



*Dimitra Marmangioli, Human Resources Management Strategies  
in the Modern Era: Navigating Generational Diversity in  
Businesses*



HELLENIC OPEN UNIVERSITY

Master in Business Administration (MBA)

Postgraduate Dissertation

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

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Patras, Greece, May 2025

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

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*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.

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## **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**

| <b>Author(s), Article, Source, Year</b>   | <b>Keywords</b>   | <b>Methodology</b>  | <b>Findings</b>  |
|---|---|---|--|
| 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, Irimi 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.   |

|  |   |   |  |
|--|---|---|--|
| <p>Easton, C. &amp; Steyn, R., "Leadership styles and effectiveness in the workplace: A perspective of the millennial generation", South African Journal of Economic and Management Sciences, 2022.</p>          | <p>Not reported</p>                                 | <p>Literature Review, Empirical Study, IBM SPSS, ANOVA.</p> | <p>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.</p> |
| <p>Christian Wiradendi Wolor, Ahmad Nurkhin, Yudin Citriadin, "Leadership Style for Millennial Generation: A Systematic Literature Review", QUALITY - Access to Success, 2021.</p>                               | <p>"Leadership Style", "Millennial generation".</p> | <p>Systematic Literature Review (PRISMA).</p>               | <p>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.</p>  |
| <p>Cherise M. Burton, Chrissa Mayhall, Jennifer Cross, Patrick Patterson. "Critical Elements for Multigenerational Teams: A Systematic Review", Team Performance Management: An International Journal, 2019.</p> | <p>"Generation", "Team".</p>                        | <p>Systematic Literature Review.</p>                        | <p>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</p>  |

|  |                                |                     |   |
|--|--------------------------------|---------------------|---|
|  |                                |                     | all generations, and adopt advanced analysis methodologies.   |
| Cort W. Rudolph,<br>Rachel S. Rauvola,<br>Hannes Zacher,<br>"Leadership and<br>generations at work: A<br>critical review",<br>Leadership Quarterly,<br>2018. | "Leadership",<br>"generations" | Critical<br>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     |

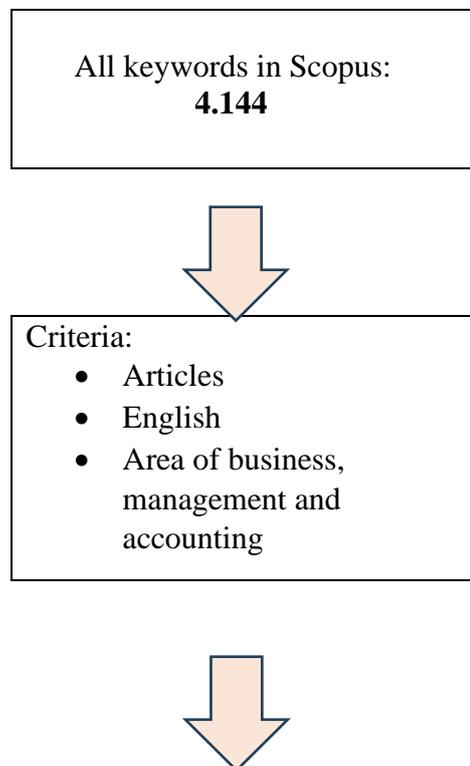
The next step of the search is to define the search criteria to make it more targeted and to justify the selection of specific articles. The search parameters were carefully defined to guarantee that the results remained focused and highly relevant.

