and well-utilized databases that covers a broad range of peer-reviewed articles in various disciplines. This guarantees that the research is based on reliable and reputable sources. Additionally, Scopus aggregates publications from other data bases and therefore represents a good starting point for the preparation of a comprehensive analysis.

The selection of search terms was guide on existing literature reviews (Table 2.1); however, a combination was created to better align with the specific focus of the topic. This ensured that the search strings were tailored to the subject, capturing the most relevant studies. The search took place in December 2024 and thus included articles up to 2024.

Additionally, the search in Scopus was done in the fields "Article title, abstract, and keywords". The keywords selected are "generations and workplace", "leadership and style and generation". The above is presented in Table 2.2.

Table 2.2: Research Keywords on Databases

Research field	Keywords	Results
Article title, Abstract, keywords (Scopus)	generations AND workplace	3.734
	leadership AND style AND generation	410

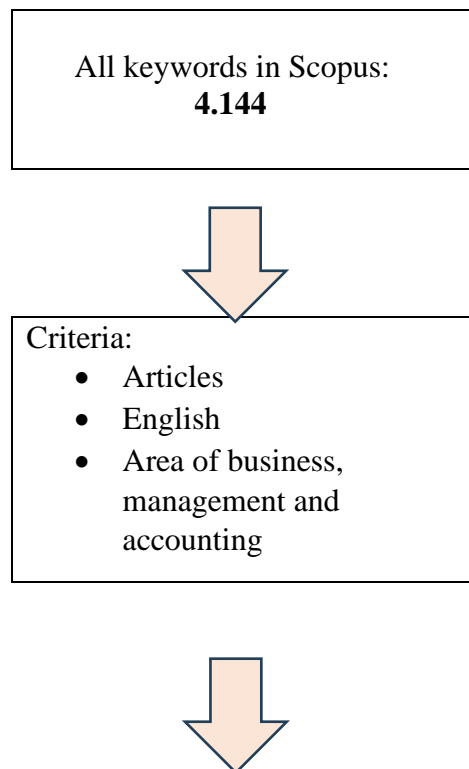
The next step of the search is to define the search criteria to make it more targeted and to justify the selection of specific articles. The search parameters were carefully defined to guarantee that the results remained focused and highly relevant.

Specifically:

- The only source available were journal articles,
- Included only publications issued in English.
- Only articles labeled in the area of business, management and accounting were filtered.

The above procedure is presented in Figure 2.1.

Figure 2.1: Overall article search process

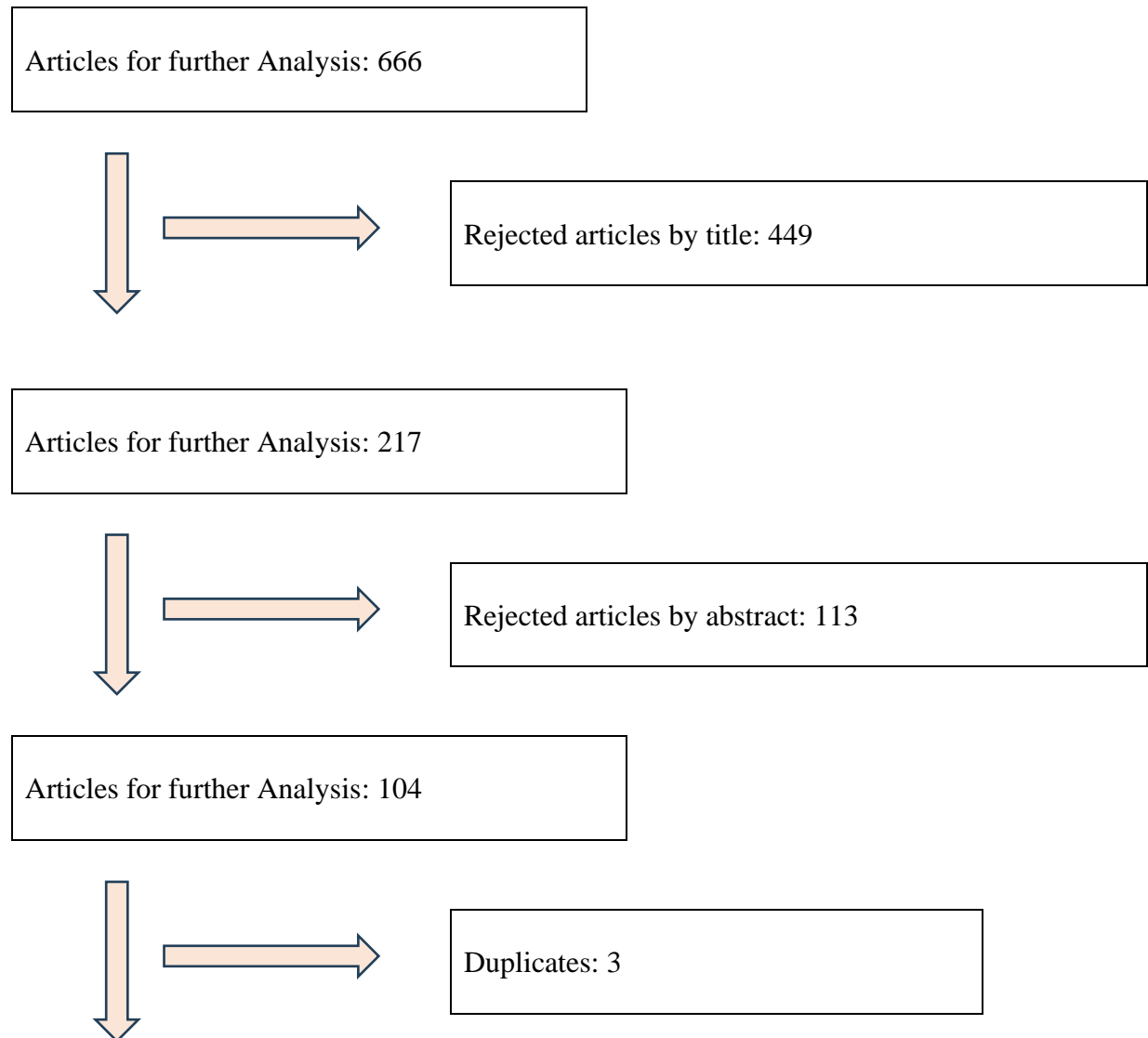


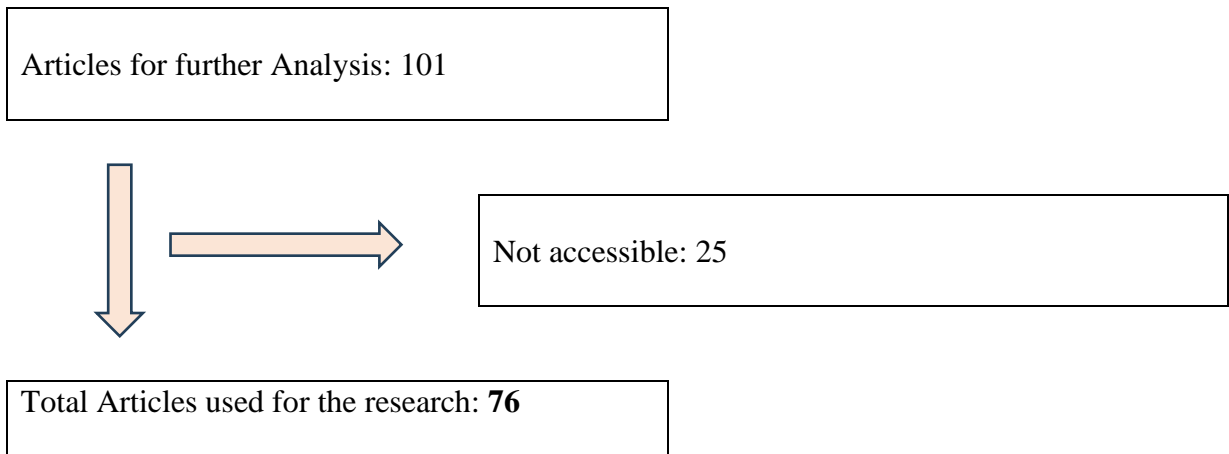
Total:
666 articles

From a total of 666 articles, 217 were selected after examining the titles and their relevance to the research. Subsequently, after reviewing the abstracts, 113 articles were accepted, while 3 duplicates were removed, and 25 articles were not accessible. Finally, 76 articles were approved and used in the study.

The above procedure is presented in Figure 2.2.

Figure 2.2: Article selection process





2.2.2. Backward Search

A backward search was carried out in the second step, with an emphasis on the references listed in the articles that had already been chosen. Six more articles were added to the review as a result of this process.

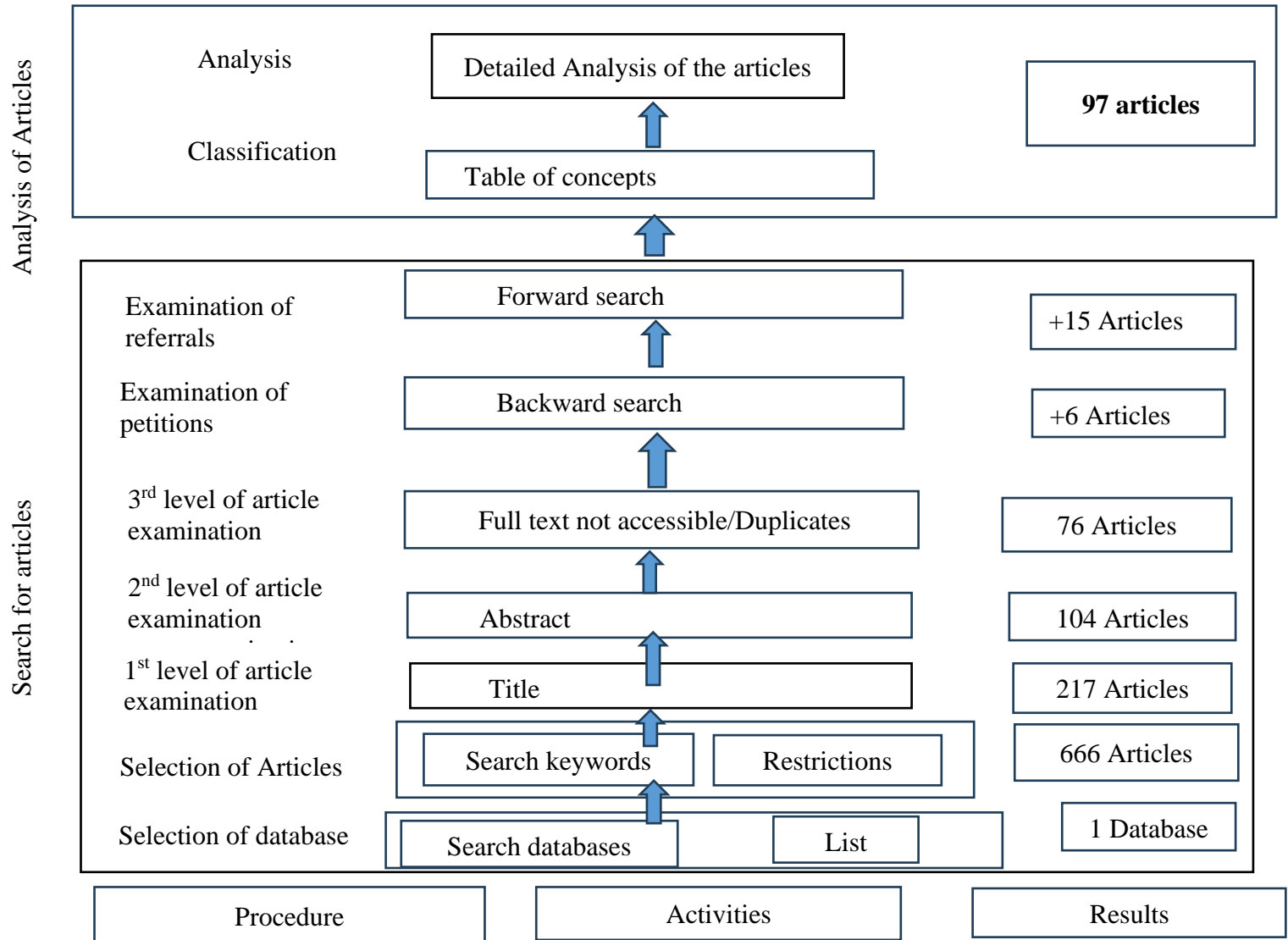
2.2.3. Forward Search

The next phase involved conducting a forward search and examining the publications that referenced the chosen papers. Fifteen additional items were consequently included in the selection.

Following the methods suggested, it may be concluded that the most pertinent and important body of literature has been found and gathered. The search is considered complete when, after using the selected keywords for the search, the database returns no additional articles. (Webster and Watson, 2002). The total number of articles selected at the final stage is 97.

The process of collecting these articles is illustrated in Figure 2.3, while Table 3.1 in the upcoming chapter presents the literature that will be used in this thesis.

Figure 2.3: Final article selection process, classification and analysis.



Chapter 3: Analysis and Synthesis of Literature Review

3.1 Introduction

This chapter aims to thoroughly explore the topic through the presentation and analysis of the identified research articles. As a starting point, a detailed table of the main studies will be presented, as well as a deep analysis of the common concepts of the chosen articles. This approach will allow for a deeper understanding of the research topic and its conclusions. It will also help in identifying gaps in literature and highlighting the potential areas for future research, thus strengthening the importance of systematic reviews in developing research knowledge (Tranfield et al., 2003). With this journey, an in-depth analysis and interpretation will unravel existing data in search of a solution building upon already developed empirical evidence. Overall, the chapter aims to create a complete account of extant literature on the theme to initiate the later component of this thesis.

3.2 Tables and Diagrams of Analysis and Synthesis of Concept

At the initial stage of this phase, the Analysis Table were developed, based on the collection and examination of the text of the articles. This procedure is presented in Table 3.1.

