



Managers challenges in a multigenerational team

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Abstract

Nowadays, managers have to lead teams with people across different generations like Baby Boomers, Generation X, Millennials. This means managers have to adjust to different ways of working influenced by each person's age. Each generation has different work habits and goals, which might not always match well in a team. The author has worked in a team with people from different generations and wonders how their manager managed to get good results despite the differences. The author wants to be a manager someday, so researching this topic will help them in the future. This paper wants to look at the problems managers face when leading teams with people from different generations. It will study the different values, ways of communicating, and work preferences in these groups. By understanding these challenges, this research hopes to improve teamwork and make companies work better. This paper based itself on a framework that defined the multigenerational work environment in 5 main concepts: informed management practices, work values differences, multigenerational work environment, low generational work-value conflict, high generational work-value conflict. To achieved these goals, this study is using a qualitative analysis through archival research based on secondary data from relevant sources. The result shows that due to generational preferences and values, managers are facing many challenges that they have to face so they can reach their goals. Otherwise, it is nowadays valuable to form a cross-generational team because each one has specific abilities and experiences that they can share with their colleagues.

Keywords/tags (subjects)

Informed management practices, work values differences, multigenerational work value, low generational work-value conflict, high generational work-value conflict

Miscellaneous (Confidential information)

No confidential information was disclosed in the thesis.

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1 Introduction

1.1 Background, motivation, and purpose

"Every generation, however derisory its character, considers itself wiser than the one immediately preceding it, to say nothing of those further back" (Schopenhauer, 1915). Today, corporate managers are faced with the challenges of dealing with the generational diversity of their teams. "For the first time in organizational history, four generations — Baby Boomers, Generation X, Millennials, and Generation Z — are working at the same time" (The Metals Service Center Institute, n.d.). As a result, managers have to adapt to different ways of working, which can be influenced by each person's age category. Each generation has different work habits, career goals and expectations, which may not fit perfectly within a team.

However, generational diversity is seen as an asset that needs to be harnessed. «We become not a melting pot but a beautiful mosaic. Different people, different beliefs, different yearnings, different hopes, different dreams.» (Carter, 2017). It promotes inclusivity and collaboration in a multi-generational team group. People have differences in their working methods, but if it is well-combined, the final work only can be more interesting at the end. But, diversity "if not managed properly, it has the potential to harm morale, intensify turnover and result in substantial communication problems", (Turi et al., 2022).

As the author herself has had to work with a multi-generational team during two months, she wonders how her manager was able to adapt to obtain convincing results, despite the differences between each individual. For example, some employees, usually older one, are used to prefer traditional methods of communication while younger employees prefer to use new technology such as online meetings. Therefore, manager have to reduce the gap so everyone feels included in the team. In addition, the author wants to become a manager in the future, therefore, her research for this thesis will also be of great use to her for the future. By understanding how different people from different generations are and how they can work together effectively, she can prepare herself to lead a team and achieve her goals.

The purpose of this thesis is to find the challenges faced by managers in managing a cross-generational teams, by understanding the diverse values, the communication styles and the work preferences within the company.

1.2 Research objectives, questions and approach

This thesis has multiple objectives that will help understand better the generational mix at work and the challenges faced by managers. These objectives are:

- identify the key generational issues in today's workplaces
- examine the characteristics and expectations of each generational group
- analyze the challenges encountered by managers in leading cross-generational teams
- explore strategies and practices for effectively managing

In addition, this thesis will answer a number of questions that will help us gain a better understanding of the subject:

RQ1. What are the main challenges facing managers today linked with generational gap?

RQ1.1. What are the main differences in working methods and behavior between generations?

RQ1.2. Is it really beneficial for companies to diversify their workforce with employees from different generations?