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**

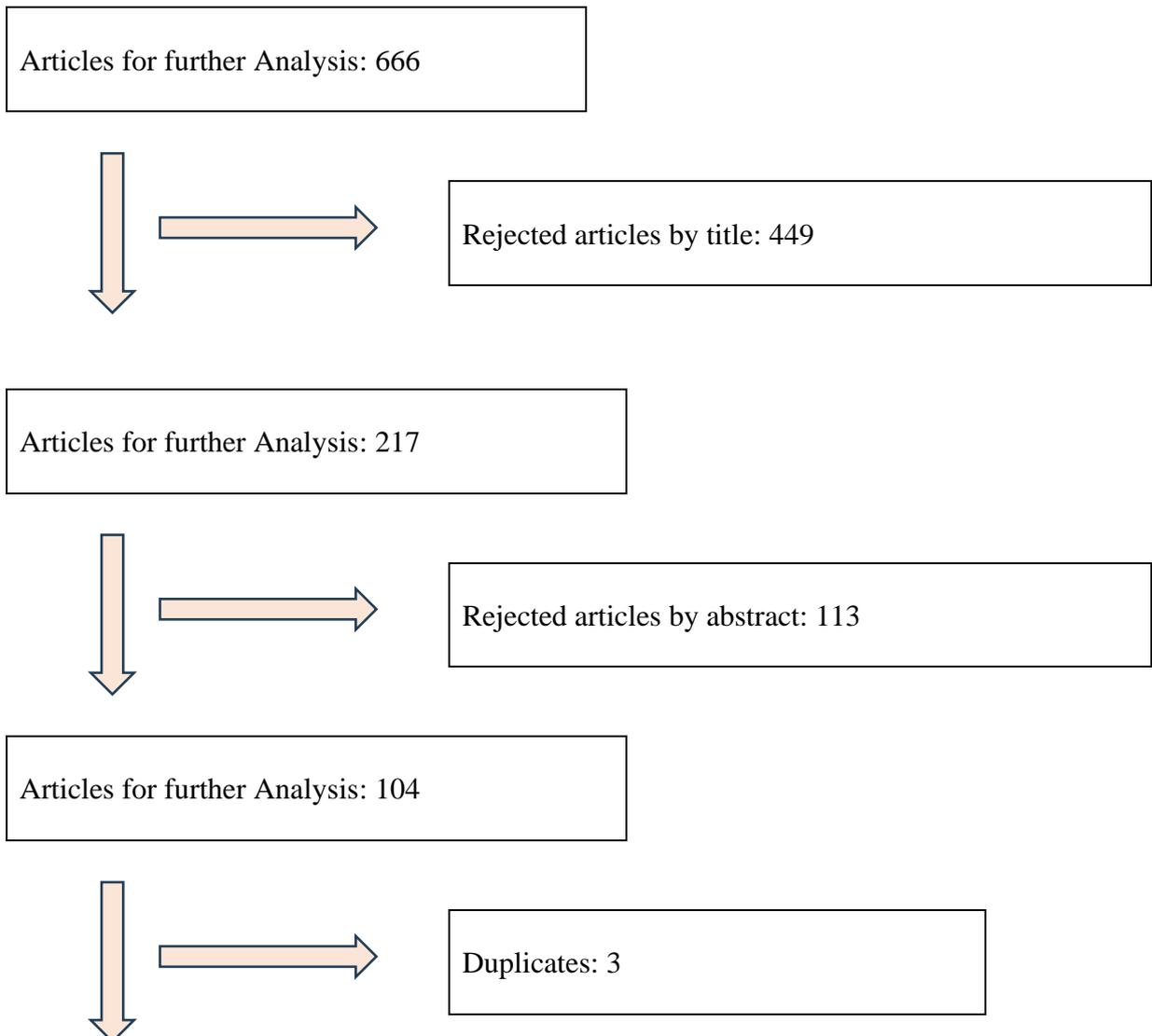


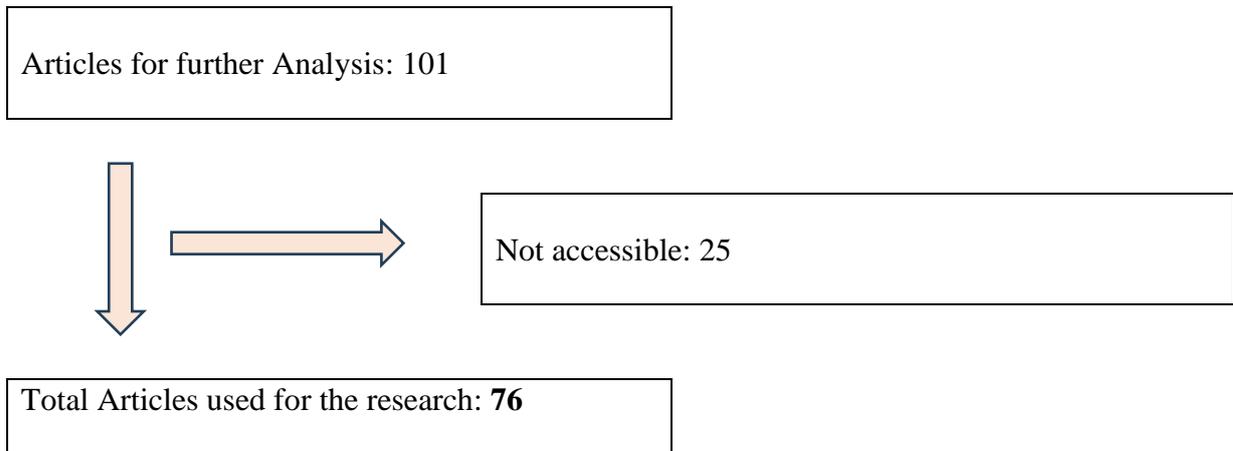
Total:  
**666 articles**

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.

