



Managing Newer Generations In Workplace: Opportunities And Challenges

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Abstract:

A generation refers to all individuals born and living at around the same time, typically 20 to 30 years. In demographics, marketing, and social science, the terms "generation" and "birth/age cohort" are sometimes used interchangeably. Five generations work side by side in today's workforce, making it crucial to create an inclusive culture that meets the varying needs of each age group. (Ozcelik, 2015) Generational cohorts are different due to their stage in the life cycle and historical events. They are viewed as more autonomous, preferring an independent working style, and value flexibility in the workplace. They are sceptic yet accepting of variances in family structures, lifestyles, and racial, ethnic, and national origins.

The study focuses on understanding distinct generation cohorts through shared historical and social life events, experiences, values, and belief systems. It reveals that there may be many similarities between the requirements and features of workers from different generations. To meet the needs of employees from diverse generations, managers need to learn how to grasp their expectations and make clear views upon their Challenges and Opportunity faced by these newer generations in workplace. HR managers must develop strategies for hiring, compensating, and inspiring not only the coming Gen Z, current workforce (Generation X and Gen Y workers), and the future workforce (joining the future workforce).

Each generation views work differently and behaves as consumers in different ways. The expectations and life experiences of employees from different generations vary in the workplace. This can be particularly difficult for managers who are trying to manage teams made up of employees from various generations. It's important to ensure that everyone enjoys their time at work, not only how to get the most out of your workforce. Stereotyping, Working Styles, Communication Problems, etc are some Typical Generational Issues at Work Places. There are many potential causes for this, including advancements in technology and education. It's critical to recognize and comprehend these distinctions as the workforce becomes increasingly diverse. Because each generation has a unique educational background, they approach problem-solving and making decisions in the workplace differently.

Generational differences are major factors in business. This is so that businesses can sell to various groups, which requires them to balance the demands and opinions of those groups' members. Businesses need to be mindful of how the shifting gender and demographic makeup of their clientele may impact their revenue streams and operating costs. We have identified the challenges and opportunity for the newer generation working in the organisation. Also the gaps are identified and few best practices are indicated for managing these upcoming workforce.

Keywords: Generations, Workplace, Conflicts, Challenges, Opportunity, Age group, Culture, Workforce.

Introduction:

Today's workplaces have five generations coexisting, (born between 2001 and 2020 are Generation Z, born between 1981 and 2000 are millennials, Born between 1965 and 1980 are Generation X, born between 1946 and 1964 are the Baby Boomers, born between 1925 and 1945: the Silent Generation) making it more crucial than ever for businesses to comprehend the variations between each age. (Kapoor & Solomon, 2011)

People from the same generation are more likely to have similar attitudes, dispositions, and worldviews because of the environment in which they were born and raised. Because of their common experience in a similar socio-historical context, generations consist of individuals from various birth cohorts who have a distinct and similar knowledge.

Workplace conflict is unavoidable when workers from differing backgrounds and working styles are combined for a common commercial goal. The likelihood of confrontation at work has grown due to political division and conversations about racial unfairness at work. This toolkit looks at the reasons why employers should intervene in workplace conflicts, their causes and repercussions, and how to explain an organization's conflict-resolution policies and gauge their effectiveness. Common causes of workplace conflict include different priorities, contrasting viewpoints, conflicting premise, and divergent tolerances. Solutions include burnout, complaints, and confusion. (PETER IRWIN, 2019). Employers can control workplace conflict by developing an organizational culture that minimizes conflict and responds swiftly and fairly to issues that staff members cannot settle on their own. They should ensure that policies and communications are precise and consistent, reveal the thinking behind choices, and everyone on the team is responsible for dispute resolution.

The difference between the ideas and behaviours of people from two different generations is referred to as a generation gap. (Jirasevijinda, 2018) More specifically, a generation gap can be used to define the distinctions between younger and older generations in terms of their attitudes, behaviours, and preferences. Managers should take generational variations into account when choosing a performance management approach. Every element of life, including the various trends and effects each cohort has on business, is impacted by generational changes. Different generations may be interested in having their management styles varied. Some like to put their trust in them for independent work rather than authoritarian leadership; they require prompt and frequent feedback; they typically take pleasure in their work; and they offer social chances. They will provide some of their time to the organization and their performance, but others may be more likely to recognize their experiences by the organization.