Table 3.1: Analysis of articles

No	Author	Title	Journal/conference	Year
1	Shehla Malik, Shadma Shahid	From differences to strengths: strategies for embracing generational diversity at workplace.	Development and Learning in Organizations: An International Journal	2024
2	Gaziz Sagituly, Junhua Guo	Job satisfaction and organizational commitment: comparing Generations X and Y.	Innovation: The European Journal of Social Science Research	2024
3	Trifan, Vanina Adoriana, Pantea, Mioara Florina	SHIFTING PRIORITIES AND EXPECTATIONS IN THE NEW WORLD OF WORK. INSIGHTS FROM MILLENNIALS AND GENERATION Z.	Journal of Business Economics and Management	2024
4	Arras-Djabi Mélia, Cottard Laura, Shimada, Sakura	Understanding the stereotypes of Millennials in the workplace.	European Management Review	2024

5	Mostafa Ayoobzadeh, Linda Schweitzer, Sean Lyons, Eddy Ng	A tale of two generations: a timelag study of career expectations.	Personnel Review	2024
6	Betül Yılmaz1, Elvin Dinler Kısaçutan, Seçil Gürün Karatepe	Digital natives of the labor market: Generation Z as future leaders and their perspectives on leadership.	Frontiers in Psychology	2024
7	Sulphey M.M.	A study on how generational differences impact certain behavioural antecedents of employee creativity in Saudi Arabia.	Journal of Infrastructure, Policy and Development	2024
8	Ali Hazem, Li Min, Qiu Xunmin	Examination of HRM practices in relation to the retention of Chinese Gen Z employees.	Humanities and Social Sciences Communications	2024
9	Gabor Szabo-Szentgroti, Gelencser Martin, Gabor Hollosy-Vadasz, Zsolt Komuves	Understanding the Employment Expectations of Young Professionals: A Study by Education Level.	Journal of Ecohumanism	2024
10	Tanvi Paras Kothari, Sameer Sudhakar Pingle, Anushree Karani Mehta	Does motivation differ across generations? A two-wave study.	Evidence-based HRM	2024
11	Naval Garg, Manju Mahipalan	Exploring intergenerational differences in the virtue of appreciation at the workplace.	Social Responsibility Journal	2023
12	Molek Nadia, Markič Mirko, Janežič Dušan, Lužar Magda, Franc Brcar	Leadership Styles and Generational Differences in Manufacturing and Service Organizations.	Organizacija: Independent Research Journal in the Management Sciences	2023
13	Piyachat Burawat	Examining generational differences in the workplace: narcissism, work centrality, and the impact on employee engagement and discretionary effort.	Industrial and Commercial Training	2023
14	Neha Kinger, Satinder Kumar	GENERATIONAL DIFFERENCES IN WORK VALUES IN THE WORKPLACE.	Folia Oeconomica Stetinensia	2023

15	Swati Hans, Abdul Mohammad Nayeem , Sitamma Mikkiline ni, Ritu Gupta	Exploring the relationship between generational diversity and knowledge sharing: the moderating role of workplace intergenerational climate, boundary-spanning leadership and respect.	Employee Relations	2023
16	Kwiecińska Monika, Grzesik Katarzyna, Siewierska-Chmaj, Anna Popielska- Borys	Generational differences in values and patterns of thinking in the workplace.	Argumenta Oeconomica	2023
17	Inês Silva, Álvaro Di as, Leandro F. Pereira	Determinants of employee intention to stay: a generational multigroup analysis.	International Journal of Organizational Analysis	2023
18	Shona Ryan, Christi ne Cross	Micromanagement and its impact on millennial followership styles.	Leadership & Organization Development Journal	2023
19	Andriani Made, Alvin Christiandy, Iwan Wiratmadja, Sunaryo Indryati	Knowledge management effectiveness model in facilitating generation differences.	Knowledge Management Research & Practice	2022
20	Carolyn Easton, Renier Steyn	Leadership styles and effectiveness in the workplace: A perspective of the millennial generation.	South African Journal of Economic and Management Sciences	2022
21	Carolyn Easton, Renier Steyn	Millennials hold different cultural values to those of other generations: An empirical analysis.	SA Journal of Human Resource Management	2022
22	Rahim M. Afzalur , P. Katz Jaffrey, Zhenzhong Ma, Hakan Yilmaz, Hermann Lasseben, Md. Sahidur Rahman, Ma ria Gabriela Silva, Zain ab Bibi, Leslie J. Shaw, Thomas E. Fernandez, Cathy Leung Miu Yee	The three-way interactions of gender, supervisor's gender, and country on the strategies for managing conflict of millennials: an exploratory study in 10 countries.	International Journal of Conflict Management	2022
23	Badri Siti Khadijah Zainal, Wai Meng Yap, Melanie Ramos Hazel	Workplace affective well-being: gratitude and friendship in helping millennials to thrive at work.	International Journal of Organizational Analysis	2022

24	Christopher Lee, Hyoun Sook Lim, Donghwi Seo, Dong-Heon Austin Kwak	Examining employee retention and motivation: the moderating effect of employee generation.	Evidence-based HRM	2022
25	Marina Latukha, Anna Kriklivetc & Felix Podgainyi	Generation Diverse Talent Management Practices: Main Determinants and its Influence on Firm Performance.	Journal of East-West Business	2022
26	Lung-Hsin Lin, Kung-Jeng Wang	Talent Retention of New Generations for Sustainable Employment Relationships in Work 4.0 Era—Assessment by Fuzzy Delphi Method.	Sustainability (Switzerland)	2022
27	Karin L. Beckera, Melanie B. Richardsb, and Jessica Stollings	Better Together? Examining Benefits and Tensions of Generational Diversity and Team Performance.	Journal of Intergenerational Relationships	2022
28	Muhammad Cesare Wicaksana Negoro, Amin Wibowo	EMPATHETIC LEADERSHIP, JOB SATISFACTION AND INTENTION TO LEAVE AMONG MILLENNIALS IN A START-UP INDUSTRY: NEEDS' SATISFACTION AS A MEDIATING VARIABLE.	Journal of Indonesian Economy and Business	2021
29	Drosos Dimitrios, Kuriakopoulos Grigorios, Gkika Eleni, Komisopoulos Faidon, Skordoulis Michalis, Ntamos Stamatis	Managing Change and Managerial Innovation towards Employees Satisfaction at Workplace.	TEM Journal	2021
30	Ali Mahmoud, Leonora Fuxman, Iris Mohr, William Reisel, Nicholas Grigoriou	“We aren't your reincarnation!” workplace motivation across X, Y and Z generations.	International Journal of Manpower	2021
31	Mohammad Faraz Naim	What matters most for Indian Generation Y employees? An empirical study based on work-values.	Global Business and Organizational Excellence	2021
32	Dawn Janssen, Stephen Carradini	Generation Z Workplace Communication Habits and Expectations.	IEEE Transactions on Professional Communication	2021
33	Ian Browne	Exploring Reverse Mentoring; “Win-Win” Relationships in The Multi-Generational Workplace.	International Journal of Evidence Based	2021

			Coaching and Mentoring	
34	Deschênes, Andrée-Anne	Satisfaction with work and person–environment fit: are there intergenerational differences? An examination through person–job, person–group and person–supervisor fit.	International Journal of Organization Theory and Behavior	2021
35	Chao-Hsing Leea, Chien-Wen Chenb	The impact of psychological contract violation and generation difference in the workplace: An empirical study of China.	Human Systems Management	2021
36	Dana Egerová, Lenka Komárková, Jiří Kutlák	Generation Y and generation Z employment expectations: A generational cohort comparative study from two countries.	E a M: Ekonomie a Management	2021
37	Rezvan Sahraee, Haslinda Binti Abdullah, Fatemeh Bagherian	How Psychosocial Indicators Push Millennials to Intend Leaving Their Job: A Study of Generational Differences in Iranian Organizations.	Iranian journal of Management Studies	2021
38	Mikova Irena, Lenka Komarkova, Pudil Pavel, Vladimir Pribyl	HR management and perceived effectiveness of further education and training methods of millennial employees in the Czech Republic.	Journal of East European Management Studies	2021
39	Ricardo Sánchez, Martin Flegl, Lucie Depoo	Identification of employees' preferences for health and wellness programmes.	Periodica Polytechnica Social and Management Sciences	2021
40	Karina Gabrielova, Aaron A. Buchko	Here comes Generation Z: Millennials as managers.	Business Horizons	2021
41	Annick Van Rossem	Introducing a cognitive approach in research about generational differences: the case of motivation.	International Journal of Human Resource Management	2021
42	Cort Rudolph, Rachel Rauvola, David Costanza, Hannes Zacher	Generations and Generational Differences: Debunking Myths in Organizational Science and Practice and Paving New Paths Forward.	Journal of Business and Psychology	2021
43	Federico Magni, Beatrice Manzoni	Generational Differences in Workers' Expectations: Millennials Want More of the Same Things.	European Management Review	2020

44	Magdalena Graczyk-Kucharska, G. Scott Erickson	A person-organization fit model of Generation Z: Preliminary studies.	Journal of Entrepreneurship, Management, and Innovation	2020
45	Mahmoud Ali B., Grigoriou Nicholas, Leonora Fuxmanc, William D. Reisel, Dieu Hack-Polay, Mohr Iris	A generational study of employees' customer orientation: a motivational viewpoint in pandemic time.	Journal of Strategic Marketing	2020
46	M. Afzalur Rahim, Jeffrey P. Katz	Forty years of conflict: the effects of gender and generation on conflict-management strategies.	International Journal of Conflict Management	2020
47	Bharat Chillakuri	Understanding Generation Z expectations for effective onboarding.	Journal of Organizational Change Management	2020
48	Khalid Eyouna, Han Chenb, Baker Ayounc, Aahed Khelifatd	The relationship between purpose of performance appraisal and psychological contract: Generational differences as a moderator.	International Journal of Hospitality Management	2020
49	Vibhav Singh, Surabhi Verma, Sushil Chaurasia	Intellectual structure of multigenerational workforce and contextualizing work values across generations: a multistage analysis.	International Journal of Manpower	2020
50	Alessia D'Amato, Yehuda Baruch	Cultural and generational predictors of learning goal orientation: A multilevel analysis of managers across 20 countries.	International Journal of Cross Cultural Management	2020
51	Soner Polat, Yilmaz	Barriers to intergenerational learning: a case of a workplace in Turkey.	Leadership & Organization Development Journal	2020
52	Silva Rodrigo, Dutra Joel, Elza Fátima Rosa Veloso, Leonardo Trevisan	Leadership and performance of Millennial generation in Brazilian companies.	Management Research: Journal of the Iberoamerican Academy of Management	2020
53	Dawid A.J. Bornman	Gender-based leadership perceptions and preferences of Generation Z as future business leaders in South Africa.	Acta Commercii - Independent Research Journal in the Management Sciences	2019
54	Nidhi Arora, Vijay Dhole	Generation Y: Perspective, engagement, expectations, preferences and satisfactions	Benchmarking: An International Journal	2019

		from workplace; a study conducted in Indian context.		
55	Jennifer Redditta , Amy M. Gregory, Heejung R	An Examination of Organizational Commitment and Intention to Stay in the Timeshare Industry: Variations Across Generations in the Workplace.	International Journal of Hospitality and Tourism Administration	2019
56	Payal Mehra, Catherine Nickerson	Organizational communication and job satisfaction: what role do generational differences play?	International Journal of Organizational Analysis	2019
57	Marita M. Heyns, Marilyn D. Kerr	Generational differences in workplace motivation.	SA Journal of Human Resource Management	2018
58	Annick H.D. Van Rossem	Generations as social categories: An exploratory cognitive study of generational identity and generational stereotypes in a multigenerational workforce.	Journal of Organizational Behavior	2018
59	Sunyoung Park, Sohee Park	Exploring the generation gap in the workplace in South Korea.	Human Resource Development International	2018
60	Nicole M. Baker Rosa, Sally O. Hastings	Managing Millennials: looking beyond generational stereotypes.	Journal of Organizational Change Management	2018
61	Zaharee Marcie, Lipkie Tristan, Stewart Mehlman, Neylon Susan	Recruitment and Retention of Early-Career Technical Talent: What Young Employees Want from Employers A study of the workplace attributes that attract early-career workers suggests that Millennials may not be so different from earlier generations.	Research Technology Management	2018
62	Jeffrey Cucina, Kevin Byle, Nicholas Martin, Sharron Peyton, Ilene Gast	Generational differences in workplace attitudes and job satisfaction: Lack of sizable differences across cohorts.	Journal of Managerial Psychology	2018
63	Yixuan Zhao	Managing Chinese millennial employees and their impact on human resource management transformation: an empirical study.	Asia Pacific Business Review	2018

64	A. Mohammed Abubakar, Taraneh Foroutan Yazdian, Elaheh Behravesht	A riposte to ostracism and tolerance to workplace incivility: a generational perspective.	Personnel Review	2018
65	Bharat Chillakuri, Rajendra Mahanandia	Generation Z entering the workforce: the need for sustainable strategies in maximizing their talent.	Human Resource Management International Digest	2018
66	Paulin, Geoffrey D.	Fun facts about Millennials: Comparing expenditure patterns from the latest through the Greatest generation.	Monthly Labor Review	2018
67	Jeanine Stewart, Elizabeth Goad Oliver, Karen Cravens, Shigehiro Oishi	Managing millennials: Embracing generational differences.	Business Horizons	2017
68	Akhavan Sarraf Ahmad Reza, Mehdi Abzari, Isfahani Ali Nasr, Saeed Fathi	Generational differences in job engagement: a case study of an industrial organization in Iran.	Industrial and Commercial Training	2017
69	Luigi Stirpe, Jordi Trullen, Jaime Bonache	Retaining an ageing workforce: The effects of high-performance work systems and flexible work programmes.	Human Resource Management Journal	2017
70	Leila Canaan Messarra, Silva Karkouljian, Abdul Nasser El Kassar	Conflict resolution styles and personality: The moderating effect of generation X and Y in a non-Western context.	International Journal of Productivity and Performance Management	2016
71	Jiří, Bejtkovský	The employees of baby boomers generation, Generation X, Generation Y and Generation Z in selected Czech corporations as conceivers of development and competitiveness in their corporation.	Journal of Competitiveness	2016
72	Bencsik Andrea, Horváth Csikós Gabriella, Juhász Tímea	Y and Z generations at workplaces.	Journal of Competitiveness	2016
73	Michael J. Urick, Elaine C. Hollensbe, Suzanne S. Masterson, and Sean T. Lyons	Understanding and Managing Intergenerational Conflict: An Examination of Influences and Strategies.	Work, Aging and Retirement	2016

74	Beatrice Elizabeth Nnamboozee, Sanjana Brijball Parumasur	Understanding the multigenerational workforce: Are the generations significantly different or similar?	Corporate Ownership and Control	2016
75	Holian Rosalie	Work, career, age and life-stage: assumptions and preferences of a multigenerational workforce.	Labour and Industry	2015
76	Sean T Lyons, Linda Schweitzer, Eddy S.W. Ng	How have careers changed? An investigation of changing career patterns across four generations.	Journal of Managerial Psychology	2015
77	Lyons Sean, Kuron Lisa	Generational differences in the workplace: A review of the evidence and directions for future research.	Journal of Organizational Behavior	2014
78	John Bret Becton, Harvell Jack Walker, Allison Jones-Farmer	Generational differences in workplace behavior.	Journal of Applied Social Psychology	2014
79	Nicolene Barkhuizen	Exploring the Importance of Rewards as a Talent Management Tool for Generation Y Employees.	Mediterranean Journal of Social Sciences	2014
80	Sarah J. Young, Jill R. Sturts, Craig M. Ross, Kyoung T. Kim	Generational differences and job satisfaction in leisure services.	Managing Leisure	2013
81	Vasanthi Srinivasan	Multi generations in the workforce: Building collaboration.	IIMB Management Review	2012
82	Cogin, Julie	Are generational differences in work values fact or fiction? Multi-country evidence and implications.	International Journal of Human Resource Management	2012
83	Dina Shragay, Aharon Tziner	The generational effect on the relationship between job involvement, work satisfaction, and organizational citizenship behavior.	Revista de Psicología del Trabajo y de las Organizaciones	2011
84	Xiang Yi, Barbara Ribbens, Caryn N. Morgan	Generational differences in China: Career implications.	Career Development International	2010
85	Emma Petroulas, David Brown & Heidi Sundin	Generational characteristics and their impact on preference for management control systems.	Australian Accounting Review	2010
86	Eric Lamm, Michael D. Meeks	Workplace fun: The moderating effects of generational differences.	Employee Relations	2009

87	Dogan Gursoya, Thomas A. Maierb, Christina G. Chic	Generational differences: An examination of work values and generational gaps in the hospitality workforce.	International Journal of Hospitality Management	2008
88	Macky Keith, Dianne Gardner, Forsyth Stewart	Generational differences at work: Introduction and overview.	Journal of Managerial Psychology	2008
89	Wong Melissa, Gardiner Elliroma, Lang Whitney, Coulon Leah	Generational differences in personality and motivation: Do they exist and what are the implications for the workplace?	Journal of Managerial Psychology	2008
90	Lucy Cennamo, Dianne Gardner	Generational differences in work values, outcomes and person-organisation values fit.	Journal of Managerial Psychology	2008
91	Nicky Dries, Roland Pepermans, Evelien De Kerpel	Exploring four generations' beliefs about career: Is "satisfied" the new "successful"?	Journal of Managerial Psychology	2008
92	Alessia D'Amato, Regina Herzfeldt	Learning orientation, organizational commitment and talent retention across generations: A study of European managers.	Journal of Managerial Psychology	2008
93	Amy Glass	Understanding generational differences for competitive success.	Industrial and Commercial Training	2007
94	John C. Dencker, Aparna Joshi, Joseph J. Martocchio	Employee benefits as context for intergenerational conflict.	Human Resource Management Review	2007
95	Steven H. Appelbaum, Maria Serena, <u>Barbara T. Shapiro</u>	Generation "X" and the boomers: an analysis of realities and myths.	Management Research News	2005
96	Carolyn A. Martin	From high maintenance to high productivity: What managers need to know about Generation Y.	Industrial and Commercial Training	2005
97	Paul M. Arsenault	Validating generational differences: A legitimate diversity and leadership issue.	Leadership & Organization Development Journal	2004

Then, as mentioned in the introduction to the chapter, the table below (3.2) shows the categorization of the articles according to the main idea they are part of.