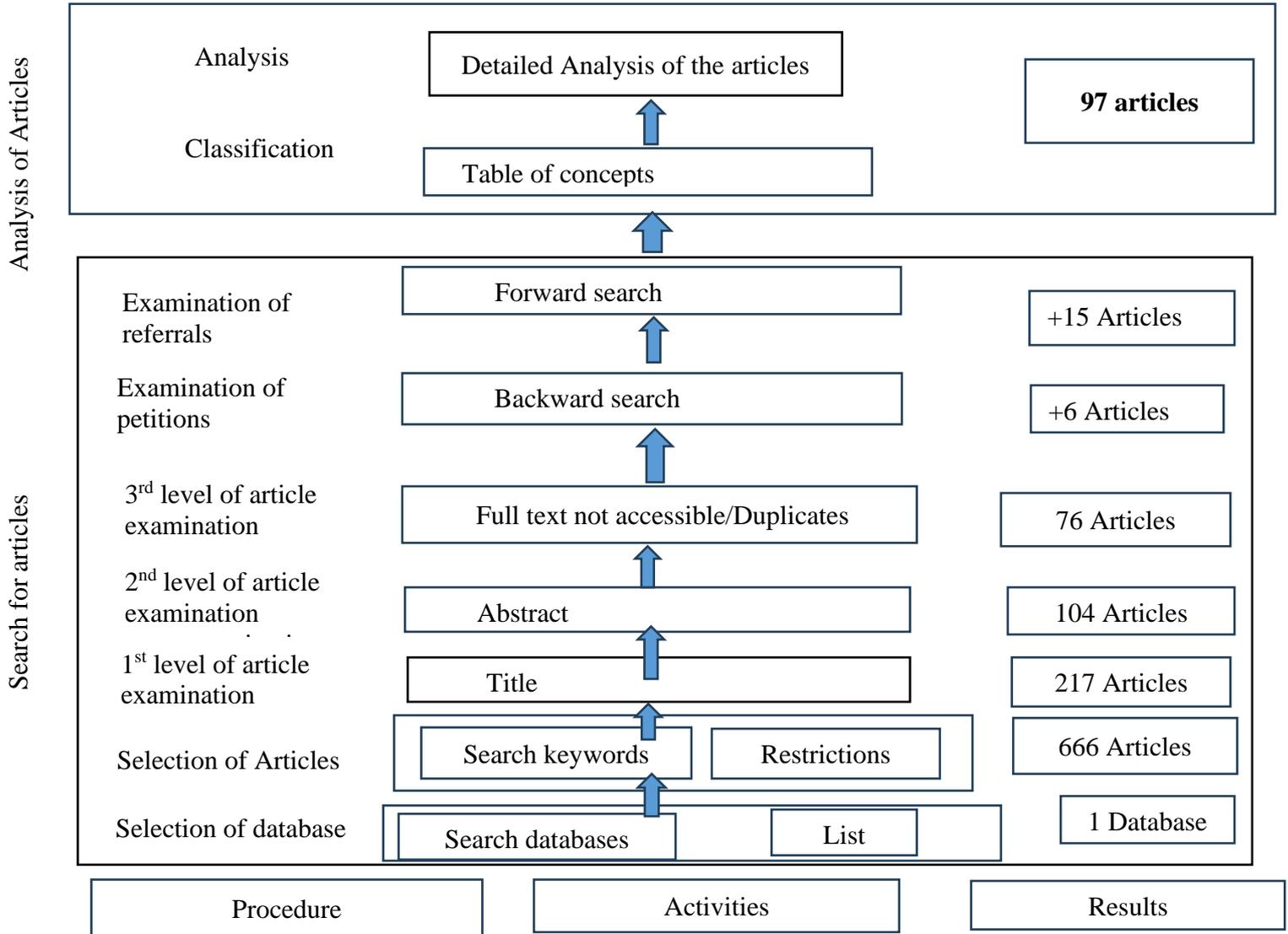
### **2.2.3. Forward Search**

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 Nong                   | A tale of two generations: a timelag study of career expectations.  | Personnel Review  | 2024 |
| 6  | Betül Yılmaz1, Elvin Dinler Kısaçtu tan, 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 Brčar            | 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<br>Mohammad Nayeem<br>, Sitamma Mikkiline<br>ni, Ritu Gupta   | Exploring the relationship<br>between generational diversity<br>and knowledge sharing: the<br>moderating role of workplace<br>intergenerational climate,<br>boundary-spanning leadership<br>and respect. | Employee Relations  | 2023 |
| 16 | Kwiecińska Monika,<br>Grzesik Katarzyna,<br>Siewierska-Chmaj,<br>Anna Popielska-<br>Borys   | Generational differences in<br>values and patterns of thinking<br>in the workplace.  | Argumenta<br>Oeconomica   | 2023 |
| 17 | Inês Silva, Álvaro Di<br>as, Leandro F.<br>Pereira  | Determinants of employee<br>intention to stay: a generational<br>multigroup analysis.  | International Journal<br>of Organizational<br>Analysis          | 2023 |
| 18 | Shona Ryan, Christi<br>ne Cross   | Micromanagement and its<br>impact on millennial<br>followership styles.  | Leadership &<br>Organization<br>Development Journal             | 2023 |
| 19 | Andriani<br>Made, Alvin<br>Christiandy, Iwan<br>Wiratmadja,<br>Sunaryo Indryati   | Knowledge management<br>effectiveness model in<br>facilitating generation<br>differences.  | Knowledge<br>Management Research<br>& Practice                  | 2022 |
| 20 | Carolyn Easton,<br>Renier Steyn   | Leadership styles and<br>effectiveness in the workplace:<br>A perspective of the millennial<br>generation.   | South African Journal<br>of Economic and<br>Management Sciences | 2022 |
| 21 | Carolyn Easton,<br>Renier Steyn   | Millennials hold different<br>cultural values to those of other<br>generations: An empirical<br>analysis.  | SA Journal of Human<br>Resource<br>Management                   | 2022 |
| 22 | Rahim M.<br>Afzalur , P. Katz<br>Jaffrey, Zhenzhong<br>Ma, Hakan Yilmaz,<br>Hermann Lasseben,<br>Md.<br>Sahidur Rahman, Ma<br>ria<br>Gabriela Silva, Zain<br>ab Bibi, Leslie<br>J. Shaw, Thomas<br>E. Fernandez, Cathy<br>Leung Miu Yee | The three-way interactions of<br>gender, supervisor's gender, and<br>country on the strategies for<br>managing conflict of<br>millennials: an exploratory study<br>in 10 countries.                      | International Journal<br>of Conflict<br>Management              | 2022 |
| 23 | Badri Siti Khadijah<br>Zainal, Wai<br>Meng Yap, Melanie<br>Ramos Hazel  | Workplace affective well-being:<br>gratitude and friendship in<br>helping millennials to thrive at<br>work.  | International Journal<br>of Organizational<br>Analysis          | 2022 |