1.3 Thesis structure

This thesis will be structured into 6 distinct chapters: introduction, literature review, research methods and implementation, research results, discussion and conclusion. Each chapter will be further divided into subsections. This introduction chapter presents the challenges, motivation, and purpose, in addition to the research objectives, questions and approach. The second chapter will explain the main concepts of this thesis. The third chapter will present the chosen research method and its implementation. The results of the research will be presented in the fourth chapter, which will be crucial in this thesis as it represents concrete facts about today's societies. The 5th chapter

will develop the argumentation of the challenges in relation to the research results. The final chapter will conclude this thesis and make a recap of the previous work.

2 Literature review

2.1 Informed management practices

Informed management practices in the current business landscape is described by Leidner & Jarvenpaa (1995) as info-centric management and being defined by the comprehensive collection, monitoring, review of pertinent data essential for organizational decision-making (Leidner & Jarvenpaa, 1995). This approach allows managers to use data when making decisions so that those choices are in keeping with the strategic goals of an organization, consequently improving organizational performance. Informed management practices include informed leadership. Informed leadership integrates information into decision management, emphasizing the need for context to avoid poor decision-making (Stonebraker, 2016). Strategies include decision awareness and process creation, which enhance the quality of decisions made by leaders (Stonebraker, 2016).

In another dimension, the notion of informed management surpasses just data-driven observations. Managerial decision making noted that intuition and experience are important influence to managers. They contend that whilst data and information provide useful feedback, managers often making sense out of the complex situation with their gut reaction: experience. Managers must actively seek and integrate new knowledge, particularly in response to regulatory changes, highlighting the importance of professional networks (Resnik, 2016).

In addition, technology has radically changed the way in which we make management decisions that are evidence-based. The phenomenal advancements in information technology have fundamentally changed the way organizations collect, process and distribute terabytes of data near to real-time (Fichman, Dos Santos, & Zheng, 2014). This analytic understanding encourages managers to take effective actions and optimize processes of digital economy today.

2.2 Work values differences (communication, leadership, education)

"There is a need to examine different elements of diversity in different settings to understand its applications and managerial implications for sustainable organizational performance" (Turi et al., 2022). Simms claim that: Workplace Changes Caused by Differing Generational Values, every generation has its own set of values, goals, and reasons for working, (Simms, n.d.). They say, Generation X are "self-surviving narcissists" that usually have ideas but do not tell their team members about them and millennial rather discuss with everyone. In professional life, communication is key to successful collaboration and decision making.

By definition, "communication is a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior", (Otto, 2023). According to O'Driscoll (2007), "Communication is a primary social process as well as an essential part of being human that moves across lines (of cultures) most naturally, (O'Driscoll, 2007). This highlights the overall importance of communication in work places and thus emphasizes its role building mutual understanding, resolving conflicts and promoting cooperation. Leadership style makes a huge difference in employee motivation and organizational culture.

It can be said that good leadership is directly related to the ability to communicate values, thoughts and skills to others; this communication must be done in a simple and clear way, allowing receivers to perceive senders as visionaries, entrepreneurs and builders of their own destiny (Barbu, 2011). The leader of a multi-generational workforce is hence expected to possess the skills and attitude to understand the conflicts which arise in a multigenerational organization and should be able to handle those effectively and efficiently (Hillman, 2014). According to Longshore, "Transformational leaders are inspiring and motivating because they appeal to higher ideas or moral values (Longshore, 1987). Work at a good enough level of competency where he or she can deliver respectable leadership. It shows just how much leadership behaviors affect both job happiness and employee engagement over a broad measure of large-sample organizational performance. Educational and learning opportunities are critical for corporate both expansion as part of employee development. As stated by Noe, "Training and development programs impact job skills, employee satisfaction; effectiveness of the organization. (Noe, R. A. (2019). Reprinted from Employee Training and Development (7th Ed. McGraw-Hill Education). Organizations which place a high value on continuous learning will also develop an innovative and adaptable culture, in combination with

creating job commitment, that views the knowledgeable employee as simply being more important overall — resulting in competitive endurance.

2.3 Multigenerational work environment

A workplace that spans across generations is one where individuals of different ages, like Baby Boomers, Generation X, Millennials, and Generation Z, collaborate. This difference in age groups is quite a double-edged sword – as it both poses challenges and provides numerous opportunities for the company.