Table 3.2 Final selection of articles - Matrix Table with relevance to the concept idea.

No	Author	Year	Method	Concept A:	Concept B:	Concept C:	Concept D:
				HR strategies	generational comparison	leadership styles	generational expectations
1	Shehla Malik, Shadma Shahid	2024	Theoretical	X	X		
2	Gaziz Sagituly, Junhua Guo	2024	Research		X		X
3	Trifan, Vanina Adoriana, Pantea, Mioara Florina	2024	Research				X
4	Arras-Djabi Mélia, Cottard Laura, Shimada, Sakura	2024	Research				X
5	Mostafa Ayoobzadeh, Linda Schweitzer, Sean Lyons, Eddy Ng	2024	Research				X
6	Betül Yılmazlı, Elvin Dinler Kısaçtutan, Seçil Gürün Karatepe	2024	Research			X	X
7	Sulphey M.M.	2024	Research		X		
8	Ali Hazem, Li Min, Qiu Xunmin	2024	Research	X			X
9	Gabor Szabo-Szentgroti, Gelencser Martin, Gabor Hollosy-Vadasz, Zsolt Kömüves	2024	Research	X			X
10	Tanvi Paras Kothari, Sameer Sudhakar Pingle, Anushree Karani Mehta	2024	Research	X	X		
11	Naval Garg, Manju Mahipalan	2023	Research		X		
12	Molek Nadia, Markič Mirko, Janežič Dušan, Lužar Magda, Franc Brčar	2023	Research		X	X	
13	Piyachat Burawat	2023	Research		X		X
14	Neha Kinger, Satinder Kumar	2023	Research		X		
15	Hans Swati, Nayeem Abdul Mohammad, Sitamma Mikkilineni, Gupta Ritu	2023	Research		X	X	
16	Monika Kwiecińska, Grzesik Katarzyna, Siewierska Chmaj, Anna Popielska-Borys	2023	Research		X		
17	Inês Silva, Alvaro Dias, Leandro F. Pereira	2023	Research		X		
18	Shona Ryan, Christine Cross	2023	Research			X	X

19	Andriani Made, Alvin Christiandy, Iwan Wiratmadja, Sunaryo Indryati	2022	Research	X	X		
20	Carolyn Easton, Renier Steyn	2022	Research			X	X
21	Rahim M. Afzalur, P. Katz Jaffrey, Zhenzhong Ma, Hakan Yilmaz, Hermann Lassleben, Md. Sahidur Rahman, Maria Gabriela Silva, Zainab Bibi, Leslie J. Shaw, Thomas E. Fernandez, Cathy Leung Miu Yee	2022	Research	X		X	X
22	Badri Siti Khadijah Zainal, Wai Meng Yap, Melanie Ramos Hazel	2022	Research	X			X
23	Carolyn Easton, Renier Steyn	2022	Research			X	X
24	Christopher Lee, Hyoun Sook Lim, Donghwi Seo, Dong-Heon Austin Kwak	2022	Research	X	X	X	
25	Marina Latukha, Anna Kriklivets & Felix Podgainyi	2022	Research	X	X		
26	Lung-Hsin Lin, Kung-Jeng Wang	2022	Research	X	X		X
27	Karin L. Beckera, Melanie B. Richardsb, and Jessica Stollings	2022	Research		X		X
28	Muhammad Cesare Wicaksana Negoro, Amin Wibowo	2021	Research			X	X
29	Drosos Dimitrios, Kuriakopoulos Grigorios, Gkika Eleni, Komisopoulos Faidon, Skordoulis Michalis, Ntamos Stamatios	2021	Theoretical	X		X	X
30	Ali Mahmoud, Leonora Fuxman, Iris Mohr, William Reisel, Nicholas Grigoriou	2021	Research		X		X
31	Mohammad Faraz Naim	2021	Research				X
32	Dawn Janssen, Stephen Carradini	2021	Research				X
33	Ian Browne	2021	Research	X	X	X	
34	Deschênes, Andrée-Anne	2021	Research	X	X		
35	Chao-Hsing Leea, Chien-Wen Chenb	2021	Research	X	X		

36	Dana Egerová, Lenka Komárková, Jiří Kutlák	2021	Research		X		X
37	Rezvan Sahraee, Haslinda Binti Abdullah, Fatemeh Bagherian	2021	Research		X		X
38	Mikova Irena, Lenka Komarkova, Pudil Pavel, Vladimir Pribyl	2021	Research	X			X
39	Ricardo Sánchez, Martin Flegl, Lucie Depoo	2021	Research	X	X		
40	Karina Gabrielova, Aaron A. Buchko	2021	Theoretical		X	X	
41	Annick Van Rossem	2021	Research		X		X
42	Cort Rudolph, Rachel Rauvola, David Costanza, Hannes Zacher	2021	Theoretical	X	X		
43	Vibhav Singh, Surabhi Verma, Sushil Chaurasia	2020	Research	X	X		
44	Federico Magni, Beatrice Manzoni	2020	Research				X
45	Magdalena Graczyk-Kucharska, G. Scott Erickson	2020	Research	X			X
46	Mahmoud Ali B., Grigoriou Nicholas, Leonora Fuxmanc, William D. Reisel, Dieu Hack-Polay, Mohr Iris	2020	Research		X		X
47	M. Afzalur Rahim, Jeffrey P. Katz	2020	Research	X	X	X	
48	Bharat Chillakuri	2020	Research	X			X
49	Khalid Eyouna, Han Chenb, Baker Ayounc, Aahed Khelifatd	2020	Research	X	X		
50	Alessia D'Amato, Yehuda Baruch	2020	Research	X	X		
51	Soner Polat, Yilmazer Yilmaz	2020	Research	X	X	X	
52	Silva Rodrigo, Dutra Joel, Elza Fátima Rosa Veloso, Leonardo Trevisan	2020	Research			X	X
53	Dawid A.J. Bornman	2019	Research			X	X
54	Nidhi Arora, Vijay Dhole	2019	Research	X			X
55	Jennifer Redditta, Amy M. Gregory, Heejung R	2019	Research	X	X		
56	Payal Mehra, Catherine Nickerson	2019	Research		X		X

57	Marita M. Heyns, Marilyn D. Kerr	2018	Research		X		
58	Annick H.D. Van Rossem	2018	Research		X		
59	Sunyoung Park, Sohee Park	2018	Theoretical		X		X
60	Nicole M. Baker Rosa, Sally O. Hastings	2018	Research	X	X		
61	Zaharee Marcie, Lipkie Tristan, Stewart Mehlman, Neylon Susan	2018	Research	X		X	X
62	Jeffrey Cucina, Kevin Byle, Nicholas Martin, Sharron Peyton, Ilene Gast	2018	Research		X		
63	Yixuan Zhao	2018	Research	X			X
64	A. Mohammed Abubakar, Tarane h Foroutan Yazdian, Elaheh Behr avesh	2018	Research		X		
65	Bharat Chillakuri, Rajendra Ma hanandia	2018	Theoretical				X
66	Paulin, Geoffrey D.	2018	Research		X		X
67	Jeanine Stewart,Elizabeth Goad Oliver,Karen Cravens,Shigehiro Oishi	2017	Research	X	X		
68	Akhavan Sarraf Ahmad Reza, Mehdi Abzari, Isfahani Ali Nasr, Saeed Fathi	2017	Research		X		
69	Luigi Stirpe, Jordi Trullen, Jaime Bonache	2017	Research	X			X
70	Leila Canaan Messarra, Silva Karkoulou, Abdul Nasser El Kassar	2016	Research		X	X	
71	Jiří, Bejtkovský	2016	Research	X	X		X
72	Bencsik Andrea,Horváth Csikós Gabriella,Juhász Tímea	2016	Research	X	X		
73	Michael J. Urick,Elaine C. Hollensbe,Suzanne S. Masterson, and Sean T. Lyons	2016	Research	X	X	X	
74	Beatrice Elizabeth Nnamboozie, Sanjana Brijball Parumasur	2016	Research	X	X		
75	Holian Rosalie	2015	Research	X	X		

76	Sean T Lyons,Linda Schweitzer,Eddy S.W. Ng	2015	Research		X		X
77	Lyons Sean, Kuron Lisa	2014	Theoretical		X		X
78	John Bret Becton,Harvell Jack Walker,Allison Jones-Farmer	2014	Research		X		X
79	Nicolene Barkhuizen	2014	Research				X
80	Sarah J. Young,Jill R. Sturts,Craig M. Ross,Kyoung T. Kim	2013	Research		X		X
81	Vasanthi Srinivasan	2012	Research		X		X
82	Cogin, Julie	2012	Research		X		X
83	Dina Shragay, Aharon Tziner	2011	Research		X		
84	Xiang Yi, Barbara Ribbens, Carolyn N. Morgan	2010	Research		X		X
85	Emma Petroulas, David Brown & Heidi Sundin	2010	Research	X	X		X
86	Eric Lamm, Michael D. Meeks	2009	Research		X		X
87	Dogan Gursoya, Thomas A. Maierb, Christina G. Chic	2008	Research	X	X		
88	Macky Keith, Dianne Gardner, Forsyth Stewart	2008	Theoretical		X		X
89	Wong Melissa, Gardiner Elliroma,Lang Whitney,Coulon Leah	2008	Research		X		X
90	Lucy Cennamo, Dianne Gardner	2008	Research		X		
91	Nicky Dries,Roland Peperman, Evelien De Kerpel	2008	Research		X		X
92	Alessia D'Amato, Regina Herzfeldt	2008	Research		X		X
93	Amy Glass	2007	Theoretical		X		X
94	John C. Dencker,Aparna Joshi, Joseph J. Martocchio	2007	Theoretical		X		X
95	Steven H. Appelbaum,Maria Serena, Barbara T. Shapiro	2005	Research		X		X
96	Carolyn A. Martin	2005	Theoretical			X	X
97	Paul M. Arsenault	2004	Research		X	X	

Additionally, the following table presents the details exclusively for the empirical articles, which are 86 out of the 97.

Table 3.3: Table of analysis of empirical studies

No	Author	Year	Research Method	Sample	Country	Data Analysis
1	Gaziz Sagituly, Junhua Guo	2024	Research (questionnaires)	605 employees	Kazakhstan	Statistical analysis
2	Trifan, Vanina Adoriana, Pantea, Mioara Florina	2024	Research (questionnaires)	399 employees	Romania	PLS SEM
3	Arras-Djabi Mélia, Cottard Laura, Shimada, Sakura	2024	Research (case study & interviews)	30 interviews (20 drivers, 3 instructors, 3 managers, and 4 leaders)	France	Qualitative analysis
4	Mostafa Ayoobzadeh, Linda Schweitzer, Sean Lyons, Eddy Ng	2024	Research (questionnaires)	2007 (n = 23,413) and 2019 (n=16,146)	Canada	MANCOVA
5	Betül Yılmazlı, Elvin Dinler Kısacıtutan, Seçil Gürün Karatepe	2024	Research (interviews)	13 employees	Turkey	Thematic analysis
6	Sulphey M.M.	2024	Research (questionnaires)	432 samples	Saudi Arabia	Smart-PLS
7	Ali Hazem, Li Min, Qiu Xunmin	2024	Research (questionnaires)	529 employees	China	PLS-SEM
8	Gabor Szabo-Szentgroti, Gelencser Martin, Gabor Hollosy-Vadasz, Zsolt Komuves	2024	Research (questionnaires)	779 rising professionals	Hungary	ANOVA
9	Tanvi Paras Kothari, Sameer Sudhakar Pingle, Anushree Karani Mehta	2024	Research (survey & questionnaires)	203 employees	India	MGA
10	Naval Garg, Manju Mahipalan	2023	Research (questionnaires)	630 employees	India	ANOVA, Post hoc analysis, CFA, EFA, Structural Equation

						Modeling (SEM)
11	Molek Nadia, Markič Mirko, Janežič Dušan, Lužar Magda, Franc Brcar	2023	Research (questionnaires)	208 employees	Slovenia	Thematic analysis
12	Piyachat Burawat	2023	Research (questionnaires)	1190 employees	Thailand	CFA, SEM, ANOVA
13	Neha Kinger, Satinder Kumar	2023	Research (questionnaires)	450 employees	India	MANOVA, ANOVA
14	Hans Swati, Nayeem Abdul Mohammad, Sit amma Mikkiline ni, Gupta Ritu	2023	Research (questionnaires)	635 employees	India	PLS-SEM, ANOVA
15	Monika Kwiecińska, Grz esik Katarzyna, Siewierska Chmaj, Anna Popielska-Borys	2023	Research (questionnaires)	435 respondents	Poland	ANOVA
16	Inês Silva, Alvar o Dias, Leandro F. Pereira	2023	Research (questionnaires)	105 employees	Portugal	PLS-SEM, MGA, ANOVA
17	Shona Ryan, Ch ristine Cross	2023	Research (questionnaires)	117 millenials	Ireland & United Kingdom	Statistical analysis
18	Andriani Made, Alvin Christiandy, Iwa n Wiratmadja, Sunaryo Indryati	2022	Research (questionnaires & interviews)	228 employees	Indonesia	PLS-SEM, MGA
19	Carolyn Easton, Renier Steyn	2022	Research (questionnaires)	1140 employees	South Africa	ANOVA
20	Rahim M. Afzalur , P. Katz Jaffrey, Zhenzho ng Ma, Hakan Y ilmaz, Hermann Lassleben, Md. Sahidur Rahman , Maria Gabriela Silva, Zainab Bibi, Les lie	2022	Research (questionnaires)	2801 individuals	USA, China, Portugal, Turkey, Germany, Bangladesh, Pakistan, Italy, Thailand, Hong Kong	MANCOVA, CFA, ANOVA

	J. Shaw, Thomas E. Fernandez, Cathy Leung Miu Yee					
21	Badri Siti Khadijah Zainal, Wai Meng Yap, Melanie Ramos Hazel	2022	Research (questionnaires)	272 employees	Malaysia	CFA
22	Carolyn Easton, Renier Steyn	2022	Research (questionnaires)	1140 employees	South Africa	ANOVA
23	Christopher Lee, Hyouon Sook Lim, Dong hwi Seo, Dong-Heon Austin Kwak	2022	Research (questionnaires)	489 individuals for 3 generations	USA	SEM, CFA, ANOVA
24	Marina Latukha, Anna Kriklivet & Felix Podgainyi	2022	Research (questionnaires & interviews)	82 companies HRM directors	Russia	Factor Analysis, Regression analysis
25	Lung-Hsin Lin, Kung-Jeng Wang	2022	Research (questionnaires)	18 HRM experts	Taiwan	FDM, TFN
26	Karin L. Beckera, Melanie B. Richardsb, and Jessica Stollings	2022	Research (questionnaires)	261 employees	USA	Frequency analysis
27	Muhammad Cesare Wicaksana Negoro, Amin Wibowo	2021	Research (questionnaires)	137 employees	Indonesia	SEM, CFA
28	Ali Mahmoud, Leonora Fuxman, Iris Mohr, William Reisel, Nicholas Grigoriou	2021	Research (questionnaires)	1349 employees	Canada	SEM, CFA, ANOVA
29	Mohammad Faraz Naim	2021	Research (questionnaires)	1220 employees	India	EFA, CFA
30	Dawn Janssen, Stephen Carradini	2021	Research (questionnaires & interviews)	207 employees, 6 interviews	USA	Descriptive analysis