Traditionalists prioritize promotions and flexible scheduling, while Baby Boomers value both monetary and non-monetary benefits, such as peer recognition and flexible retirement planning. Generation X members appreciate flexibility as a non-monetary reward and bonuses and stock as monetary compensation. Generation Y prefers feedback over stock options as a form of compensation.

Businesses need to understand the different generations in order to know to whom and how to promote. The first step is to comprehend the product or service that your company offers and who its target market is. From there, mastering the most effective approach to marketing to them without using preconceptions is crucial for success. The combination of workforces from various generations working side by side is one of the most significant factors in generating diversity and distinction in the workforce of today's organizations. In this regard, it's important to pay attention to the diversity of human resources, particularly the differences across generations, to create an environment that's conducive to employees' professional growth.

Literature Review:

Organizations should reinvent and customize their recognition strategy by considering the motivation and recognition preferences of different generations. Traditionalists are motivated by money but also want to be respected, while Baby Boomers prefer monetary rewards and nonmonetary rewards. Generation X members value bonuses and stock as monetary rewards and flexibility as nonmonetary rewards, more autonomous and prefers flexible schedules and promotions. Gen Y wants stock options as monetary rewards and values feedback as a nonmonetary reward, They value flexibility and work-life balance, accept diversity at work, and choose socially conscious companies. Gen Z is more interested in social rewards, meaningful work, and being given responsibility. They are the most tech-savvy generation, with members typically plugged into five devices at once. is technically preferring transparency and personal freedom. They prefer a work environment that allows for a friendly and flexible schedule, and they prefer organizations that respect diversity. (Wong, 2020)

According to research (CIPD, 2008; Harber J., 2011), every generation has a unique perspective towards work and the workplace. However, little is known about this Generation Z's traits, requirements, qualities, and working style. Employers and HR managers should therefore anticipate workplace requirements and alter their approach for attracting, inspiring, and keeping these developing young workers who will soon be arriving. (Wuttaphan, 2018) Understanding them is essential to retaining people from the newest generation and realising their advantages to maintain the company's growth. Recruiters will be able to draw in and engage with members of Generation Z by studying their traits and preferences in order to develop them into the organization's future leaders. Without a thorough grasp of this generation, businesses will struggle to attract and keep the most brilliant members of Generation Z. They will also struggle to excite and encourage them, which will negatively affect organisational performance. (Dangmei et al., 2016)

According to (Jensen, 2021) a Comparison of Workplace expectations of generation cohorts After extensive review of previous literature, it may be argued that generational cohorts are different, not only due their stage in the life cycle, but more so because they have experienced particular historical events. The similarities and differences between different generations based on the available literature may be summarized as follows:

Gen X - They were viewed as being more autonomous because they did not have early access to the Internet and the world's information. prefer working independently. prefer an independent working style. Value Flexibility in the workplace should be acknowledged first, along with work-life balance. sceptic yet accepting of variances in family structures, lifestyles, and racial, ethnic, and national origins less devoted to their organisations and more focused on their personal careers.

Gen Y- First adopters of technology, at ease with purchasing and experimenting with new technologies. believe in group effort Be prepared for ongoing criticism, and actively seek out mentors. Value Advancement of careers For them, flexibility and a healthy work-life balance are daily realities. Accept Diversity at Work. Choose socially conscious companies

Gen Z- technically mature. They like transparency and personal freedom. Expect to be informed, have the opportunity to respond, and be heard. Expect to hear how her contribution fits into the big picture. They prefer a work environment that allows for a friendly and flexible schedule. They prefer organizations that respect diversity. Look for socially responsible organizations. (Stern, 2002)

There will be paradigm adjustments because of the demographic dynamics of the global workforce. The arduous effort of establishing a company culture might become much more difficult due to generational disparities in viewpoint and working methods. It is simple for common ideals to present themselves in distinct, perhaps even contradictory, ways when communication goes wrong, and cues are misread. Each age forms its own distinct view of what constitutes appropriate and inappropriate workplace behaviour, influenced by significant events, societal trends, and organisational cultures. The pressures of generational shift and the difficulties faced by less-experienced personnel are not insurmountable for businesses. Companies that value integrity may and do make concerted efforts to address the ethical difficulties they confront by establishing strong ethics cultures and effective ethics and compliance programmes. However, it turns out that ethics.(Çelikdemir & Tukul, 2015)

The Values of the Generations

The following motivation and recognition preferences of the various generations should be taken into account when reinventing and customising an organization's recognition strategy.(Aulianida et al., 2019)

- **Traditionalists** : are motivated by money but also desire respect. She stated during the webinar that they wanted to have an effect and keep adding value to the organisation and society. This group often prioritises promotions and flexible scheduling as well as milestone recognition.