One of the major highlights of multigenerational working environments is the diversity in attitudes, values, and work styles among different generations. According to Martin et al. (2018), "Generational diversity can bring new perspectives and solutions to work tasks and problem-solving." This difference is positive because it ensures that the team comes up with new and breakthrough ideas to the projects and thus is able to offer innovative solutions.

However, speakers of all ages in a multigenerational workplace are likely to experience difficulties in communication. Smith (2019) states that "Miscommunication often arises as a result of communication style differences of various generations". For instance, older workers tend to appreciate more direct and personal interaction, whereas younger workers are likely to use digital communication more.

There are several advantages associated with multigenerational teams, one of which is the potential for knowledge sharing. According to L. R. Johnson (n.d.), "Older workers have the possibility of coaching their younger counterparts, hence imparting useful information and skills", (L. R. Johnson, n.d.). Such relationships may provide support for training staff in the organization as well as facilitate succession management.

2.4 Low generational work-value conflict

Low generational work-value conflict refers to cases where age-related deviation in work values and attitudes exists, but does not cause any dramatic discord or tension within the organizational context. It indicates the ability of the individual employees, especially the young and older ones, to comprehend may compromise and adapt each other's differences in work related aspects. Several factors contribute to the occurrence of low generational work-value conflict such as communication and understanding, leadership and management practices or training and development.

2.5 High generational work-value conflict

High conflict of work values among generations refers to the variances in the values, attitudes, expectations, and other work factors resulting in discordant relations across generations within the workplace. It signifies the inability, lack of comprehension, or desire to change on the part of the people in the workplace and their resultant negative effects on relationships and work.

2.6 Identified Research Gap

While examining the existing research, the author realized that there is very little research on the collaboration of different generations in teams. There are most studies that focus on teamwork as a whole. But none of them focus on age as a variable among team members. Therefore, the findings shows that there is sparse literature on how managers deal with multigenerational work teams.

2.7 Theoretical Framework

In this thesis, the author is employing a theoretical model of generational differences that posits that it is easier for managers to lead teams if they understand differences between various generations. The author is also borrowing explanations from sociology as well as psychology in order to show the reason why people of different generations have different perspectives, attitudes, and behaviors. Hence, these differences allow the managers to change their leadership styles or the way they communicate with the teams in accordance with the generation that is present within that team.