31	Ian Browne	2021	Research (interviews)	4 mentees, 6 mentors	UK	Thematic analysis
32	Deschênes, Andrée-Anne	2021	Research (questionnaires)	1065 employees	Canada	ANOVA
33	Chao-Hsing Leea, Chien-Wen Chenb	2021	Research (questionnaires)	313 managers	China	PLS-SEM, ANOVA
34	Dana Egerová, Lenka Komárková, Jiří Kutlák	2021	Research (questionnaires)	1600 individuals entering the workforce	Czech Republic, Slovak Republic	ANOVA
35	Rezvan Sahraee, Haslinda Binti Abdullah, Fatemeh Bagherian	2021	Research (questionnaires)	498 employees	Iran	SEM, MGA
36	Mikova Irena, Lenka Komarkova, Pudil Pavel, Vladimir Pribyl	2021	Research (questionnaires)	611 employees	Czech Republic	ANOVA, APE, API, CAPE, FET
37	Ricardo Sánchez, Martin Flegl, Lucie Depoo	2021	Research (questionnaires)	272 employees	Mexico	AHP, MCDA
38	Annick Van Rossem	2021	Research (interviews)	82 employees	Belgium	Qualitative Analysis
39	Mahmoud Ali B., Grigoriou Nicholas, Leonora Fuxmanc, William D. Reisel, Dieu Hack-Polay, Mohr Iris	2020	Research (questionnaires)	752 employees	United Arab Emirates, Oman, Egypt	PLS-SEM, ANOVA, MGA
40	Vibhav Singh, Surabhi Verma, Shushil Chaurasia	2020	Research (interviews)	32 employees	India	Co-word Analysis, Thematic Analysis
41	Federico Magni, Beatrice Manzoni	2020	Research (questionnaires)	1034 employees	Italy	ANOVA
42	Magdalena Graczyk-Kucharska, G. Scott Erickson	2020	Research (questionnaires)	3393 students	Poland	Statistical correlation

43	M. Afzalur Rahim, Jeffrey P. Katz	2020	Research (questionnaires)	6613 employed students	USA	MANCOVA
44	Bharat Chillakur i	2020	Research (interviews)	136 students	India	Gioia
45	Khalid Eyouna, Han Chenb, Baker Ayounc, Aahed Khlifatd	2020	Research (questionnaires)	230 employees	USA	CFA, ANOVA, SEM
46	Alessia D'Amato, Yehuda Baruch	2020	Research (questionnaires)	3657 managers	Global (USA, UK, Canada, Germany, India, etc.)	HLM, ANOVA
47	Soner Polat, Yıl mazer Yılmaz	2020	Research (interviews)	61 employees	Turkey	Thematic analysis
48	Silva Rodrigo, Dutra Joel, Elza Fátima Rosa Veloso, Le onardo Trevisan	2020	Research (questionnaires)	312 employees	Brazil	PLS-SEM, ANOVA
49	Dawid A.J. Bornman	2019	Research (questionnaires)	320 Generation Z business management students	South Africa	Thematic analysis
50	Nidhi Arora, Vijay Dhole	2019	Research (questionnaires)	520 employees	India	Statistical analysis
51	Jennifer Redditta , Amy M. Gregory, Heejung R	2019	Research (questionnaires)	1062 employees	USA	ANOVA, MANOVA
52	Payal Mehra, Ca therine Nickerso n	2019	Research (questionnaires)	334 managers	India	ANOVA, MANOVA
53	Marita M. Heyns, Marilyn D. Kerr	2018	Research (questionnaires)	164 employees	South Africa	ANOVA, SEM
54	Annick H.D. Van Rossem	2018	Research (interviews)	69 managers	Belgium	WMDS
55	Nicole M. Baker Rosa, Sally O. Hastings	2018	Research (interviews)	25 managers	USA	Thematic analysis
56	Marcie Zaharee, Tristan Lipkie, Stewart K.	2018	Research (case studies)	398 students	USA	Thematic Analysis, Comparative Analysis

	Mehlman,Susan K. Neylon					
57	Jeffrey Cucina, Kevin Byle, Nicholas Martin, Sharron Peyton, Ilene Gast	2018	Research (questionnaires)	Varied sample sizes	USA	t-tests, ANOVA, SEM
58	Yixuan Zhao	2018	Research (interviews)	150 interviewers	China	Thematic analysis
59	A. Mohammed Ab ubakar, Taraneh Foroutan Yazdia n, Elaheh Behra vesh	2018	Research (questionnaires)	320 employees	Nigeria	SEM, MGA, ANOVA
60	Paulin, Geoffrey D.	2018	Research (Consumer Expenditure Surveys)	128,437,362 consumer units	USA	Statistical Comparison, Trend Analysis
61	Jeanine Stewart,Elizabeth h Goad Oliver,Karen Cravens,Shigehi ro Oishi	2017	Research (questionnaires)	1.798 employees (Millennials, Gen X, Baby Boomers, Silent Generation)	USA	ANOVA, SEM
62	Akhavan Sarraf Ahmad Reza, Mehdi Abzari, Isfahani Ali Nasr, Saeed Fathi	2017	Research (questionnaires)	367 employees	Iran	ANOVA
63	Luigi Stirpe, Jordi Trullen, Jaime Bonache	2017	Research (questionnaires & interviews)	HR managers from 736 companies	UK	Regression analysis, SEM
64	Leila Canaan Messarra, Silva Karkoulia n, Abdul Nasser El Kassar	2016	Research (questionnaires)	199 employees	Lebanon	Regression analysis, ANOVA
65	Jiří, Bejtkovský	2016	Research (questionnaires & interviews)	3364 employees	Czech Republic	Pearson's Chi- square test
66	Bencsik Andrea, Horváth Csikós	2016	Research (questionnaires)	410 participants	Hungary	ANOVA

	Gabriella, Juhász Tímea					
67	Michael J. Urick, Elaine C. Hollensbe, Suzanne S. Masterson, Sean T. Lyons	2016	Research (interviews)	56 interviewers	Canada	Thematic analysis
68	Beatrice Elizabeth Nnamboze, Sanjana Brijball Parumasur	2016	Research (study)	93 employees	South Africa	ANOVA
69	Holian Rosalie	2015	Research (interviews)	26 participants	Australia	Thematic analysis
70	Sean T Lyons, Linda Schweitzer, Eddy S.W. Ng	2015	Research (surveys)	2555 individuals	Canada	ANOVA
71	John Bret Becton, Harvell Jack Walker, Allison Jones-Farmer	2014	Research (biodata questionnaire)	8,128 applicants	USA	Regression Analysis
72	Nicolene Barkhuizen	2014	Research (surveys)	578 employees	South Africa	Statistical analysis
73	Sarah J. Young, Jill R. Sturts, Craig M. Ross, Kyoung T. Kim	2013	Research (questionnaires)	503 professionals	USA	EFA, ANOVA
74	Vasanthi Srinivasan	2012	Research (surveys)	Varied sample sizes	India	Conceptual analysis
75	Cogin, Julie	2012	Research (questionnaires)	Varied sample sizes	USA, Australia, China, Singapore, and Germany	ANOVA
76	Dina Shragay, Aharon Tziner	2011	Research (questionnaires)	133 employees	Israel	ANOVA
77	Xiang Yi, Barbara Ribbens, Caryn N. Morgan	2010	Research (questionnaires)	277 employees	China	ANOVA
78	Emma Petroulas, David Brown & Heidi Sundin	2010	Research (interviews)	30 employees	Australia	Thematic analysis

79	Eric Lamm, Michael D. Meeks	2009	Research (questionnaires)	701 employees	USA	ANOVA
80	Dogan Gursoya, Thomas A. Maierb, Christina G. Chic	2008	Research (Focus groups discussions)	91 employees	USA	Thematic analysis
81	Wong Melissa, Gardiner Elliro ma,Lang Whitney,Coulon Leah	2008	Research (questionnaires)	3535 employees	Australia	ANOVA
82	Lucy Cennamo, Dianne Gardner	2008	Research (questionnaires)	504 employees	New Zealand	MANOVA, MANCOVA
83	Nicky Dries, Roland Pepermans, Evelien De Kerpel	2008	Research (questionnaires)	750 participants	Belgium	ANOVA
84	Alessia D'Amato, Regina Herzfeldt	2008	Research (questionnaires)	1666 European managers	Eastern and Western Europe	Survey-based analysis
85	Steven H. Appelbaum, Maria Serena, Barbara T. Shapiro	2005	Research (case study & questionnaires)	137 participants	Canada	Thematic analysis
86	Paul M. Arsenault	2004	Research (surveys & interviews)	790 respondents	USA	MANOVA

Below through diagrams, the chronological distribution of the articles, the articles by main idea, the methodologies used and the geographical distribution of empirical studies.

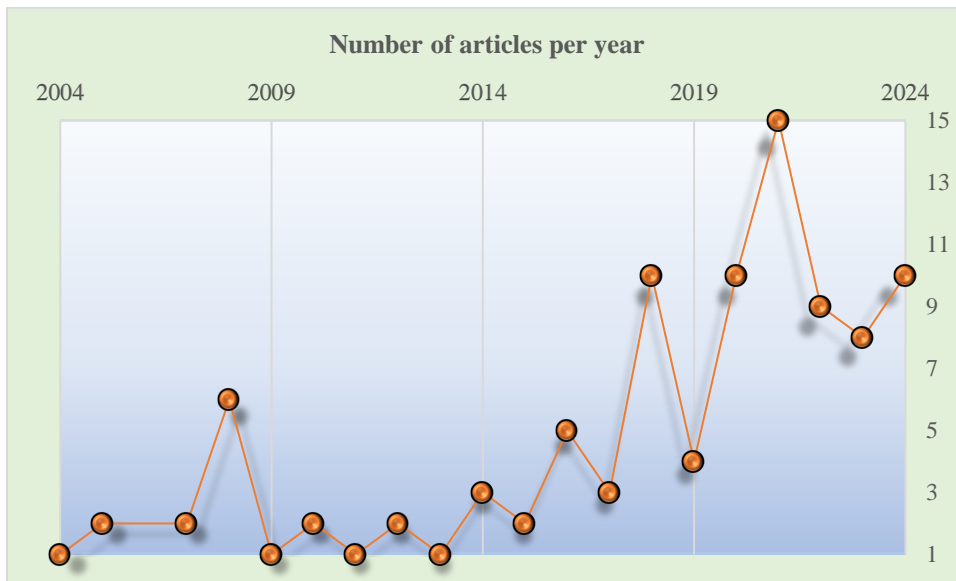


Diagram 3.1: Number of articles per year.

The data (diagram 3.1) show that the number of published papers has changed over the years. Year 2021 had the most publications (15), while 2004, 2009, 2011 and 2013 had the fewest (only 1). Also, several articles were published in 2018, 2020 and 2024, with 10 publications in each of these years. The number of papers was not constant each year, as there were increases and decreases. Overall, it appears that research in this field has grown over time, peaking in 2021.



Diagram 3.2: Distribution of articles in concepts

The research includes 97 articles, divided into 4 main concepts/ideas. Many articles belong to more than one concept, so the total number of references is 183. This shows that

the themes are directly related, as many articles cover more than one aspect. As it presented in diagram 3.3: "Generational Comparison" has the most appearances (69), followed by "Generational Expectations" (55), "HR Strategies" (38) and "Leadership Styles" (21).

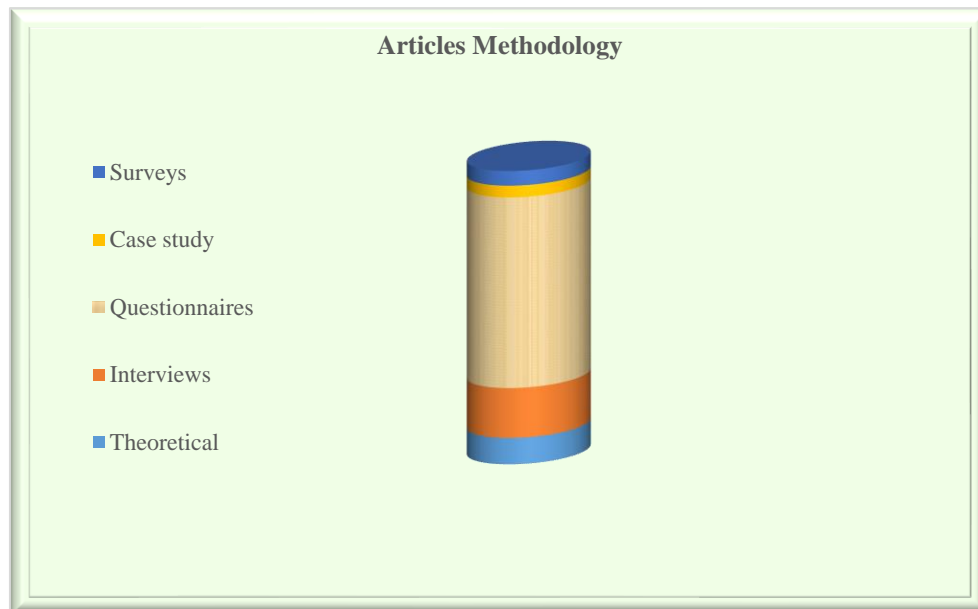


Diagram 3.3: Methodology used

The diagram 3.3 shows how data is collected in the 97 articles, using various methods such as surveys, case studies, questionnaires, interviews and theoretical approaches. Questionnaires are the most common method. This means that most articles rely on structured questions to collect information from participants. Interviews follow indicating that many surveys prefer to obtain more detailed responses through face-to-face conversations. The remaining methods are less used in order are: theoretical approaches, surveys and case studies.

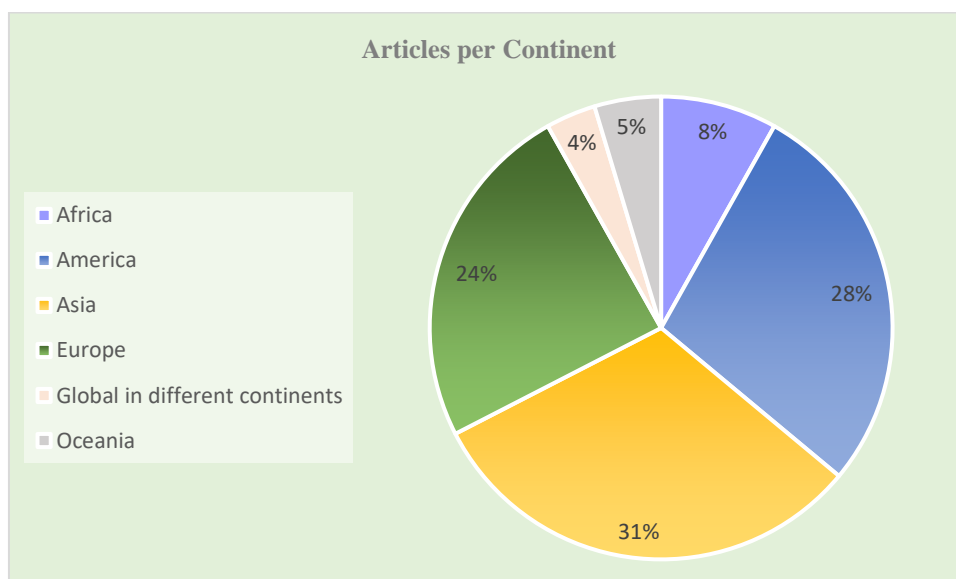


Diagram 3.4: Geographical distribution of empirical studies

Diagram 3.4 presents that most of the empirical studies in the survey have been conducted in Asia, America and Europe, which cover the largest proportion of articles. In contrast, Africa and Oceania have lower percentages, and there are some global studies that examine the topic at an international level. In general, there appears to be widespread research activity in different countries, which underlines the importance and continued evolution of this topic at global level.

3.3 Analysis and Synthesis of Concepts

3.3.1 HR Strategies

Managing multigenerational diversity in the workplace is a critical challenge for companies, as different generations of employees have different preferences, needs and expectations (Gursoya et al., 2008). The successful implementation of targeted human resource (HR) strategies can improve communication, collaboration and talent retention (Lin et al., 2022). Organizations are challenged to balance traditional and contemporary forms of communication, adapt HR policies to the evolving needs of employees, and enhance intergenerational collaboration (Stewart et al., 2018).

Baby Boomers (1946-1964), Generation X (1965-1980), Millennials (1981-1996) and Generation Z (1997-2012) have different priorities affecting how they are attracted, developed, retained and evaluated in the workplace (Malik et al., 2024). Below are practical solutions that companies can implement for each generation, along with why these strategies are effective.