Favourite forms of feedback and recognition: subtly, personally. Long-term care insurance and catch-up retirement funding are appreciated perks.

- **Baby Boomers**: Like Traditionalists, Baby Boomers appreciate monetary rewards but also place a high value on non-cash benefits like peer recognition and flexible retirement planning. Abel-Lanier noted in her research that they had a "all is well unless you say something" mentality and do not need frequent input. This is an aspirational, goal-oriented generation that is driven by advancement, professional growth, a desire for power, and having their knowledge respected and recognised. They would rather receive praise from their peers than from their superiors.

- **Generation X**: Members of Generation X place a high importance on flexibility as a non-cash incentive and bonuses and stock as financial compensation. This generation prefers to work autonomously and thinks career advancement should be determined by competence rather than position, age, or length of employment. They prefer boss recognition, gift cards, experiential benefits, and flexible schedules as rewards.

Favoured methods of acknowledgement include informal, quick, and open communication.

Telecommuting and tuition reimbursement are appreciated perks.

- **Generation Y** appreciates feedback more than monetary compensation and wants stock options as a financial incentive. This generation's members are encouraged by feedback, the workplace atmosphere, mentoring, and skill development. They respond favourably to benefits like praise from the boss, time off, and flexible scheduling.

Regular, informal communication via business chat or social networks is the preferred recognition technique.

welcomed perks include flexible schedules and ongoing education.

- **Generation Z**: Although Generation Z is driven by meaningful work and being given responsibility, it is also more interested in social rewards—mentorship and ongoing feedback—than money. According to Abel-Lanier, they want to understand how their job affects the organisation and how it fits into the overall scheme of things.

She stated, "They want interesting ideas they can be passionate about. Furthermore, "more so than any other generation, They prefer badges obtained through games, experience prizes, and boss recognition as rewards. This generation's workers anticipate diversity and flexibility in the job.

Favourite form of appreciation is frequent, in-person public acclaim.

Online training and certification programmes are welcomed advantages.

Various generational cohorts can be understood most successfully in the context of shared historical and social life events, experiences, values, and belief systems, according to the evaluation of previous studies employed in the current study. The differences between Cohorts on the border are hardly distinguishable, according to a detailed review of the literature. The needs and characteristics of workers from various generations may be quite similar. Managers must quickly learn how to understand the expectations of their workforce in order to meet their needs. Together with management, HR managers must carefully anticipate workplace needs and create their plan for employing, compensating, and motivating not only the incoming Gen Z (who have either just joined or are about to do so), but also the Gen Y and Gen X as well.

Common cause of conflict in workplace-

- **Different priorities**. Some disputes arise over financial resources like budgets, while others are caused by divergent objectives or responses to structural changes inside the organisation.

- **Contrasting viewpoints**. Sometimes the fundamental issue in a workplace that is becoming more multicultural and diverse is that employees are different from one another in terms of their age, gender, ethnicity, religion, political views, or personality types, among other things.

- **Conflicting premise**. People misinterpreting another' intentions is one of the main causes of conflict. Each of us has a framework through which we view the world that is based on our personal experiences, and we often believe that

others feel the same way we do. Remote workers may also raise the likelihood of misunderstandings, which should be addressed. See Resolving Conflicts in a World of Remote Work.

- **Divergent tolerances.** Different employees are more or less at ease with disagreement. Too frequently, discomfort makes people completely avoid disagreement, which can result in true meltdowns when one person can no longer hold it in. See Dealing with Conflict-Avoidant People.