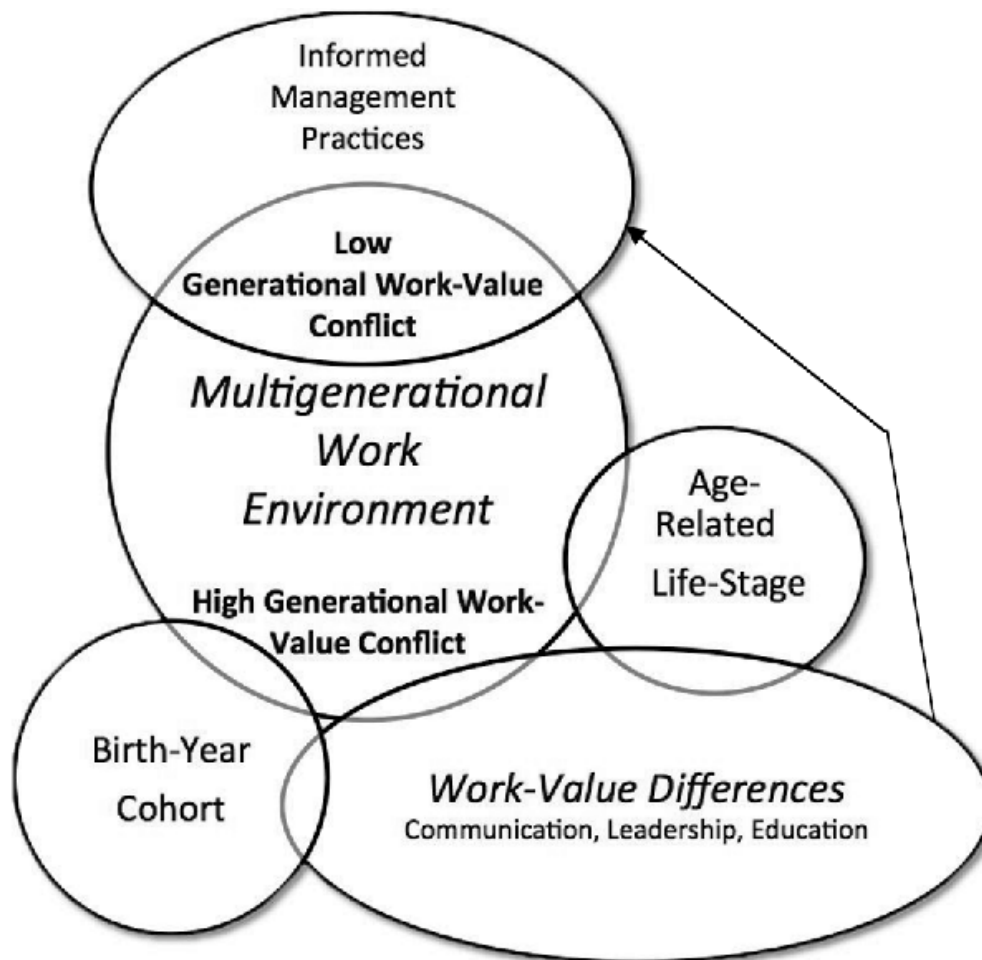


Figure 1 Theoretical framework, Ms, D. (2014). Understanding Multigenerational Work-Value Conflict Resolution. *Journal of Workplace Behavioral Health*, 29, 240-257

The research topic focus on how teams can be led more effectively by understanding generational differences. Theories from sociology and psychology are examined to understand how different values from distinct generations can work-well in a team group. When these differences are being understood, adjustments can be made in leadership styles and communication strategies by managers to better suit the needs of each generation within their teams (Burton et al., 2019).

The main research question of this study is: What are the main challenges facing managers today linked with generational gap? The objective is to understand the generational differences and how to manage them to enhance team performance and cohesion within a team group.

This research framework is relevant to the chosen topic because it shows how do managers can deal with differences of employees in a workplace to finally achieved their goals. In addition, by using

ideas from sociology and psychology, especially those about generational differences, we can understand better how leadership effectiveness is affected. (Johnson, R. (2020). This understanding is seen as really important in today's diverse workplaces, where managers need to handle different expectations and preferences to make the work environment productive. Theory suggest that managers should be alert to the critical need for comprehensive leadership when jobs are frustrating, stressful for the all of the employees (Tarique, 2022).

Moreover, this research framework helps answering the research question by providing a comprehensive link through which the impact of generational differences on leadership effectiveness can be mixed (Smith, T. (2018). Moreover, there are practical suggestions for managers to help them develop plans that encourage teamwork and involvement across different generations.

3 Research methods and implementation

3.1 Research context

Today, the workplace is perhaps the most diverse in terms of race, color, creed, religion, and nationality. This is happening because of the different global trends: nowadays, people live longer than before because they keep changing careers and the culture continues to change in respect to how individuals regard work. One of the important aspects of diversity is generational differences. Societies are now more and more composed of employees who belong to different generations, from Baby Boomers and Generation X to Millennials or Generation Y, and finally Generation Z. This coming-together of different generations creates many opportunities and challenges for managers in leading the tasks of collaboration, productivity, and co-existence in their teams.

Having members of different generations as part of the workforce is a new strategy for the organizations in order to maximize the contribution each generation can bring to the whole. Baby boomers may refer to having many years of experience coupled with deep institutional knowledge. Generation X is perceived as being highly adaptable and possessing problem-solving skills. Millennials are the tech-savvy group that is usually known for being collaborative and provides new innovative ways of doing things, whereas Generation Z will spice up the idea with fresh views and

those born in the digital age expertise. In that mix comes potential dissonance. Differences in communication styles, work expectations, attitudes to authority, and values are potential sources of misunderstanding and conflict, that leads to the creation of conflict and more complexity in the environment.