- **Attraction and Recruitment**

Baby Boomers prioritize stability and personal contact with the employer (Petroulas et al., 2010). Companies can create stable employment programs and mentoring opportunities to capitalize on their experience. Advertising in traditional media, such as professional networks and events, can be particularly effective. Similarly, Generation X are looking for work that offers career and personal life balance (Chillakuri, 2020). For them, it is useful to have digital recruitment tools that combine stability with opportunities for advancement, as well as alternative work options such as hybrid work. Millennials are familiar with technology and are particularly interested in company culture (Badri et al., 2008). To attract this generation, companies should enable online job search and evaluation of corporate culture through social media. The use of video interviews and employer branding through LinkedIn can be particularly effective. On the other hand, Generation Z prefers quick, transparent processes and engagement through digital channels. Companies can create interactive recruitment experiences such as career challenges and test assignments, as well as leverage social media such as Instagram and TikTok to attract talent (Hazem et al., 2024).

▪ **Learning and Development**

Baby Boomers wish to stay active in the labor market and adapt to new technologies. It is important to have continuous education programs with mentoring and training in digital skills (Stirpe et al., 2018). Generation X prefer autonomy in developing skills and applying knowledge in real-life situations. Therefore, companies can offer e-learning platforms and leadership training programs with practical application. Millennials seek flexible and interactive forms of learning for continuous development (Zhao, 2018). Implementing learning experiences through AR/VR, self-paced courses and short upskilling modules can meet these needs. Similarly, Generation Z prefer fast, digestible knowledge and training through digital tools. Creating microlearning experiences, gamification in education and using mobile-friendly learning apps can provide them with the learning experience they are looking for (Hazem et al., 2024).

▪ **Engagement and Devotion**

Baby Boomers value stability and recognition of their working offer (Petroulas et al., 2010). Employers can boost their loyalty through tailor-made benefits, such as extra leave and health plans. Generation X place great importance on work-life balance, which makes the possibility of flexible hours, remote-first options and career advancement programs (Chillakuri, 2020). Millennials wish to work for employers who offer them meaningful work and growth opportunities. Companies could create feedback and coaching programs, as well as develop corporate responsibility policies linked to their values (Rosa et al., 2018). Generation Z prioritize autonomy, collaboration, and a modern work culture. Enhancing open communication, integrating technological collaboration tools and adapting the work environment to a hybrid-first model will keep them committed to the company (Bencsik et al., 2016).

▪ **Performance and Evaluation**

Baby Boomers prefer traditional methods and face-to-face feedback (Petroulas et al., 2010). Annual appraisals with clear KPIs and face-to-face meetings are the most appropriate approach for them. On the other hand, Generation X want clear data showing their performance and how they can improve, so providing self-assessment tools and data-driven feedback through HR analytics can be very effective. Millennials are looking for continuous improvement and place importance on recognition of their contributions (Rosa et al., 2018). Continuous feedback through gamification platforms and interactive KPI dashboards can provide them with the engagement they need. Generation Z prefer direct and transparent feedback through digital media. Real-time evaluation using AI-powered tools and community-driven feedback, such as peer reviews, may be the best solution for them (Hazem et al., 2024).

▪ **Mental Health and Wellbeing**

Baby Boomers prioritize their stability and health. Companies can support this need with physical and mental health programs, including insurance benefits. Generation X seeks support to manage family and work responsibilities (Gursoya et al., 2008). Offering family support programs and coaching for stress management could enhance

their well-being. Millennials prioritize mental well-being and life-work balance (D'Amato et al., 2020). Companies can develop mindfulness programs, promote well-being policies and provide access to online psychological support. Generation Z is looking for modern tools that promote their overall wellbeing (Zhao, 2018). The use of wellness apps, financial education and the integration of self-improvement tools through AI-driven recommendations could meet their needs.

Below is a table summarizing the above.

Table 3.4 HR Strategies

HR Strategies	Baby Boomers (1946-1964)	Generation X (1965-1980)	Millennials (1981-1996)	Generation Z (1997-2012)
Attraction & Recruitment	Stability, personal contact, advertisements in professional networks.	Seek balance and advancement, prefer hybrid work and digital recruitment tools.	Social media and employer branding, emphasis on corporate culture.	Transparent and fast processes via TikTok, Instagram.
Learning & Development	Traditional seminars, mentoring, adaptation to new technologies.	E-learning, leadership training, autonomy in learning.	AR/VR, self-paced learning, short training modules.	Microlearning, gamification, mobile-friendly learning apps.
Engagement & Devotion	Value stability, and recognition of their long-standing work.	Work-life balance, enjoy remote-first options	Looking for employers with values, meaningful work, feedback & coaching.	Autonomy, open communication, hybrid-first model.
Performance & Evaluation	Personal assessments with clear KPIs, annual feedback.	Data-driven assessments, self-assessment through HR analytics.	Continuous feedback, gamification, KPI dashboards.	Real-time evaluation, AI-powered feedback, peer reviews.
Mental Health & Wellbeing	Health care plans, insurance, stability.	Coaching, family support, anxiety management.	Mindfulness, well-being policies, online support.	Wellness apps, financial education, AI-driven improvement.

Furthermore, it is important to note that research such as Lin & Wang (2022) and Zhao (2018) have highlighted the importance of AI and remote working in shaping modern HR practices. The integration of AI into HR practices is one of the most significant transformations in the field of HR management. Process automation, data analytics and improved decision making allow companies to provide more personalized experiences to employees (Lin et al., 2022). However, the challenge is maintaining human touch and ensuring that these technologies are used to support rather than replace human intervention. At the same time, remote working is changing the way generations interact and collaborate. Younger generations are more familiar with digital environments, while older generations may face challenges in adapting (Zhao, 2018).

Research by Stirpe et al. (2017) and Redditta et al. (2019) highlight the importance of aligning HRM policies with generational differences. Stirpe et al. (2017) argue that high-performance workplace systems (HPWS) have different effectiveness depending on the age group of employees. Older generations, such as Baby Boomers, show greater commitment to organizations that provide stability and hierarchical structures, while younger generations, such as Millennials and Generation Z, respond better to organizations that offer flexibility and continuous learning opportunities. Similarly, Redditta et al. (2019) find that Generation X shows higher organizational commitment when clear promotion and reward systems are in place, while Millennials and Generation Z prefer environments that encourage innovation and interaction.

The growing need for flexible working environments has highlighted remote working and hybrid models as key factors in talent retention. Chillakuri (2020) highlights that Generation X values autonomy and work-life balance more than any other generation. For this reason, strategies that include hybrid work models and flexible hours increase their job satisfaction. Bencsik et al. (2016) show that Generation Z prioritizes interactive communication and environments that encourage skill development through microlearning. This means that HR strategies for younger generations need to incorporate career development programs and continuous training.

Despite the many existing studies, there are still important research gaps that require further investigation. The impact of AI on managing employees of different generations requires analysis to understand how technological innovations can be adapted to HR strategies, reducing the likelihood of exclusion of older generations (Lin et al., 2022). The long-term impact of remote working on talent retention also remains unclear, as more research focus on changes in organizational culture due to virtual collaboration is needed. Moreover, the strategic management of multigenerational dynamics has not been extensively studied, despite the fact that these firms face different challenges from large multinationals.

In conclusion, successful management of multigenerational diversity in the workplace requires a flexible and adaptive approach from HR strategies. As generations differ in their needs, expectations and preferences, organizations that invest in the right balance between tradition and innovation will ensure high levels of engagement and productivity (Malik et al., 2024). Embracing new trends, give competitive advantage and create a strong, collaborative and innovative working environment.

3.3.2 Generational comparison

The different socio-economic and technological reality in which each generation has grown up has shaped different work attitudes and expectations. Baby Boomers, Generation X, Millennials and Generation Z have formed different professional attitudes and expectations, influenced by the social, technological and economic conditions of their time. Understanding these differences is essential for businesses and organizations, as it enables the formulation of more targeted and effective HR management strategies. Adapting to the varying needs and expectations of each generation of employees can help to increase productivity, job satisfaction and the overall effectiveness of an organization. (Sarraf et al., 2017). This analysis will focus on a comparative examination of the different generations, analyzing their specific characteristics and priorities.

The table below summarizes the key generational differences, which are discussed in more detail below.

Table 3.5 Four generations

Generation	Main characteristics	Priorities
Baby Boomers (1946-1964)	Loyalty, stability, traditional hierarchy	Promotions, job loyalty
Generation X (1965-1980)	Independence, work-life balance	Professional development through skills
Millennials (1981-1996)	Collaborative approach, innovation	Continuous learning and feedback
Generation Z (1997-2012)	Digital culture, autonomy	Transparency, remote working

Baby Boomers are committed to work and are characterized by loyalty to the employer and hard work (Cucina et al., 2018). They emphasize stability and expect rewards based on the length of service. They prefer traditional hierarchical structures and accept strict work rules (Lyons et al., 2014). The above is evidenced by Abubakar's et al. study (2018) which showed that Baby Boomers react negatively to technological changes in the workplace as they prefer traditional methods of communication and management. On the contrary, Generation X value independence and work-life balance. They approach the work environment with greater flexibility and prioritize performance and efficiency (Kinger et al., 2023). They are more adaptive to change than Baby Boomers and seek career development through skills rather than traditional promotions.

On the other hand, Millennials have developed a more collaborative approach to work, seek work environments that promote innovation and prefer direct feedback (Kinger et al., 2023). Their work needs to be meaningful, and they seek opportunities for growth through continuing education and ongoing training. Studies have found that millennials are more likely to change work environments if they are not provided with development and training opportunities (Lyons et al., 2014). Generation Z have been born in a fully digitalized environment, which makes them highly adaptable to new technologies. They value work autonomy and flexibility, and seek work environments that promote innovation and technology (Sulphrey et al., 2024). They prefer workplace transparency and emphasize personal development through different forms of learning. Research has shown

that Generation Z tends to reject traditional corporate structures and seek work models that allow for remote working and flexible working hours (Abubakar et al., 2018).

Moreover, although generations differ in the way they perceive work, there are commonalities that they all value:

- ❖ A healthy work environment where there is respect, fair treatment and recognition of effort. However, the concept of a “healthy working environment” may be interpreted differently by each generation. For example, Baby Boomers may perceive it as stability and hierarchical structure, while Millennials and Generation Z may perceive it as a flexible, innovative environment with less rigid hierarchies.
- ❖ Dignity and transparency, with clear evaluation and reward policies. Despite the general acceptance of meritocracy, many companies struggle to implement truly transparent and fair appraisal systems. Each generation, in its own way, attaches particular importance to career development.

Some researchers believe that the apparent generational differences are mainly due to age and career stage factors. Rudolph et al. (2021) emphasize that deviations in work values are associated more with the age of employees and the stage they are at in their career path than with actual intergenerational differences. Van Rossem (2018) observes that while Millennials and Generation Z prioritize work autonomy and rapid career growth, these aspirations were similarly pursued by previous generations, such as Generation X and Baby Boomers, at the same stage of life. Despite individual differences, many studies conclude that core work values are common to all generations. Lyons et al. (2017) found that younger generations are not substantially different from older generations in terms of their desire for recognition, professional development, and a healthy work environment. In contrast, according to Sulphey (2024), Millennials and Generation Z emphasize flexibility in work style and continuous feedback, while organizations that do not adapt to their demands face higher rates of staff turnover. Similarly, Mahmoud et al. (2020) point out that younger generations reject strict hierarchies and prefer dynamic work models, such as remote working and the use of digital tools for collaboration. In contrast, Generation X and Baby Boomers favor clearer corporate structures and promotions based on experience, which means that firms with strict hierarchical systems may have difficulty attracting new talent. Moreover, organizations that implement strategies for intergenerational collaboration gain valuable advantages from the diverse skills and perspectives of their workforce. Lyons et al. (2017) argue that firms that promote multigenerational teams achieve greater adaptability and dynamism. Similarly, Kwiecińska et al. (2023) suggest implementing cross-generational mentoring strategies to bridge differences and transfer knowledge across generations, thereby reducing conflict and enhancing collaboration. Moreover, adopting flexible work structures that integrate different generations can increase productivity and enhance innovation, creating a work environment adapted to the needs of the modern work landscape.

Taking all the above into account, it is evident that the study of generations and their differences in the workplace is particularly important, as it provides valuable information for the formulation of effective human resource management strategies.

However, the differences observed in work values and attitudes do not solely result from the generation to which an employee belongs (Lyons et al. (2017). Factors such as age, career stage, organizational culture and socio-economic conditions can also significantly influence employees' attitudes and priorities. Therefore, although generational analysis is a useful tool for understanding differences in the workplace, it is equally important to take into account other critical factors that contribute to shaping workplace behavior. A more comprehensive approach that integrates a generational perspective with an analysis of the broader work and social context can yield more precise and effective strategies for human resource management (Sarraf et al., 2017).

3.3.3 Leadership styles

Leadership evolves over time and adapts to the values, priorities and expectations of each generation. Social and technological changes play a key role in shaping leadership approaches, as new forms of communication, work structures and expectations affect the dynamics between leaders and employees (Mihiotis, 2005). As the work environment changes, there are variations in the way leadership is practiced from Baby Boomers to Generation Z.

To analyze the leadership preferences of different generations, various leadership theories can be used. Three of the most widespread approaches include:

- **Transformational Leadership**

This approach is mostly preferred by Millennials and Generation Z, as it emphasizes employee empowerment, mentoring and innovation (Gabrielova et al., 2021). Leaders who apply this model create a strong vision, inspire and enhance the creativity of their team members (Mihiotis, 2005). Generation Z place a strong emphasis on technology, innovation and transparency. This generation's leadership expectations are based on flexibility, using data for decision making, and creating a work environment that promotes equality and creative expression (Yilmaz et al., 2024). The need for digital inclusion is more pronounced than ever, which directly affects the way they perceive leadership.

Like Millennials, Generation Z prefer transformational leadership, which emphasizes innovation and mentoring. Mentor leaders are a key feature of this model, as Millennials seek guidance and support in their professional development (Martin, 2005). At the same time, they consider the integration of technology into leadership practices to be particularly important (Ryan et al., 2023).

- **Participative Leadership**

Generation X prefer a more decentralized way of leadership, which encourages autonomy and efficiency. A study by Messara et al. (2016) found that the leadership practices of Xers often involve delegating responsibilities and providing flexibility to employees, allowing them to make decisions independently within a well-structured environment. Generation X prioritizes work-life balance and prefers leadership practices based on clear goals and employee independence (Messara et al., 2016). This approach is linked to participative leadership as it enhances autonomy and allows employees to have an active role in the decision-making process. Participative leadership promotes

decentralization of authority and is based on collaboration and open communication between leaders and employees (Mihiotis, 2005).

- **Transactional Leadership**

Baby Boomers have grown up in an environment where hierarchy and loyalty to the employer were core values. Their leadership is characterized by strict hierarchy, structured processes and control. According to research by Molek et al. (2023), older generations are more familiar with a transactional leadership model based on rewards and sanctions, while younger generations expect a more transformational model that emphasizes collaboration, trust and individual development. Furthermore, Baby Boomers value structure and guidance through clear rules and procedures. Transactional leadership promotes effectiveness and productivity through a system of rewards and consequences, ensuring compliance with organizational policies and strategies.

Messarra et al. (2016) and Urick et al. (2016) argue that leadership strategies vary significantly across generations, reflecting deeper variations in employees' behaviors and personality traits. These differences may affect conflict management, as different generations prefer alternative approaches to communication and decision making. For example, Baby Boomers seem to prefer more structured and hierarchical strategies, while Millennials and Generation Z tend to favor more participative and collaborative forms of leadership (Molek et al, 2023). Similarly, Rahim et al. (2020) found that gender and generational identity play an important role in shaping conflict management strategies, nonetheless, research findings remain inconsistent, highlighting the need for further exploration of the interactions among these factors. Organizational change management and employee satisfaction are also influenced by the dynamics of different generations and their expectations of leadership. Studies by Drosos et al. (2021) and Lee et.al. (2022) demonstrate that transformational leadership and work-life balance are crucial for retaining employees and enhancing their commitment to the organization. This effect varies by generation, as younger employees seek greater autonomy, flexibility and personalized guidance, while older generations remain oriented towards more traditional forms of leadership that focus on performance and reward (Molek et al., 2023). However, Rahim et al. (2022) highlight that current findings fail to fully consider the influence of cultural context, which can shape employees' perceptions of various leadership models. For instance, while participative leadership is preferred in Western countries, in more hierarchical societies, such as those in Asia, employees may find a more authoritarian approach more effective.