Conflict can be handled in a variety of ways, some emphasising interpersonal interactions and others structural adjustments. The best strategy for resolving conflict in an organisation is managing conflict towards positive action. Managers must take proactive action when conflict emerges in order to handle it effectively and turn it into a positive force rather than a threat to the individual or organisation.(Kumari & Vasantha, 2019) When disagreements emerge and are improperly handled, work will be delayed, people will lose interest in what needs to be done, and in the worst circumstances, the group may completely disintegrate. Unmanaged conflict may cause people to disengage and make a conscious decision not to join other groups or support different group action initiatives within the organisation. An interpersonal strategy for managing conflict at work can involve avoiding the scenario that started it. Another method of handling disagreement is by smoothing, forcing, or pushing one's own viewpoint onto others; of course, this will elicit either overt or covert opposition. Compromise, which entails partially accepting the other person's point of view or demand, is a conventional strategy for handling conflict. Creating an action plan to spot conflicts at their earliest stages is the biggest challenge in creating institutions for conflict control in organisations. problem situations are routinely permitted to escalate to nearly unmanageable levels before action is taken, and by this point it is frequently too late to end the problem through peaceful and legal means.(Kalliath & Brough, 2008)

As per (Kapoor & Solomon, 2011):

- Many members of the Silent Generation experienced both a financial crisis and a war as children, which left them without much security. They look for both general security and financial stability.
- Baby Boomers: Giving employees weekly feedback and quarterly acknowledgement of achievements helps them feel valued on the team since they are motivated by monetary prizes, retirement plans, and peer recognition.
- Members of Generation X view flexibility as a non-cash benefit, yet they value shares and bonuses as financial incentives.
- Generation Y: They want to feel important, appreciated, and engaged in fulfilling work. They are further encouraged by flexibility and wholesome connections. Another facet of the workplace that motivates Generation Y is a welcoming environment.
- Generation Z: Gen Z employees might be inspired if their efforts and successes are recognised. Managers may help Gen Z workers by giving them chances to improve and learn by continuously applauding their efforts and delivering feedback.

Future employment

As we draw inferences from the preferences and behaviours of our newest generation entering the job, we need to take into account how "work" itself is changing and evolving.(Dan Irini, n.d.) These forces of change have forced us to confront new realities that pose difficult questions for us to consider, such as the ethics of human-machine partnerships, how to plan for careers that last 50 to 60 years, and how to free up organisations using a continuum of talent sources.

Again, the workforce will require someone with a diverse set of abilities, passions, and knowledge. For this activity, a combination of four crucial labour skills is required:

- using digital tools and technology
- business management skills,
- data analytics understanding, and
- creative and aesthetic talent

Research Methodology:

Research methodology in qualitative research refers to the systematic approach used to collect, analyze, and interpret data in a qualitative study. Qualitative research aims to understand the meanings, experiences, and perspectives of individuals or groups within a specific context. Qualitative research is chosen for several reasons, as it offers unique advantages and is particularly well-suited to address certain research questions and situations.

Researcher has approach studying various research papers in order to write your own research paper. Studied 18 research papers, 8 articles and few online journals published in the year 2011 to 2022. Conducted a comprehensive literature review to identify existing research on your topic. Use academic databases, libraries, and online resources to locate relevant research papers.

Carefully chosen some research papers that are directly related to the topic and our designed research questions that provide valuable insights, methodologies, or findings that can contribute to the research.

Begin by skimming through the selected papers to get an overview of their content. Read the abstract, introduction, conclusion, headings, subheadings, and any figures or tables. This will help you assess whether the paper is relevant to your research. Critically evaluate the strengths and weaknesses of each paper. Consider factors such as the quality of the research design, sample size, data analysis methods, and the validity of the conclusions drawn.

Noted the gaps or contradictions in the existing research that your own paper could address. Identifying these gaps will help you position your research within the broader academic conversation.

Incorporated the insights and findings from the research papers you've studied into your own research paper. Use these sources to support your arguments, provide context, and establish a foundation for your research.

Researcher choose qualitative research because it helps in Exploring complex phenomena, In-depth understanding of experiences and perspectives, Qualitative research emphasizes understanding phenomena within their natural context.

Research limitations/implications:

To determine whether differences in motivational source valuation may also be influenced by a group's age or position, more research is required. Future research can broaden the authors' primary focus to take into account more organisational outcomes, different geographic locales, and/or the country's economic development as a new variable. Furthermore, more research is needed to understand how national cultures affect generational motivational differences in employees as well as to help businesses redesign work tasks in light of the current state of uncertainty and the increasingly competitive, global environment (such as the development of artificial intelligence).