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|----|--|---|---|------|
| 24 | Christopher Lee, Hyoun<br>Sook Lim, Donghwi<br>Seo, Dong-Heon<br>Austin Kwak   | Examining employee retention and motivation: the moderating effect of employee generation.  | Evidence-based HRM                              | 2022 |
| 25 | Marina Latukha,<br>Anna Kriklivetc &<br>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,<br>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,<br>Melanie B.<br>Richardsb, and<br>Jessica Stollings   | Better Together? Examining Benefits and Tensions of Generational Diversity and Team Performance.  | Journal of Intergenerational Relationships      | 2022 |
| 28 | Muhammad Cesare<br>Wicaksana Negoro,<br>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,<br>Kuriakopoulos<br>Grigorios, Gkika<br>Eleni, Komisopoulos<br>Faidon, Skordoulis<br>Michalis, Ntamos<br>Stamatios | Managing Change and Managerial Innovation towards Employees Satisfaction at Workplace.  | TEM Journal                                     | 2021 |
| 30 | Ali<br>Mahmoud, Leonora<br>Fuxman, Iris Mohr,<br>William<br>Reisel, Nicholas Gri<br>goriou   | “We aren't your reincarnation!” workplace motivation across X, Y and Z generations.   | International Journal of Manpower               | 2021 |
| 31 | Mohammad Faraz<br>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,<br>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 |

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|----|--|--|--|------|
| 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 Khliefatd  | 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, Yilmazer 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 |

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|----|---|--|---|------|
|    |   | from workplace; a study conducted in Indian context.   |   |      |
| 55 | Jennifer Redditta ,<br>Amy M. Gregory,<br>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,<br>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,<br>Sohee Park  | Exploring the generation gap in the workplace in South Korea.  | Human Resource Development International                        | 2018 |
| 60 | Nicole M. Baker<br>Rosa, Sally O.<br>Hastings                                       | Managing Millennials: looking beyond generational stereotypes.   | Journal of Organizational Change Management                     | 2018 |
| 61 | Zaharee Marcie,<br>Lipkie Tristan,<br>Stewart Mehlman,<br>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<br>Cucina, Kevin<br>Byle, Nicholas<br>Martin, Sharron<br>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 |

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|----|---|---|--|------|
| 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 Karkoulian, 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. Urlick, 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 |

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|----|--|--|---|------|
| 74 | Beatrice Elizabeth Nnambooze, 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 |

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|----|--|--|---|------|
| 87 | Dogan Gursoya,<br>Thomas A. Maierb,<br>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 Ellirioma, 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 Yılmaz, 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 Kőműves | 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                         |

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|----|---|------|-------------|---|---|---|---|
| 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 Yılmaz, 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 |   |   |