Although the literature has provided valuable insights into the impact of leadership styles on organizational performance and conflict management, there are still important research gaps that need to be filled. Many studies focus on specific generations and do not adequately examine the dynamic evolution of leadership preferences with age and work experience. This results in an incomplete understanding of the adaptability of leadership strategies and the possibility of developing a multidimensional leadership model that is responsive to the needs of a multi-generational and multicultural work environment (Rahim et al., 2022). Furthermore, the interaction of gender and cultural values in the selection of conflict management strategies has not been studied in depth, which limits the ability of organizations to adapt their leadership at the international level.

In conclusion, the study of leadership styles reveals that there is no single and universally accepted model that can be applied to every organization or generation of employees. Instead, effective leadership requires adaptability and flexibility, taking into account the different needs, expectations and values of employees (Easton et al., 2022). Leaders who understand this diversity and incorporate adaptive approaches are more likely to improve their employees' performance, engagement and satisfaction (Molek et al., 2023). However, further research is still needed to examine the evolution of leadership preferences over time, as well as the role of cultural and social factors in shaping effective leadership strategies.

3.3.4 Generational expectations

The study of differences in work expectations between generations has emerged as a critical issue in HRM, as different perceptions of work influence organizations' strategy for workforce retention, development and engagement. Job satisfaction, as well as the overall sense of well-being in the workplace, are critical factors that directly affect employee productivity and performance. However, expectations in these areas vary significantly across generations (Dries et al., 2008).

- **Work Values and Generational Priorities**

The literature highlights differences in the values and priorities that each generation attributes to the workplace. Baby Boomers focus on stability, professional recognition, and leveraging their experience, while emphasizing predictable processes and clear hierarchies (Young et al., 2013). Research evidence suggests that Baby Boomers tend to have higher levels of job stability and are less likely to change employers (Becton et al., 2014). In contrast, Generation X emphasizes autonomy and work-life balance, preferring employers who offer greater flexibility in the way they work (Glass, 2007). Millennials have introduced new priorities in the workplace, seeking employers that promote corporate social responsibility, diversity and inclusion (Ayoobzadeh et al., 2024). Similarly, Generation Z places a strong emphasis on transparency and authenticity, seeking employers that implement DEI (Diversity, Equity, Inclusion) practices, invest in environmentally responsible solutions and demonstrate an ethical attitude towards employees (Trifan et al., 2024).

Although several studies (Janssen et al., 2021; Bejtkovský, 2016) have explored the work priorities of different generations, most of them do not propose practical solutions to address the challenges involved. Cugin's (2012) study analyzed intergenerational differences in work ethics, concluding that Baby Boomers perceive career success through hard work and loyalty to the employer, while Millennials and Generation Z emphasize professional development and flexibility. However, this research does not examine in depth the impact of these differences on job satisfaction and organizational cohesion. Similarly, Hamad et al. (2022) highlighted the role of social responsibility in attracting younger generations. However, their research does not delve into how these organizational practices contribute to stronger employee engagement and long-term commitment to an employer.

- **Professional Development and Mobility**

Career development is another area where generations differ in their expectations. Baby Boomers, for instance, take a more traditional approach to careers, preferring long-term stays with the same employer and a clear hierarchical progression path (Young et al., 2013). In contrast, Generation X tends to adopt a more flexible and opportunistic approach to work, frequently exploring new opportunities, even if that involves changing employers (Becker et al., 2022). Millennials expect rapid advancement and promotions in a short period of time, which makes them less willing to stay in an organization without clear growth prospects (Bejtkovský, 2016). Generation Z adopts a more fluid approach to careers, perceiving them not as a linear progression but as a series of diverse experiences that facilitate continuous skill development and professional growth.

According to the study by Chillakuri et al. (2018), Generation Z is more committed to their profession than to their employer, which makes them more likely to change jobs in order to ensure a greater salary or more opportunities for growth. Bejtkovský's (2016) research acknowledged the increased mobility of Millennials and Generation Z, but did not focus on how this mobility affects organizations' HR management strategies. Similarly, the study by Janssen et al. (2021) examined changes in work priorities due to pandemic COVID-19, concluding that Generation Z has increased demands in terms of mental health and flexibility. While these findings are highly significant, the research does not examine in depth how organizations can effectively adapt their policies to this new reality. Also, the study by D'Amato et al. (2008) explores the relationship between learning, organizational commitment and talent retention in generations of European managers. The findings show that younger generations have lower commitment and lower intention to stay in the same organization, with commitment acting as a mediator for Late Boomers and Early Xers generations. However, the study does not explore cultural differences among European countries or consider employees in non-leadership roles, which may limit the broader applicability of its findings.

To sum up, the literature highlights that different generations have varying expectations regarding their career progression, job satisfaction, and the values they seek in an employer (Janssen et al., 2021; Bejtkovský, 2016; Cugin, 2012; D'Amato, 2008; Chillakuri et al., 2018). While older generations, such as Baby Boomers and Generation X, emphasize stability and job commitment (D'Amato et al., 2008), Millennials and Generation Z prefer greater flexibility, rapid career advancement, and organizations that promote values such as social responsibility and diversity (Chillakuri et al., 2018). Nevertheless, significant research gaps remain regarding the practical application of these differences in shaping human resource strategies. Furthermore, it is not yet fully explored how organizations can develop tailored policies that respond to the different needs of employees while ensuring talent retention and the sustainability of the work environment (Lin et al., 2022).

3.3.5 Graphical Representation

Using VOS viewer, the frequency of occurrence of the searched keywords was analyzed, as well as their correlation with the authors of the articles that formed the basis

of this study. The figures below illustrate the heat map of keywords and authors. The most frequently appearing keywords “workplace”, “millennials” and “generation z”. Regarding the correlation between authors, the authors related most to each other are those with the most intense color, while those with the faded color have less correlation. Moreover, figure 3.2 highlights the need for greater interconnection between research teams to enhance knowledge sharing.

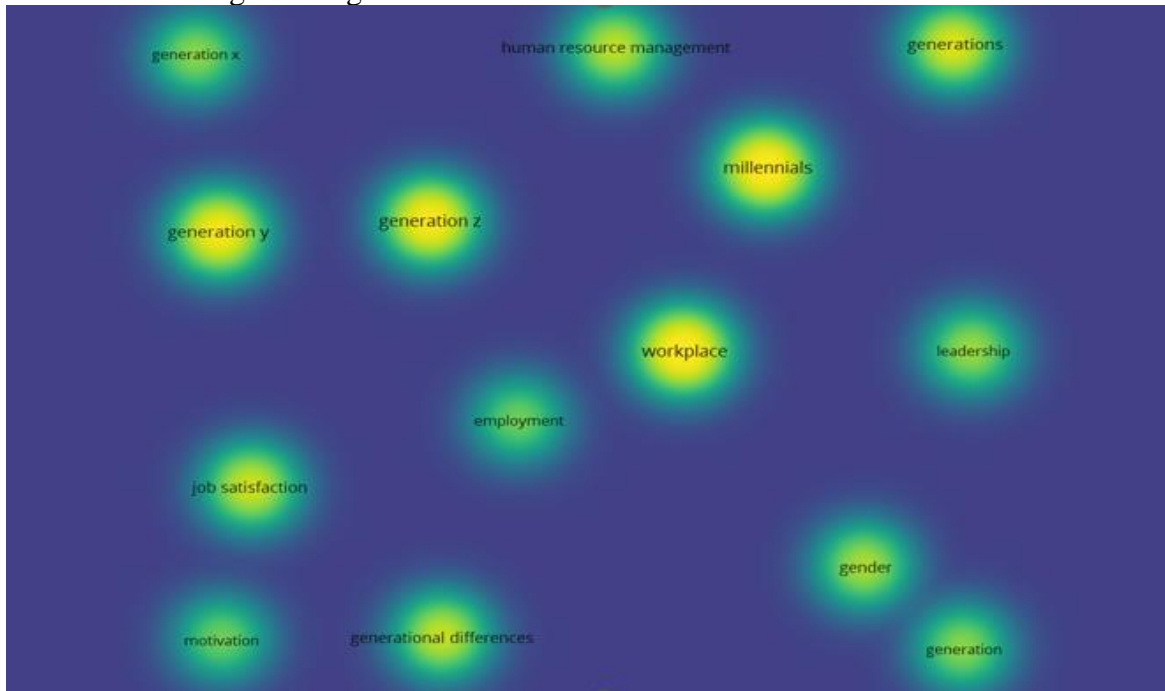


Figure 3.1: Heat map of the frequency of use of search keywords

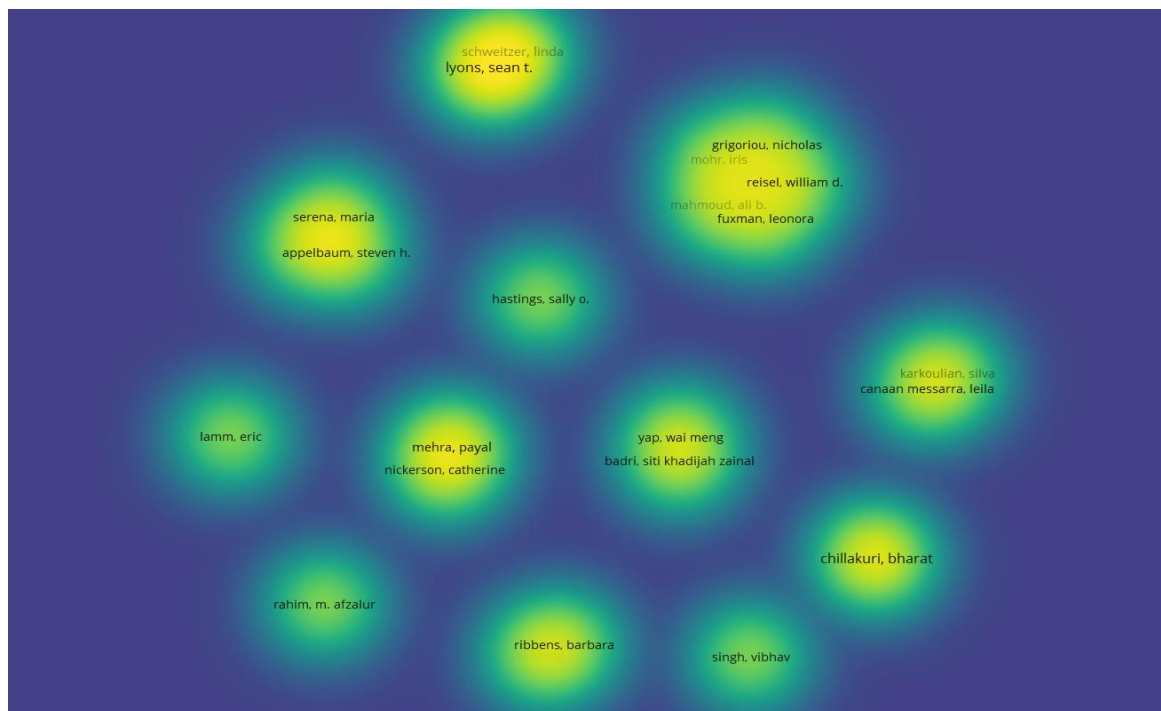


Figure 3.2: Heat map of the authors' correlation of the literature

Chapter 4: Conclusions, Limitations and Proposals for further research

4.1. Conclusions

The study is situated within the field of human resource management, with a specific focus on generational diversity. It is based on a comprehensive literature review and a comparative analysis of existing sources, providing both theoretical insights and practical recommendations derived from current research on managing generational differences in the workplace. The primary objective of this study is to examine these generational differences in the workplace and explore how HR strategies can be adapted to effectively support and manage these diverse needs. Moreover, it is focused on four key ideas: human resource strategies, generational comparison, leadership styles and generation expectations. By applying Webster and Watson's (2002) methodology, the literature was analyzed systematically and critically, enabling a comprehensive understanding of the challenges and opportunities associated with the coexistence of multiple generations in the workplace.

The findings of the survey highlight that while different generations do not demonstrate absolute homogeneity, they do display distinct trends in their attitudes toward work and professional priorities. Baby Boomers value stability and clear hierarchical structures, while Generation X focuses on autonomy and work-life balance (Abubakar et al., 2018). Millennials emphasize feedback, continuous learning and recognition of their performance, while Generation Z prefers a work environment that is flexible, digitally responsive and transparent (Kinger et al., 2023). Successful HR management requires a combination of generational strategies and individually tailored practices (Stirpe et al., 2017). While generational trends offer a valuable theoretical framework for strategy development, they alone do not constitute a sufficient basis for shaping HR policies. Each employee is a distinct personality with different motivations, experiences and career aspirations. Therefore, companies should not take a one-dimensional approach but should instead formulate flexible strategies that combine the general characteristics of each generation with the individual needs of employees. For example, although Millennials tend to value career development opportunities, not everyone is equally interested in continuous education or rapid advancement. Similarly, although Generation Z shows a preference for autonomy and flexibility, some employees may feel more secure in a structured work environment that provides clear guidance (Bejtkovský, 2016).

Furthermore, the importance of individual adaptation is also evident in career positioning, even among individuals of the same generation (Lyons et al., 2017; Rahim et al., 2020; Rudolph et al., 2021). For instance, a Generation X employee, who holds a senior position is likely to respond better in an environment, where they are given greater autonomy and freedom in decision making. In contrast, a peer working in a junior position may need clearer direction and intensive mentoring. Although both belong to the same generation, their professional needs are different, which confirms that a generational approach alone is not enough, and that personalized management is a critical parameter in shaping an effective working environment (D'Amato et al., 2008). Moreover, organizational commitment and job satisfaction depend to a large extent on the alignment

of corporate policies with employees' values and expectations. Millennials and Generation Z are more likely to leave an organization if they do not find growth opportunities or if the corporate culture is not aligned with their personal values. On the other hand, older generations are more likely to stay with an organization when they feel stability, security and recognition of their experience (Young et al., 2013). In addition, leadership plays a key role in shaping the working environment. Baby Boomers are more responsive to transactional leadership, where goals are clear and rewards are predetermined, while Generation X favors a more participative leadership style that promotes autonomy (Messara et al., 2016). Conversely, Millennials and Generation Z show a greater preference for transformational leadership, which focuses on innovation, open communication and employee support (Gabrielova et al., 2021). Finally, technology is a key factor in bridging intergenerational gaps, as it affects the way employees interact and adapt to new working conditions. Younger generations are more familiar with digital technologies and adapt more easily to remote or hybrid working environments, while older generations may need more training and support to take full advantage of technological developments.

Summarizing the aforementioned findings, it is confirmed that firms can no longer ignore intergenerational differences, as they directly affect productivity, organizational commitment and employee retention. Through targeted analysis and enrichment of existing theoretical and empirical data, the research is not limited to a descriptive presentation of generational differences, but approaches them in a critical and analytical manner, taking into account the interactions and expectations between generations, and the impact of wider socio-economic, technological and individual factors. Nevertheless, the contribution is not only theoretical but also practical, as this study provides actionable HR Strategies for talent acquisition and recruitment, learning and development, employee engagement and retention, performance evaluation, and initiatives that support mental health and well-being, ensuring that policies are effectively tailored to the needs of each generation. This literature review lies in revising and reassessing traditional approaches, adding a more dynamic and adaptive perspective to the study of generations, which moves away from strict categorizations and recognizes the importance of individual differences and multidimensional work experiences.

This study's dual approach, both theoretical and practical, offers significant value to the academic community and the professional world by fostering a more inclusive and effective workplace. It ensures that HR strategies are thoughtfully aligned with the evolving expectations of a multigenerational workforce, promoting adaptability, engagement, and long-term organizational success. Undisputed, firms that understand and tailor their policies to their diverse workforce needs are more likely to increase productivity, enhance organizational commitment and reduce staff turnover, retaining valuable talent (Lyons et al., 2017; Kwiecińska et al., 2023; Molek et al., 2023; Malik et al., 2024). Simultaneously, they can foster an innovative and collaborative work environment that appeals to employees across all generations (Stewart et al., 2018). However, it is important to note that despite the usefulness of these strategies, human resource management cannot be limited to generational typologies alone as there is no universal solution for managing generational diversity in the workplace. The most effective approach relies on a dynamic integration of generational awareness and individual adaptability. Balancing these two elements allows companies to create a

modern, flexible and sustainable work environment that offers both stability and development opportunities for all employees, independently of their generation.