Findings & Discussion:

There are ways to bridge the generational gap in certain situations in the workplace. Encouraging multi-generational teamwork is one tactic. Creating clear cultural values, such as highlighting the importance of the quality of the work rather than where the work is done (office versus remotely), is another. Incorporating many communication channels that work for all individuals, organizing mentorship programs, and emphasizing respect above all else are also useful tools. You must be able to hire people from different generations if you want to take advantage of generational diversity. Take advantage of your multigenerational workforce to the fullest extent by abstaining from age-based prejudices and stereotypes. Instead, have a conversation with each of your staff to better understand their unique preferences and working methods. Listen to each employee and learn what they want rather than assuming they all have the same needs based on their age. By doing this, you'll be able to communicate better, collaborate more effectively, and boost staff morale. Improving working connections and creating a happy workplace are both possible when you personalize your communication and adapt your style to each individual. You should employ a variety of communication strategies to interact with each age because they all have different communication preferences. Discover each employee's choice and then adjust to it. Additionally, generations might benefit from one another's knowledge.

The needs and motivators of Generation Z appear to be distinct from those of prior generations. As members of this generation join organisations, they will bring their own distinct needs to the workplace. In order to create a corporate culture and workplace that will give the company a distinct advantage in the competition for top talent employees from the Generation Z, which will ultimately sustain organisational growth and help the company remain successful, it is crucial for the company to understand what matters to the Generation Z in advance. This will increase the company's attractiveness both inside and outside of the industry.(Dangmei et al., 2016)

Along with using various communication styles, you should hone your feedback-giving methods and use them in accordance with employee preferences. Using a personalized strategy will not only increase employee satisfaction but also make it simpler to provide useful, insightful feedback.(Sharon, 2015) You may take advantage of the distinctive strengths of each generation by forming age-diverse project teams while also encouraging team members to work together and develop relationships with one another.

Before being able to recruit the top candidates from each generation, it is essential to provide motivators that are appreciated by each of the three generations, X, Y, and Z. Organisations should not only foster a diverse and inclusive workplace, but also be able to effectively communicate their strong brands through new channels of communication, such as social media networks, which Generation Y and Generation Z employ more adeptly than any other generation.(Kriegel, 2016) The authors' last recommendation is that service organisations with a broad age makeup should implement new workplace agility measures to endure constant disruptions.

Challenges:

1. Nepotism: Nepotism occurs when a family member or close friend receives preferred recruiting or advancement opportunities at work.
2. When a person in a financial position in a company puts their own goals ahead of the company's by abusing their access to money or knowledge of the company's finances, this is known as self-dealing.
3. various priorities: Budgeting is one financial issue that can lead to conflict. Other financial issues like mismatched aims or organisational responses to structural changes can also lead to conflict.
4. Limiting perspectives: In this context, the term "opposing viewpoint" is used to describe a position that is opposed to the one that was previously articulated.
5. Respect for opposing viewpoints: Different employees have varying degrees of conflict management skills.
6. Different priorities, fraternisation (dating between a superior and a subordinate), nepotism, when a friend or relative works for a supplier or a client, different objectives or reactions to structural changes within the organisation, opposing viewpoints, competing premises, and different tolerances—Various personnel have varying degrees of comfort with conflict.

Opportunity:

1. **Technological proficiency:** The younger generation tends to be highly tech-savvy, which can be leveraged to drive innovation, streamline processes, and adapt to emerging technologies. They can bring fresh ideas and insights into the organization's digital transformation initiatives.
2. **Diversity and inclusion:** Younger workers often have a more inclusive mindset, valuing diversity and promoting equality. They can contribute to fostering a more inclusive work environment that celebrates differences and promotes collaboration. There is a growing emphasis on diverse and inclusive workplaces, providing the opportunity for new generations to contribute to more equitable work environments.
3. **Adaptability:** Growing up in a rapidly changing world, younger generations are generally adaptable and quick to learn new skills. They can help organizations
4. stay agile in the face of evolving market conditions and embrace change more readily.
5. **Entrepreneurial mindset:** Many younger workers have an entrepreneurial mindset, seeking opportunities to make an impact and contribute to meaningful work. They can bring a strong sense of purpose, creativity, and drive to the workplace. Access to digital platforms and tools has made it easier for individuals to start their own businesses and become entrepreneurs.
6. **Technological innovation:** The younger generation's familiarity with emerging technologies can lead to the development of new products, services, and processes. They can drive digital transformation initiatives and help organizations stay competitive in the digital age.
7. **Networking:** Social media and professional networking platforms offer unprecedented opportunities to connect with industry professionals and mentors. The internet enables instant global communication and collaboration, allowing individuals to work with diverse teams and expand their horizons.
8. **Workplace Innovation:** New generations often bring fresh perspectives and innovative ideas to the table, driving workplace innovation and creativity.