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|----|--|------|-------------|---|---|---|---|
| 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 Khlifatd   | 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, Taraneh Foroutan Yazdian, Elaheh Behravesht              | 2018 | Research    |   | X |   |   |
| 65 | Bharat Chillakuri, Rajendra Mahanandia   | 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 Karkouljian, 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<br>T Lyons,Linda Schweitzer,Eddy<br>S.W. Ng               | 2015 | Research    |   | X |   | X |
| 77 | Lyons Sean, Kuron Lisa   | 2014 | Theoretical |   | X |   | X |
| 78 | John Bret Becton,Harvell Jack<br>Walker,Allison Jones-Farmer   | 2014 | Research    |   | X |   | X |
| 79 | Nicolene Barkhuizen  | 2014 | Research    |   |   |   | X |
| 80 | Sarah J. Young,Jill R. Sturts,<br>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, Ca<br>ryn N. Morgan                 | 2010 | Research    |   | X |   | X |
| 85 | Emma Petroulas, David Brown<br>& Heidi Sundin                  | 2010 | Research    | X | X |   | X |
| 86 | Eric Lamm, Michael<br>D. Meeks                                 | 2009 | Research    |   | X |   | X |
| 87 | Dogan Gursoya, Thomas A.<br>Maierb, Christina G. Chic          | 2008 | Research    | X | X |   |   |
| 88 | Macky<br>Keith, Dianne Gardner, Forsyt<br>h Stewart            | 2008 | Theoretical |   | X |   | X |
| 89 | Wong Melissa,<br>Gardiner Elliroma,Lang<br>Whitney,Coulon Leah | 2008 | Research    |   | X |   | X |
| 90 | Lucy Cennamo, Dianne Gardn<br>er                               | 2008 | Research    |   | X |   |   |
| 91 | Nicky Dries,Roland Peperman,<br>Evelien De Kerpel              | 2008 | Research    |   | X |   | X |
| 92 | Alessia D'Amato, Regina Herzf<br>eldt                          | 2008 | Research    |   | X |   | X |
| 93 | Amy Glass  | 2007 | Theoretical |   | X |   | X |
| 94 | John C. Dencker,Aparna Joshi,<br>Joseph J. Martocchio          | 2007 | Theoretical |   | X |   | X |
| 95 | Steven<br>H. Appelbaum,Maria Serena, B<br>arbara 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 Ayoobz adeh, Linda Schweitzer, Sean Lyons, Eddy Ng                    | 2024 | Research (questionnaires)          | 2007 (n = 23,413) and 2019 (n=16,146)                                | Canada       | MANCOVA   |
| 5  | Betül Yılmaz1, Elvin Dinler Kıs açtutan, Seçil Gürün Kar atepe                | 2024 | Research (interviews)              | 13 employees   | Turkey       | Thematic analysis                                       |
| 6  | Sulphrey 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<br>(SEM)         |
|----|--|------|--|---------------------|--|---------------------------|
| 11 | Molek Nadia,<br>Markič Mirko,<br>Janežič Dušan,<br>Lužar Magda,<br>Franc Brcar   | 2023 | Research<br>(questionnaires)                 | 208 employees       | Slovenia   | Thematic<br>analysis      |
| 12 | Piyachat<br>Burawat  | 2023 | Research<br>(questionnaires)                 | 1190<br>employees   | Thailand   | CFA, SEM,<br>ANOVA        |
| 13 | Neha Kinger,<br>Satinder Kumar   | 2023 | Research<br>(questionnaires)                 | 450 employees       | India  | MANOVA,<br>ANOVA          |
| 14 | Hans<br>Swati, Nayeem<br>Abdul<br>Mohammad, Sit<br>amma Mikkiline<br>ni, Gupta Ritu  | 2023 | Research<br>(questionnaires)                 | 635 employees       | India  | PLS-SEM,<br>ANOVA         |
| 15 | Monika<br>Kwiecińska, Grz<br>esik Katarzyna,<br>Siewierska<br>Chmaj, Anna<br>Popielska-Borys   | 2023 | Research<br>(questionnaires)                 | 435<br>respondents  | Poland   | ANOVA                     |
| 16 | Inês Silva, Alvar<br>o Dias, Leandro<br>F. Pereira   | 2023 | Research<br>(questionnaires)                 | 105 employees       | Portugal   | PLS-SEM,<br>MGA,<br>ANOVA |
| 17 | Shona Ryan, Ch<br>ristine Cross  | 2023 | Research<br>(questionnaires)                 | 117 millenials      | Ireland &<br>United Kingdom  | Statistical<br>analysis   |
| 18 | Andriani<br>Made, Alvin<br>Christiandy, Iwa<br>n Wiratmadja,<br>Sunaryo<br>Indryati  | 2022 | Research<br>(questionnaires &<br>interviews) | 228 employees       | Indonesia  | PLS-SEM,<br>MGA           |
| 19 | Carolyn Easton,<br>Renier Steyn  | 2022 | Research<br>(questionnaires)                 | 1140<br>employees   | South Africa   | ANOVA                     |
| 20 | Rahim M.<br>Afzalur , P. Katz<br>Jaffrey, Zhenzho<br>ng Ma, Hakan Y<br>ilmaz, Hermann<br>Lassleben, Md.<br>Sahidur Rahman<br>, Maria<br>Gabriela Silva,<br>Zainab Bibi, Les<br>lie | 2022 | Research<br>(questionnaires)                 | 2801<br>individuals | USA, China,<br>Portugal,<br>Turkey,<br>Germany,<br>Bangladesh,<br>Pakistan, Italy,<br>Thailand, Hong<br>Kong | MANCOVA,<br>CFA, ANOVA    |

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

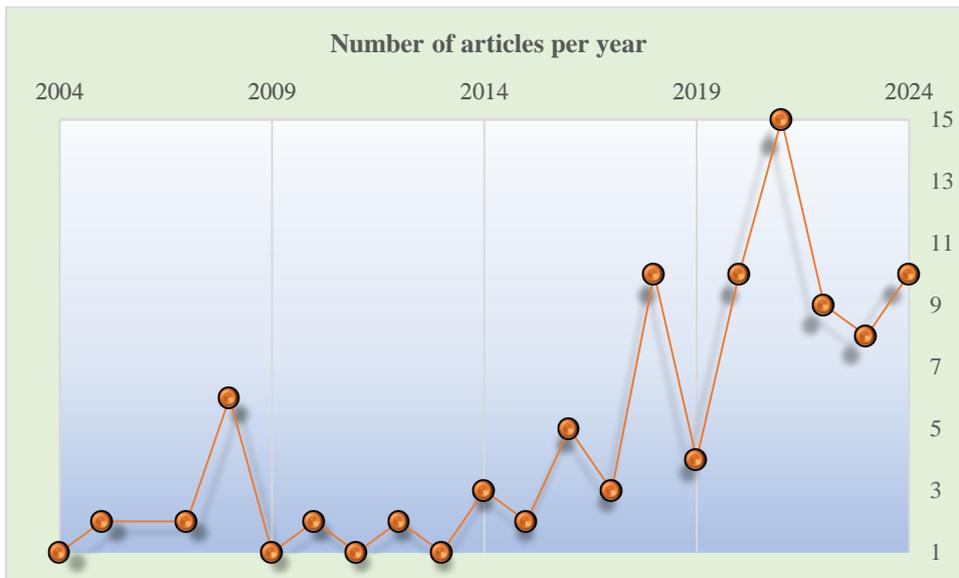
|    |   |      |                              |   |   |  |
|----|---|------|------------------------------|---|---|--|
| 43 | M. Afzalur<br>Rahim, Jeffrey<br>P. Katz   | 2020 | Research<br>(questionnaires) | 6613<br>employed<br>students                              | USA   | MANCOVA  |
| 44 | Bharat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