4.2 Limitations

This study is defined by several methodological limitations, both in the bibliography research process and in the overall conduct of the research. Although a wide range of sources was gathered, certain search criteria limited the scope of the analysis, which may have affected the completeness of the conclusions.

One of the main limitations concerns the language of the articles published, as only those written in English were included. As a result, potentially important studies published in other languages were excluded, thus limiting the multicultural and intercultural dimension of the research. Furthermore, scientific works originating from countries where English is not the main academic language may contain valuable findings that were not examined in this study. In addition, all research was conducted exclusively in the Scopus database, which, despite its extensive coverage and reliability, does not include all of the available scientific bibliography. Therefore, it is possible that the study does not take into account research articles that have been published in alternative scientific databases or specialized scientific journals. Moreover, another important limitation concerns the scope of the scientific fields included in the review. The selection of articles focused mainly on the broader field of Business, Management, and Accounting, possibly excluding relevant studies from other scientific fields. The absence of these perspectives may have reduced the interdisciplinary dimension of the analysis, which, if included, could have further enriched the research findings. Finally, an additional limitation concerns the difficulties of accessing some articles due to subscription restrictions or their unavailability through open access.

Despite the aforementioned limitations, this study aims to provide a reliable, comprehensive and evidence-based analysis of the topic. Furthermore, it brings to the forefront important findings and paves the way for future research approaches.

4.3 Proposals for Future Research

The constant social and technological changes are reshaping the work environment, creating new challenges and demands for businesses. Intergenerational differences and human resource management strategies constitute a dynamic and constantly evolving field of research, which does not have an absolute point of completion. In this context, the following four research directions are proposed:

1) Exploring the role of artificial intelligence (AI) in Human Resources Management:

The rapid development of artificial intelligence and its integration into business processes has begun to transform the field of HR. However, open questions remain about

how AI can be leveraged to improve HR strategies, ensuring that it takes into account intergenerational differences and the individual needs of employees. Future research could focus on exploring how AI systems can contribute to optimizing talent recruitment, career development and retention, while also examining the ethical dimensions of their use, especially with regard to impartiality, privacy and acceptance by different generations of employees.

2) The long-term effects of teleworking:

The COVID-19 pandemic has been the catalyst for the widespread adoption of hybrid and remote work models. While the immediate adaptation of businesses to these new conditions has been studied extensively, it remains unclear what the long-term effects of this change will be on employee engagement, company culture, and talent retention. As most businesses have now adapted to the new reality, future research could focus on how organizations continue to evolve their remote work strategies, what optimal practices have been adopted, and what challenges still need to be faced. In addition, a comparative analysis of different industries and sectors would be useful to determine what factors define the success or difficulties in maintaining effective hybrid work models.

3) Adaptive nature of leadership:

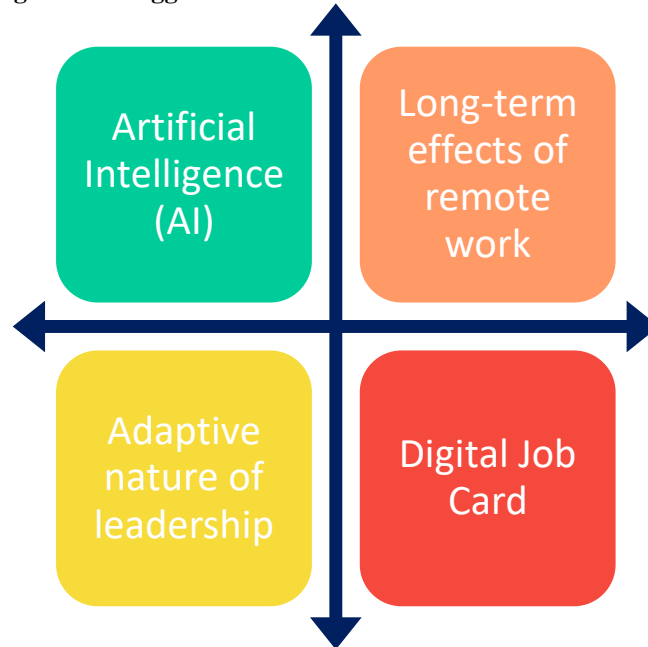
Leadership constitutes a key factor in creating a dynamic and collaborative work environment, especially in a workplace where different generations of employees with diverse expectations and needs co-exist. Having explored leadership style preferences across generations, future research can focus on the adaptive nature of leadership in response to different workplace conditions and individual employee characteristics. Specifically, it would be valuable to examine how leaders adjust and tailor their leadership approach based on factors such as experience level, career aspirations, decision making autonomy, and professional challenges, including burnout and workplace stress. Such an approach could provide valuable insights into how leaders transition between different leadership models-for example, adopting a more directive and structured style for junior employees while implementing a more empowering and flexible approach for experienced professionals facing high work pressure. By investigating adaptive leadership strategies, future research can provide insights into the most effective leadership styles across different work environments and how leaders can refine HR strategies to better support a multigenerational workforce.

4) Digital Job Card and intergenerational challenges:

The implementation of the digital timecard for real-time work monitoring represents a major reform in workplace practices in certain countries, directly influencing human resource management and operational efficiency. Although there are several empirical studies examining cultural differences in work perceptions, the investigation of the adaptation of different generations to this new system remains incomplete. Future research could focus on how each generation perceives digital time tracking, how it affects their professional behaviour and what is its impact on organizational culture and job satisfaction. Additionally, it is important to examine whether and to what extent the digital timecard contributes to enhancing transparency and fairness in the workplace or whether it creates feelings of surveillance and control that affect employees' work well-being.

The diagram below summarizes the proposed directions for future research.

Diagram 4.1 Suggestions for future research



References

- Ali,H., Li, M., & Qiu, X. (2024). Examination of HRM practices in relation to the retention of Chinese Gen Z employees. *Humanities and Social Sciences Communications*, 11. <https://doi.org/10.1057/s41599-023-02472-6>
- Andriani,M., Christiandy, A., Wiratmadja, I., & Sunaryo, I. (2022). Knowledge management effectiveness model in facilitating generation differences. *Knowledge Management Research & Practice*, 20(6), 947–959. <https://doi.org/10.1080/14778238.2022.2129494>
- Arras-Djabi,M., Cottard, L., & Shimada, S. (2024). Understanding the stereotypes of Millennials in the workplace. *European Management Review*, 20(1), 45–65. <https://doi.org/10.1111/emre.12559>
- Ayoobzadeh,M., Schweitzer, L., Lyons, S., & Ng, E. (2024). A tale of two generations: A time-lag study of career expectations. *Personnel Review*, 53(7), 1649–1665. <https://doi.org/10.1108/PR-02-2022-0101>
- Becker,K. L., Richards, M. B., & Stollings, J. (2022). Better together? Examining benefits and tensions of generational diversity and team performance. *Journal of Intergenerational Relationships*, 20(4), 442–463. <https://doi.org/10.1080/15350770.2020.1837708>
- Browne,I. (2021). Exploring reverse mentoring: 'Win-win' relationships in the multi-generational workplace. *International Journal of Evidence Based Coaching and Mentoring*, 19(1), 246–259. <https://doi.org/10.24384/jkc9-2r51>
- Burawat, P. (2023). Examining generational differences in the workplace: Narcissism, work centrality, and the impact on employee engagement and discretionary effort. *Industrial and Commercial Training*, 55(4), 509–543. <https://doi.org/10.1108/ICT-05-2022-0035>
- Deschênes,A.-A. (2021). Satisfaction with work and person–environment fit: Are there intergenerational differences? An examination through person–job, person–group and person–supervisor fit. *International Journal of Organization Theory & Behavior*, 24(1), 60–75. <https://doi.org/10.1108/IJOTB-02-2020-0025>
- Drosos,D., Kyriakopoulos, G. L., Gkika, E. C., Komisopoulos, F., Skordoulis, M., & Ntanos, S. (2021). Managing change and managerial innovation towards employee

satisfaction at the workplace. TEM Journal, 10(2), 597-606.
<https://doi.org/10.18421/TEM102-15>

Easton,C., & Steyn, R. (2022). Millennials hold different cultural values to those of other generations: An empirical analysis. SA Journal of Human Resource Management, 20, Article a1901. <https://doi.org/10.4102/sajhrm.v20i0.1901>

Hans,S., Nayeem, A. M., Mikkilineni, S., & Gupta, R. (2023). Exploring the relationship between generational diversity and knowledge sharing: The moderating role of workplace intergenerational climate, boundary-spanning leadership, and respect. Employee Relations, 45(6), 1437–1454. <https://doi.org/10.1108/ER-11-2022-0507>

Kothari,T. P., Pingle, S. S., & Mehta, A. K. (2024). Does motivation differ across generations? A two-wave study. Evidence-based HRM: A Global Forum for Empirical Scholarship, 12(3), 321–340. <https://doi.org/10.1108/EBHRM-08-2023-0221>

Kwiecińska,M., Grzesik, K., & Siewierska-Chmaj, A. P. (2023). Generational differences in values and patterns of thinking in the workplace. Argumenta Oeconomica, 50(1), 119–136. <https://doi.org/10.15611/aoe.2023.1.06>

Lee,C. C., Lim, H. S., Seo, D. (J.), & Kwak, D.-H. A. (2022). Examining employee retention and motivation: The moderating effect of employee generation. Evidence-based HRM: A Global Forum for Empirical Scholarship, 10(4), 385–402. <https://doi.org/10.1108/EBHRM-05-2021-0101>

Lin,L.-H., & Wang, K.-J. (2022). Talent retention of new generations for sustainable employment relationships in Work 4.0 era—Assessment by fuzzy Delphi method. Sustainability, 14(18), Article 11535. <https://doi.org/10.3390/su141811535>

Molek,N., Markič, M., Janežič, D., Lužar, M., & Brcar, F. (2023). Leadership styles and generational differences in manufacturing and service organizations. Organizacija: Independent Research Journal in the Management Sciences, 56(3), 221–232. <https://doi.org/10.2478/orga-2023-0015>

Naim,M. F. (2021). What matters most for Indian Generation Y employees? An empirical study based on work-values. Global Business and Organizational Excellence, 41(3), 55–68. <https://doi.org/10.1002/joe.22134>

- Negoro, M. C. W., & Wibowo, A. (2021). Empathetic leadership, job satisfaction and intention to leave among millennials in a start-up industry: Needs' satisfaction as a mediating variable. *Journal of Indonesian Economy and Business*, 36(2), 136–154. <https://doi.org/10.22146/jieb.v36i2.1398>
- Rahim, M. A., Katz, J. P., Ma, Z., Yilmaz, H., Lassleben, H., Rahman, M. S., Silva, M. G., Bibi, Z., Shaw, L. J., Fernandez, T. E., & Yee, C. L. M. (2022). The three-way interactions of gender, supervisor's gender, and country on the strategies for managing conflict of millennials: An exploratory study in 10 countries. *International Journal of Conflict Management*, 33(5), 762–781. <https://doi.org/10.1108/IJCM-05-2021-0074>
- Ryan, S., & Cross, C. (2023). Micromanagement and its impact on millennial followership styles. *Leadership & Organization Development Journal*, 45(1), 140–152. <https://doi.org/10.1108/LODJ-07-2022-0329>
- Silva, I., Dias, Á., & Pereira, L. F. (2023). Determinants of employee intention to stay: A generational multigroup analysis. *International Journal of Organizational Analysis*, 32(8), 1389–1418. <https://doi.org/10.1108/IJOA-06-2023-3796>
- Szabó-Szentgróti, G., Martin, G., Hollósy-Vadász, G., & Kőműves, Z. (2024). Understanding the employment expectations of young professionals: A study by education level. *Journal of Ecohumanism*, 3(7), 564–577. <https://doi.org/10.62754/joe.v3i7.4225>
- Trifan, V. A., & Pantea, M. F. (2024). Shifting priorities and expectations in the new world of work: Insights from Millennials and Generation Z. *Journal of Business Economics and Management*, 25(5), 1075–1096. <https://doi.org/10.3846/jbem.2024.22469>
- Abubakar, A. M., Yazdian, T. F., & Behraves, E. (2018). A riposte to ostracism and tolerance to workplace incivility: A generational perspective. *Personnel Review*, 47(2), 441–457. <https://doi.org/10.1108/pr-07-2016-0153>
- Appelbaum, S. H., Serena, M., & Shapiro, B. T. (2005). Generation “X” and the boomers: an analysis of realities and myths. *Management Research News*, 28 (1), 1–33. <https://doi.org/10.1108/01409170510784751>
- Arora, N., & Dhole, V. (2019). Generation Y: Perspective, engagement, expectations, preferences, and satisfactions from the workplace; a study conducted in the Indian context.

Benchmarking: An International Journal, 26(5), 1378-1404. <https://doi.org/10.1108/BIJ-05-2018-0132>

Arsenault, P. M. (2004). Validating generational differences: A legitimate diversity and leadership issue. *Leadership & Organization Development Journal*, 25 (2), 124-141. <https://doi.org/10.1108/01437730410521813>

Badri, S. K. Z., Yap, W. M., & Ramos, H. M. (2022). Workplace affective well-being: Gratitude and friendship in helping millennials to thrive at work. *International Journal of Organizational Analysis*, 30(2), 479-498. <https://doi.org/10.1108/IJOA-04-2020-2148>

Baker Rosa, N. M., & Hastings, S. O. (2018). Managing Millennials: Looking beyond generational stereotypes. *Journal of Organizational Change Management*, 31(4), 920-930. <https://doi.org/10.1108/JOCM-10-2015-0193>

Barkhuizen, N. (2014). Exploring the importance of rewards as a talent management tool for Generation Y employees. *Mediterranean Journal of Social Sciences*, 5 (27), 1100-1105. <https://doi.org/10.5901/mjss.2014.v5n27p1100>

Becton, J. B., Walker, H. J., & Jones-Farmer, A. (2014). Generational differences in workplace behavior. *Journal of Applied Social Psychology*, 44 (3), 175-189. <https://doi.org/10.1111/jasp.12208>

Bejtkovský, J. (2016). The employees of Baby Boomers generation, Generation X, Generation Y, and Generation Z in selected Czech corporations as conceivers of development and competitiveness in their corporation. *Journal of Competitiveness*, 8 (4), 105-123. <https://doi.org/10.7441/joc.2016.04.07>

Bencsik, A., Horváth-Csikós, G., & Juhász, T. (2016). Y and Z generations at workplaces. *Journal of Competitiveness*, 8 (3), 90-106. <https://doi.org/10.7441/joc.2016.03.06>

Bornman, D. A. J. (2019). Gender-based leadership perceptions and preferences of Generation Z as future business leaders in South Africa. *Acta Commercii - Independent Research Journal in the Management Sciences*, 19(1), a708. <https://doi.org/10.4102/ac.v19i1.708>

Burton, C. M., Mayhall, C., Cross, J., & Patterson, P. (2019). Critical elements for multigenerational teams: A systematic review. *Team Performance Management: An International Journal*. <https://doi.org/10.1108/TPM-12-2018-0075>