HR procedures for motivating dispute resolution

Making the staff aware: It's likely that a lot of employees are unable to engage in constructive conflict.

The teaching and training they get can help them acquire useful abilities.

The tone is set by management: Managers need to create an environment where people respect one another and have meaningful conversations and exchange ideas. Workers could use the behaviours and actions of supervisors as a guide.

The tone is set by management. Managers must foster an atmosphere that encourages thoughtful debate, idea sharing, and respect for one another. Employees might follow the behaviours and activities of managers as a model

Clearly state the problem: It's critical to acquire all the information when handling a dispute between two team members.

Have a detailed discussion about the problem with each affected party to identify its root.

Convince the Parties to Discuss Together: Gather the parties for a meeting so they may resolve their differences once you've had a chance to speak with each of them separately. Gather the parties together for a meeting so that they can resolve their differences in a peaceful environment after you've had a chance to speak with each one separately. The goal is to come to an understanding of the problem's nature, the role that each side is playing in the conflict, and any potential solutions that could exist. Now is the time for brainstorming, attentive listening, and being receptive to different points of view.

Create an Open Door Policy: Managers should encourage a culture of open communication so that employees feel at ease bringing issues to their attention in order to avoid conflict.

Encourage employees to settle disputes on their own: Despite the urge to step in whenever there is office drama, there are instances when it's wiser to let employees address issues on their own.

Acknowledge Discuss the variations between the generations. If you don't even accept that an issue exists, you can't solve it.

Appreciate. focuses on the "why," not the "what," and the basic necessities. "'What' is what separates us, 'The 'why' acts as a unifier. Flex. Determine how to take various strategies into account.

Leverage maximise each generation's advantages. People who are uncomfortable with a technology they are unfamiliar with or don't understand, for instance, will surely exist if a firm chooses to use the messaging service Slack as a communication tool.

An older team member who is knowledgeable and skilled in using this technology can be given the responsibility of assisting, coaching, and training the new Slack users by management or a leader. **Resolve.** If flexing is the issue, identify the solution.

Make the appropriate hires. Employers should look for candidates that have a track record of handling conflict in constructive and fruitful ways. Teach your staff. Many workers might not know how to participate in constructive conflict. Their ability to acquire useful skills will be facilitated by providing education and training.

Encourage a meaningful conflict. Employees that engage in constructive conflict should be commended. Encourage your staff to back up their claims. People should be expected to be able to provide evidence for their claims. Thus, the conflict will change from being emotional to being intellectual. (Bencsik et al., 2016) Encourage respect among your staff. Any effective conflict must have participants who respect one another and refrain from attacking one another personally. **Promote sincerity.** All participants must feel free to voice their ideas, and all points of view must be given equal weight.

Conclusion:

New beliefs and values have entered the workplace as a result of a greater age diversity in the workplace. In professional settings, previously taboo subjects like diversity and inclusion, mental health, and gender roles are increasingly being tackled.

As with a person's race, ethnicity, gender, sex, sexual orientation, religion, dis/ability, class, personality, and educational background, their age and upbringing will also have an affect on how comfortable they are talking about these things at work. Younger generations "tend to be more progressive about social issues, as well as more comfortable talking about topics that were previously considered taboo in the workplace," according to study, according to Gerhardt. "Younger employees' willingness to accept and normalise the discussion of these important topics is encouraging," she said to me. (Forbes,2022)

This paper covered management tactics and came to the conclusion that office disputes have made it harder for businesses to gain a competitive edge, which has had a negative impact on productivity, staff retention, and organisational performance. According to the study, work-load conflict has an impact on employees' performance and is reflected in work overload, role ambiguity, and an excessive amount of administrative labour.

Navigating the challenges and leveraging the opportunities requires a combination of adaptability, resilience, continuous learning, and a proactive approach to career development. The ability to balance these factors will play a significant role in the success and satisfaction of the new generation in the workplace

Organisations should strive to construct a culture that recognises their contributions, offers chances for growth and development, creates a sense of purpose, and promotes work-life balance in order to successfully integrate the younger generation into the workforce. Organisations may maximise the potential of their diverse workforce by embracing its strengths and resolving its obstacles.

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