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

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

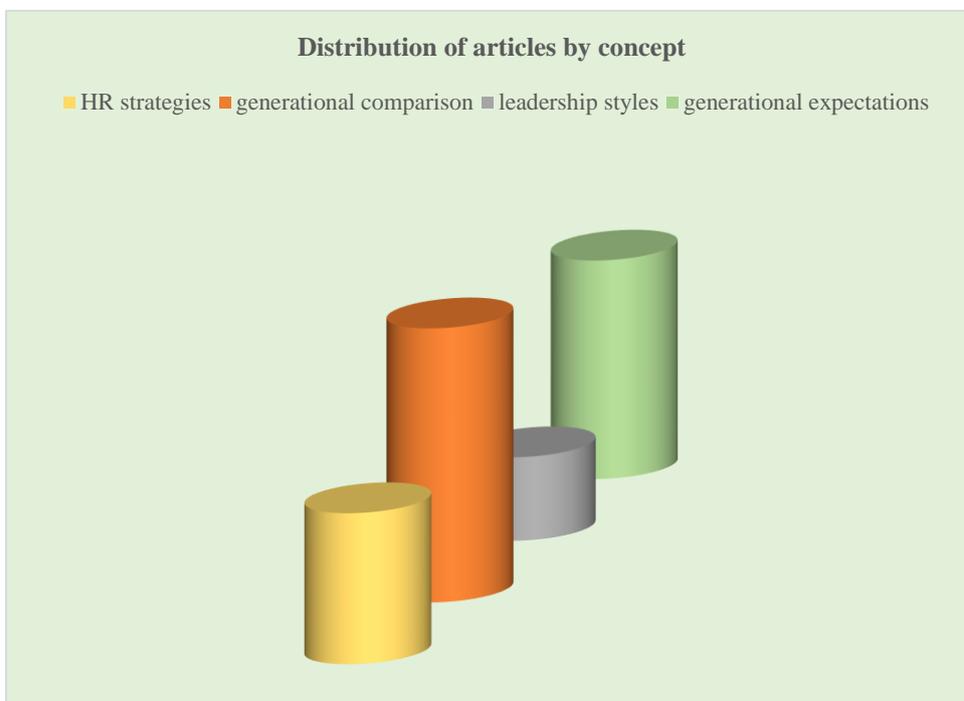
|    |   |      |  |                        |                            |                       |
|----|---|------|--|------------------------|----------------------------|-----------------------|
| 79 | Eric Lamm, Michael D. Meeks                               | 2009 | Research (questionnaires)              | 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.**

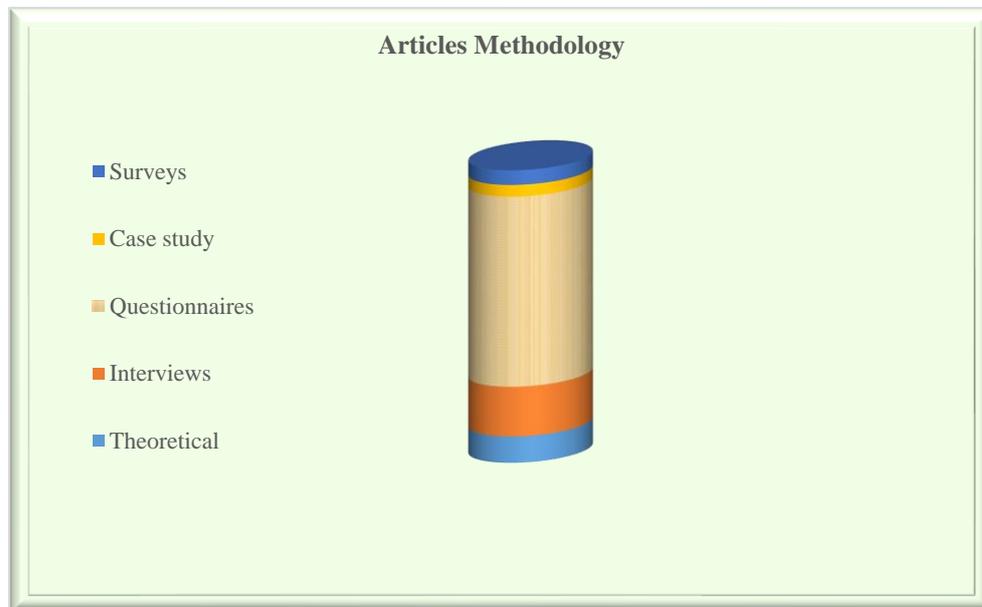
The data (diagram 3.1) show that the number of published papers has changed over the years. Year 2021 had the most publications (15), while 2004, 2009, 2011 and 2013 had the fewest (only 1). Also, several articles were published in 2018, 2020 and 2024, with 10 publications in each of these years. The 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**