- Cennamo, L., & Gardner, D. (2008). Generational differences in work values, outcomes and person-organisation values fit. *Journal of Managerial Psychology*, 39 (2), 24-36. <https://doi.org/10.1109/EMR.2011.5876170>
- Chillakuri, B. (2020). Understanding Generation Z expectations for effective onboarding. *Journal of Organizational Change Management*, 33(7), 1277-1296. <https://doi.org/10.1108/JOCM-02-2020-0058>
- Chillakuri, B., & Mahanandia, R. (2018). Generation Z entering the workforce: The need for sustainable strategies in maximizing their talent. *Human Resource Management International Digest*, 26(4), 34-38. <https://doi.org/10.1108/HRMID-01-2018-0006>
- Choudhary, R., Shaik, Y. A., Yadav, P., & Rashid, A. (2024). Generational differences in technology behavior: A systematic literature review. *Journal of Infrastructure, Policy and Development*. <https://doi.org/10.24294/jipd.v8i9.6755>
- Cogin, J. (2012). Are generational differences in work values fact or fiction? Multi-country evidence and implications. *International Journal of Human Resource Management*, 23 (11), 2268-2294. <https://doi.org/10.1080/09585192.2011.610967>
- Cucina, J. M., Byle, K. A., Martin, N. R., Peyton, S. T., & Gast, I. F. (2018). Generational differences in workplace attitudes and job satisfaction: Lack of sizable differences across cohorts. *Journal of Managerial Psychology*, 33(3), 246-264. <https://doi.org/10.1108/JMP-03-2017-0115>
- D'Amato, A., & Baruch, Y. (2020). Cultural and generational predictors of learning goal orientation: A multilevel analysis of managers across 20 countries. *International Journal of Cross Cultural Management*, 20(2), 151–175. <https://doi.org/10.1177/1470595820926218>
- D'Amato, A., & Herzfeldt, R. (2008). Learning orientation, organizational commitment, and talent retention across generations: A study of European managers. *Journal of Managerial Psychology*, 23 (8), 929-953. <https://doi.org/10.1108/02683940810904402>
- Dencker, J. C., Joshi, A., & Martocchio, J. J. (2007). Employee benefits as context for intergenerational conflict. *Human Resource Management Review*, 17 (2), 208-220. <https://doi.org/10.1016/j.hrmr.2007.04.002>

- Dries, N., Pepermans, R., & De Kerpel, E. (2008). Exploring four generations' beliefs about career: Is "satisfied" the new "successful"? *Journal of Managerial Psychology*, 23 (8), 927-928. <https://doi.org/10.1108/02683940810904394>
- Easton, C., & Steyn, R. (2022). Leadership styles and effectiveness in the workplace: A perspective of the millennial generation. *South African Journal of Economic and Management Sciences*, 25(1), Article a4541. <https://doi.org/10.4102/sajems.v25i1.4541>
- Egerová, D., Komárková, L., & Kutlák, J. (2021). Generation Y and Generation Z employment expectations: A generational cohort comparative study from two countries. *E a M: Ekonomie a Management*, 24(3), 93-109. <https://doi.org/10.15240/TUL/001/2021-03-006>
- Eyoun, K., Chen, H., Ayoun, B., & Khelifat, A. (2020). The relationship between purpose of performance appraisal and psychological contract: Generational differences as a moderator. *International Journal of Hospitality Management*, 86, 102449. <https://doi.org/10.1016/j.ijhm.2020.102449>
- Gabrielova, K., & Buchko, A. A. (2021). Here comes Generation Z: Millennials as managers. *Business Horizons*, 64(4), 489-499. <https://doi.org/10.1016/j.bushor.2021.02.013>
- Garg, N., & Mahipalan, M. (2023). Exploring intergenerational differences in the virtue of appreciation at the workplace. *Social Responsibility Journal*, 19(5), 812-828. <https://doi.org/10.1108/SRJ-07-2021-0281>
- Glass, A. (2007). Understanding generational differences for competitive success. *Industrial and Commercial Training*, 39 (2), 98-103. <https://doi.org/10.1108/00197850710732424>
- Graczyk-Kucharska, M., & Erickson, G. S. (2020). A person-organization fit model of Generation Z: Preliminary studies. *Journal of Entrepreneurship, Management, and Innovation*, 16(4), 149-176. <https://doi.org/10.7341/20201645>
- Gursoy, D., Maier, T. A., & Chi, C. G. (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce. *International Journal of Hospitality Management*, 27 (3), 448-458. <https://doi.org/10.1016/j.ijhm.2007.11.002>

- Heyns, M. M., & Kerr, M. D. (2018). Generational differences in workplace motivation. *SA Journal of Human Resource Management*, 16, a967. <https://doi.org/10.4102/sajhrm.v16i0.967>
- Holian, R. (2015). Work, career, age, and life-stage: Assumptions and preferences of a multigenerational workforce. *Labour and Industry*, 25 (4), 278-292. <https://doi.org/10.1080/10301763.2015.1083366>
- Janssen, D., & Carradini, S. (2021). Generation Z workplace communication habits and expectations. *IEEE Transactions on Professional Communication*, 64(2), 137–153. <https://doi.org/10.1109/TPC.2021.3069288>
- Kinger, N., & Kumar, S. (2023). Generational differences in work values in the workplace. *Folia Oeconomica Stetinensia*, 23(2), 204–221. <https://doi.org/10.2478/fofi-2023-0027>
- Lamm, E., & Meeks, M. D. (2009). Workplace fun: The moderating effects of generational differences. *Employee relations*, 31, 613-631. <https://doi.org/10.1108/01425450910991767>
- Latukha, M., Kriklivets, A., & Podgainyi, F. (2022). Generation diverse talent management practices: Main determinants and their influence on firm performance. *Journal of East-West Business*, 28(4), 291–322. <https://doi.org/10.1080/10669868.2022.2074186>
- Lee, C.-H., & Chen, C.-W. (2021). The impact of psychological contract violation and generation difference in the workplace: An empirical study of China. *Human Systems Management*, 40(6), 825-841. <https://doi.org/10.3233/HSM-201073>
- Lyons, S. T., Schweitzer, L., & Ng, E. S. W. (2015). How have careers changed? An investigation of changing career patterns across four generations. *Journal of Managerial Psychology*, 30 (1), 8-21. <https://doi.org/10.1108/JMP-07-2014-0210>
- Lyons, S., & Kuron, L. (2014). Generational differences in the workplace: A review of the evidence and directions for future research. *Journal of Organizational Behavior*, 35 (SUPPL.1), S139-S157. <https://doi.org/10.1002/job.1913>
- Macky, K., Gardner, D., & Forsyth, S. (2008). Generational differences at work: Introduction and overview. *Journal of Managerial Psychology*, 27 (3), 448-458. <https://doi.org/10.1108/02683940810904358>

- Magni,F., & Manzoni, B. (2020). Generational differences in workers' expectations: Millennials want more of the same things. *European Management Review*, 17(4), 1015–1031. <https://doi.org/10.1111/emre.12405>
- Mahmoud,A. B., Fuxman, L., Mohr, I., Reisel, W. D., & Grigoriou, N. (2021). "We aren't your reincarnation!" Workplace motivation across X, Y, and Z generations. *International Journal of Manpower*, 42(1), 193–209. <https://doi.org/10.1108/IJM-09-2019-0448>
- Mahmoud,A. B., Grigoriou, N., Fuxman, L., Reisel, W. D., Hack-Polay, D., & Mohr, I. (2020). A generational study of employees' customer orientation: A motivational viewpoint in pandemic time. *Journal of Strategic Marketing*, 30(8), 746-763. <https://doi.org/10.1080/0965254X.2020.1844785>
- Malik,S., & Shahid, S. (2024). From differences to strengths: Strategies for embracing generational diversity at the workplace. *Development and Learning in Organizations: An International Journal*, 38(3). <https://doi.org/10.1108/DLO-07-2023-0146>
- Martin,C. A. (2005). From high maintenance to high productivity: What managers need to know about Generation Y. *Industrial and Commercial Training*, 37 (1), 39-44. <https://doi.org/10.1108/00197850510699965>
- Mehra,P., & Nickerson, C. (2019). Organizational communication and job satisfaction: What role do generational differences play? *International Journal of Organizational Analysis*, 27(3), 524-547. <https://doi.org/10.1108/IJOA-12-2017-1297>
- Messarra,L. C., Karkoulian, S., & El-Kassar, A.-N. (2016). Conflict resolution styles and personality: The moderating effect of Generation X and Y in a non-Western context. *International Journal of Productivity and Performance Management*, 65 (6), 792-810. <https://doi.org/10.1108/IJPPM-01-2016-0014>
- Mihiotis, A. (2005). *Management of people and organizations* (Vol. 4, 89-104). HOU.
- Mikova,I., Komarkova, L., Pudil, P., & Pribyl, V. (2021). HR management and perceived effectiveness of further education and training methods of millennial employees in the Czech Republic. *Journal of East European Management Studies*, 26(3), 415-439. <https://doi.org/10.5771/0949-6181-2021-3-415>

- Nnambooz, B. E., & Parumasur, S. B. (2016). Understanding the multigenerational workforce: Are the generations significantly different or similar? *Corporate Ownership and Control*, 13(2CONT1), 224–237. <https://doi.org/10.22495/cocv13i2c1p4>
- Papavasileiou, E. F., Stergiou, D. P., & Dimou, I. (2024). Millennials' work values: A systematic review and synthesis of factors. *Anatolia*. <https://doi.org/10.1080/13032917.2024.2366909>
- Park, S., & Park, S. (2018). Exploring the generation gap in the workplace in South Korea. *Human Resource Development International*, 21(3), 276-283. <https://doi.org/10.1080/13678868.2017.130676>
- Paulin, G. D. (2018). Fun facts about Millennials: Comparing expenditure patterns from the latest through the Greatest generation. *Monthly Labor Review*, (3), 1-49. <https://doi.org/10.21916/mlr.2018.9>
- Petroulas, E., Brown, D., & Sundin, H. (2010). Generational characteristics and their impact on preference for management control systems. *Australian Accounting Review*, 20 (3), 221-240. <https://doi.org/10.1111/j.1835-2561.2010.00099.x>
- Polat, S., & Yılmaz, Y. (2020). Barriers to intergenerational learning: A case of a workplace in Turkey. *Leadership & Organization Development Journal*, 41(3), 431-447. <https://doi.org/10.1108/LODJ-07-2019-0330>
- Rahim, M. A., & Katz, J. P. (2020). Forty years of conflict: The effects of gender and generation on conflict-management strategies. *International Journal of Conflict Management*, 31(1), 1-16. <https://doi.org/10.1108/IJCMA-03-2019-0045>
- Redditt, J., Gregory, A. M., & Heejung, R. (2019). An examination of organizational commitment and intention to stay in the timeshare industry: Variations across generations in the workplace. *International Journal of Hospitality and Tourism Administration*, 20(2), 206-225. <https://doi.org/10.1080/15256480.2017.1359735>
- Rudolph, C. W., Rauvola, R. S., Costanza, D. P., & Zacher, H. (2021). Generations and generational differences: Debunking myths in organizational science and practice and paving new paths forward. *Journal of Business and Psychology*, 36, 945-967. <https://doi.org/10.1007/s10869-020-09715-2>

- Rudolph, C. W., Rauvola, R. S., & Zacher, H. (2018). Leadership and generations at work: A critical review. *The Leadership Quarterly*. <https://doi.org/10.1016/j.leaqua.2017.09.004>
- Sagituly, G., & Guo, J. (2024). Job satisfaction and organizational commitment: Comparing Generations X and Y. *Innovation: The European Journal of Social Science Research*, 37 (4), 1185-1204. <https://doi.org/10.1080/13511610.2022.2163622>
- Sahraee, R., Abdullah, H. B., & Bagherian, F. (2021). How psychosocial indicators push millennials to intend leaving their job: A study of generational differences in Iranian organizations. *Iranian Journal of Management Studies*, 14(4), 681-698. <https://doi.org/10.22059/IJMS.2020.308501.674181>
- Sánchez, R., Flegl, M., & Depoo, L. (2021). Identification of employees' preferences for health and wellness programmes. *Periodica Polytechnica Social and Management Sciences*, 29(2), 180-195. <https://doi.org/10.3311/PPSO.15327>
- Sarraf, A. R. A., Abzari, M., Isfahani, A. N., & Fathi, S. (2017). Generational differences in job engagement: A case study of an industrial organization in Iran. *Industrial and Commercial Training*, 49 (3), 106-115. <https://doi.org/10.1108/ICT-10-2016-0068>
- Shragay, D., & Tziner, A. (2011). The generational effect on the relationship between job involvement, work satisfaction, and organizational citizenship behavior. *Revista de Psicología del Trabajo y de las Organizaciones*, 27 (2), 143-157. <https://doi.org/10.5093/tr2011v27n2a6>
- Silva, R., Dutra, J., Veloso, E. F. R., & Trevisan, L. (2020). Leadership and performance of Millennial generation in Brazilian companies. *Management Research: Journal of the Iberoamerican Academy of Management*, 18(3), 245-261. <https://doi.org/10.1108/MRJIAM-02-2019-0910>
- Singh, V., Verma, S., & Chaurasia, S. (2020). Intellectual structure of multigenerational workforce and contextualizing work values across generations: A multistage analysis. *International Journal of Manpower*, 42(3), 470-487. <https://doi.org/10.1108/IJM-04-2019-0207>
- Srinivasan, V. (2012). Multi generations in the workforce: Building collaboration. *IIMB Management Review*, 24 (1), 48-66. <https://doi.org/10.1016/j.iimb.2012.01.004>

- Stewart, J. S., Oliver, E. G., Cravens, K. S., & Oishi, S. (2017). Managing millennials: Embracing generational differences. *Business Horizons*, 60 (1), 45-54. <https://doi.org/10.1016/j.bushor.2016.08.01>
- Stirpe, L., Trullen, J., & Bonache, J. (2017). Retaining an ageing workforce: The effects of high-performance work systems and flexible work programmes. *Human Resource Management Journal*, 28 (4), 585-604. <https://doi.org/10.1111/1748-8583.12205>
- Sulphey, M. M. (2024). A study on how generational differences impact certain behavioural antecedents of employee creativity in Saudi Arabia. *Journal of Infrastructure, Policy and Development*, 8(8). <https://doi.org/10.24294/jipd.v8i8.4247>
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*.
- Urlick, M. J., Hollensbe, E. C., Masterson, S. S., & Lyons, S. T. (2016). Understanding and managing intergenerational conflict: An examination of influences and strategies. *Work, Aging and Retirement*, 3(2), 166-185. <https://doi.org/10.1093/workar/waw009>
- Van Rossem, A. (2021). Introducing a cognitive approach in research about generational differences: The case of motivation. *International Journal of Human Resource Management*, 32(14), 2911-2951. <https://doi.org/10.1080/09585192.2019.1616592>
- Van Rossem, A. H. D. (2018). Generations as social categories: An exploratory cognitive study of generational identity and generational stereotypes in a multigenerational workforce. *Journal of Organizational Behavior*, 40 (4), 434-455. <https://doi.org/10.1002/job.2341>
- Wolor, C. W., Nurkhin, A., & Citriadin, Y. (2021). Leadership style for millennial generation: A systematic literature review. *QUALITY - Access to Success*. <https://doi.org/10.47750/QAS/22.184.13>
- Wong, M., Gardiner, E., Lang, W., & Coulon, L. (2008). Generational differences in personality and motivation: Do they exist and what are the implications for the workplace? *Journal of Managerial Psychology*, 23 (8), 878-890. <https://doi.org/10.1108/02683940810904376>

Yi,X., Ribbens, B., & Morgan, C. N. (2010). Generational differences in China: Career implications. *Career Development International*, 15 (6), 601-620. <https://doi.org/10.1108/13620431011084439>

Yılmaz,B., Dinler Kısaçtutan, E., & Gürün Karatepe, S. (2024). Digital natives of the labor market: Generation Z as future leaders and their perspectives on leadership. *Frontiers in Psychology*, 15. <https://doi.org/10.3389/fpsyg.2024.1378982>

Young,S. J., Sturts, J. R., Ross, C. M., & Kim, K. T. (2013). Generational differences and job satisfaction in leisure services. *Managing Leisure*, 18 (2), 152-170. <https://doi.org/10.1080/13606719.2013.752213>

Zaharee,M., Lipkie, T., Mehlman, S. K., & Neylon, S. K. (2018). Recruitment and retention of early-career technical talent: What young employees want from employers. *Research Technology Management*, 61(5), 51-61. <https://doi.org/10.1080/08956308.2018.1495966>

Zhao,Y. (2018). Managing Chinese millennial employees and their impact on human resource management transformation: An empirical study. *Asia Pacific Business Review*, 24(4), 472-489. <https://doi.org/10.1080/13602381.2018.1451132>

Author's Statement:

I hereby declare that, in accordance with article 8 of Law 1599/1986 and article 2.4.6 par. 3 of Law 1256/1982, this thesis/dissertation is solely a product of personal work and does not infringe any intellectual property rights of third parties and is not the product of a partial or total plagiarism, and the sources used are strictly limited to the bibliographic references.