This study examines the constraints and challenges posed to managers within this complex setting, revealing strategies to welcome inclusion, foster cohesion and optimization of performance in multigenerational teams.

3.2 Research design

To define the research design of this paper, the author chose to follow the “onion” research design of Saunders et al. (2009).

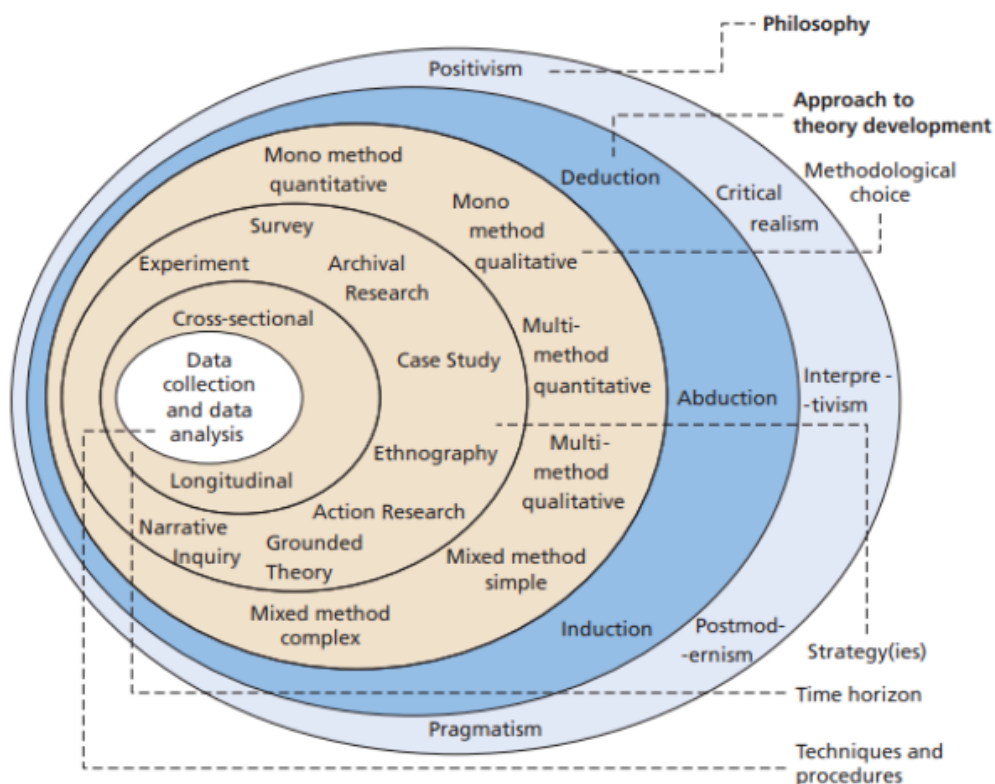


Figure 2 Research Onion (Saunders et al. 2009)

3.2.1 Research purpose

The purpose of this descriptive research is to address the main challenges facing managers today linked with generational gap, the main differences in working methods and behavior between generations, and determine if it is really beneficial for companies to diversify their workforce with employees from different generations.

3.2.2 Research philosophy

The philosophical stance of this research is interpretivism because we will consider different point of views from people from different generations. The purpose is also to understand how does the managers interpret the actions of others and adjust their managing style.

3.2.3 Research approach

The selected research approach is inductive. This inductive approach seems to fit the need emerging from the complexities of the poorly understood phenomenon of managerial challenges in multigenerational teams. Generating insight and theory from observed patterns, rather than testing predefined hypotheses, lends itself very nicely to exploring how managers actually live these experiences.