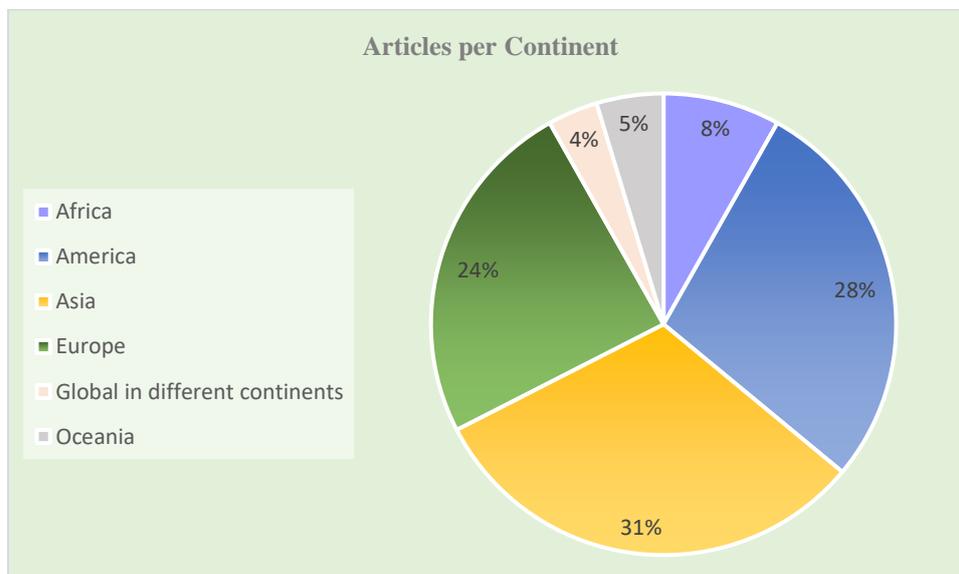
The research includes 97 articles, divided into 4 main concepts/ideas. Many articles belong to more than one concept, so the total number of references is 183. This shows that

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**

| <b>HR Strategies</b>                 | <b>Baby Boomers (1946-1964)</b>                                       | <b>Generation X (1965-1980)</b>   | <b>Millennials (1981-1996)</b>   | <b>Generation Z (1997-2012)</b>                             |
|--------------------------------------|---|---|--|---|
| <b>Attraction &amp; Recruitment</b>  | 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.       |
| <b>Learning &amp; Development</b>    | 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. |
| <b>Engagement &amp; Devotion</b>     | 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.           |
| <b>Performance &amp; Evaluation</b>  | 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.    |
| <b>Mental Health &amp; Wellbeing</b> | 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**

| <b>Generation</b>           | <b>Main characteristics</b>               | <b>Priorities</b>                       |
|-----------------------------|---|---|
| Baby Boomers<br>(1946-1964) | Loyalty, stability, traditional hierarchy | Promotions, job loyalty                 |
| Generation X<br>(1965-1980) | Independence, work-life balance           | Professional development through skills |
| Millennials<br>(1981-1996)  | Collaborative approach, innovation        | Continuous learning and feedback        |
| Generation Z<br>(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 (Sulphey 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 Sulphery (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.

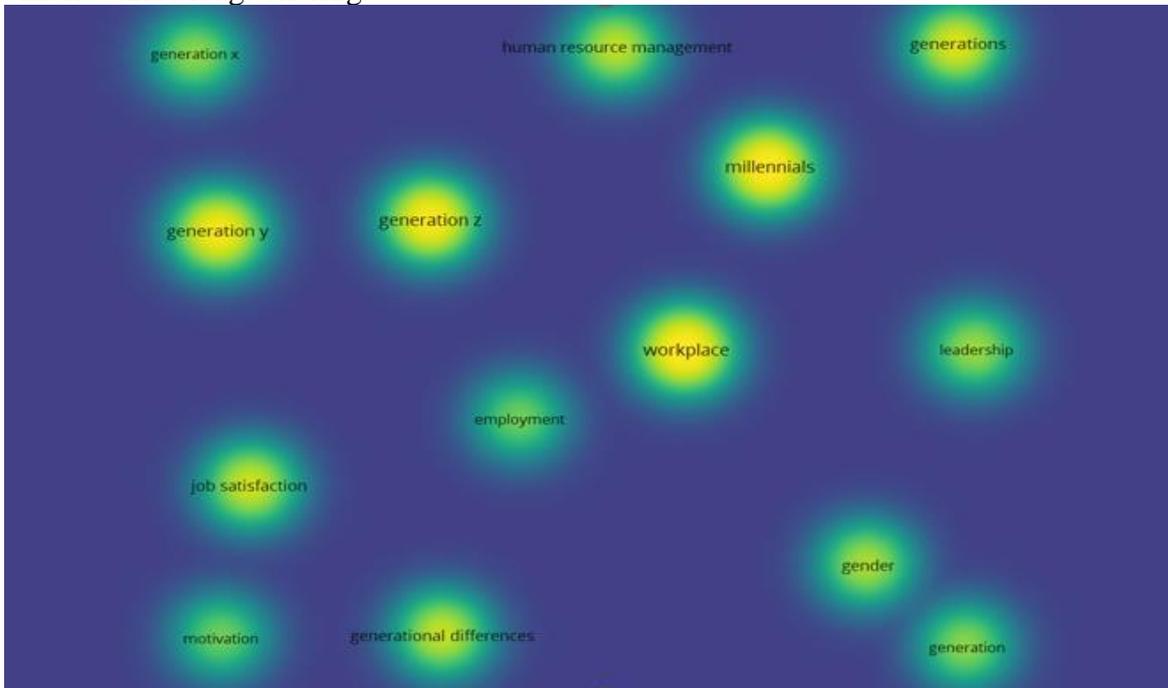
According to the study by Chillakuri et al. (2018), Generation Z is more committed to their profession than to their employer, which makes them more likely to change jobs in order to ensure a greater salary or more opportunities for growth. Bejtkovský's (2016) research acknowledged the increased mobility 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).

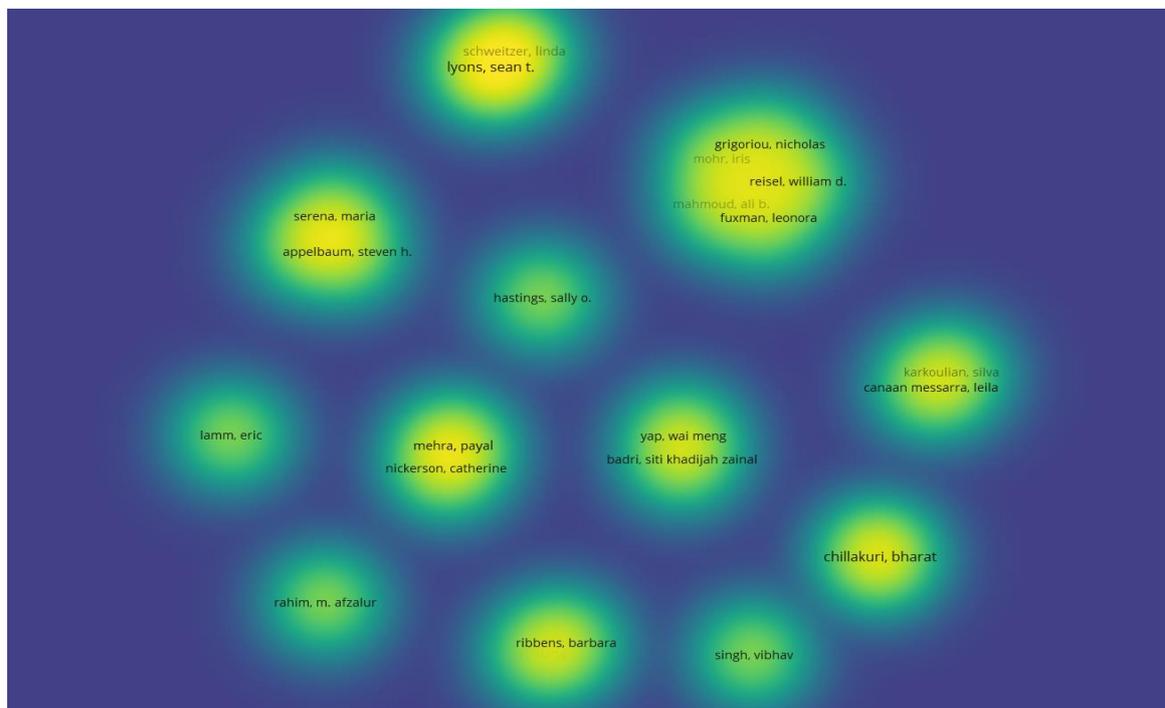
### **3.3.5 Graphical Representation**

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 (Gabriellova 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:**

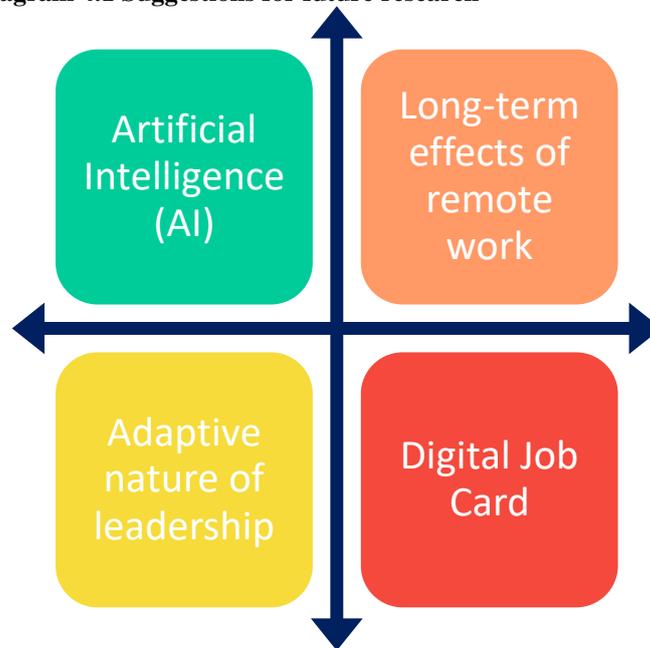
Leadership constitutes a key factor in creating a dynamic and collaborative work environment, especially in a workplace where different generations of employees with diverse expectations and needs co-exist. Having explored leadership style preferences across generations, future research can focus on 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**



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