A thematic analysis framework will be used to analyze the data for consistent thematic challenges, strategies, and relationships in the findings. It can be concluded that the inductive approach gives clear strategies for practice to resolve generational diversity issues

3.2.4 Research strategy/method/s

The research strategy adopted for this study is a kind of archival research that employs secondary data research from relevant publications. Archival research simply entails a review of published literature, reports, and articles to explore the different challenges that managers face with multigenerational teams. By analyzing the data and the sources this method presents a comprehensive understanding of the subject.

This method best suit for the current study since it had access to knowledge and data, which would inform trends, patterns, and theoretical frameworks relevant to the diversity of generations in contemporary workplaces.

3.2.5 Methodological choice

This study is a mono-method archival study based on secondary data sourced from relevant publications. Such mono-method study allows high fidelity into the existing literature, reports, and case studies being reviewed for purposefully analyzing against research objectives.

3.2.6 Time horizon

The study adopts a cross-sectional time horizon that looks into present-day work teams as opposed to other such units of the work environment. The study examines the challenges associated with managing multigenerational teams encountered by managers in modern organizations.

3.3 Data collection

For data collection, the study will focus on an analyze of secondary data to help us try to understand the challenges in a cross-generational team.

Table 1 Code book for data analysis

<i>Code</i>	<i>Definition</i>	<i>When to use</i>	<i>When not to use</i>
Informed management practices	Informed management practices entail making decisions and optimizing operations based on accurate data and insights.	Use the code to mark any passages of text that refers to informed management practices.	Do not use the code for the text that refers to anything else than informed management practices.
Work values differences (communication, leadership, education)	Work values differences encompass variations in communication styles, leadership approaches, and educational backgrounds among individuals within a work environment.	Use the code to mark any passages of text that refers to work values differences (communication, leadership, education).	Do not use the code for the text that refers to anything else than work values differences (communication, leadership, education).
Multigenerational work environment	A multigenerational work environment refers to a workplace where individuals from different age groups, backgrounds, and experiences collaborate and interact, bringing diverse perspectives and skills to the organization.	Use the code to mark any passages of text that refers to multigenerational work environment.	Do not use the code for the text that refers to anything else than multigenerational work environment.
Low generational work-value conflict	Low generational work-value conflict refers to a situation in a multigenerational work environment where there is minimal disagreement or tension among different age groups regarding work-related values, such as communication styles, leadership preferences, and educational backgrounds.	Use the code to mark any passages of text that refers to low generational work-value conflict.	Do not use the code for the text that refers to anything else than low generational work-value conflict.
High generational work-value conflict	High generational work-value conflict characterizes a situation in a multigenerational work environment where there is significant disagreement or tension among different age group regarding work-	Use the code to mark any passages of text that refers to high generational work-value conflict.	Do not use the code for the text that refers to anything else than high generational work-value conflict.

	related values such as communication style, leadership preferences, and educational backgrounds.		
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3.4 Data analysis

3.4.1 Qualitative data analysis

Qualitative data will provide in-depth insights into the experiences, perceptions, and behaviors of managers and employees in cross-generational teams. For this thesis, about 120 sources were collected from different platforms and different types of secondary data: from thesis researches to YouTube Videos. To analyze the data, the author used a software called NVivo12 to help with qualitative data analysis, a qualitative data analysis software that aids in organizing and analyzing sources effectively.

Key citations from various sources were incorporated to enhance the relevance of the analysis. Nodes were created to group related ideas, facilitating a comprehensive exploration of the data. These nodes were further divided into sub-nodes to allow for a more detailed examination and structured analysis.

3.5 Ethical considerations

This research ensures ethical integrity by presenting data from secondary sources without any alteration or misrepresentation. All sources will be cited to maintain transparency and respect the intellectual property rights.

4 Research Results

This thesis is about the challenges that managers face when dealing with multigenerational teams. To assist in deepening awareness about this concept, the framework is further subdivided into sub-nodes, allowing a component-wise, structured and detailed exploration of the components.



Figure 3 Mind map made on Nvivo12 that represent the main concepts developed throughout this thesis

4.1 Informed management practices

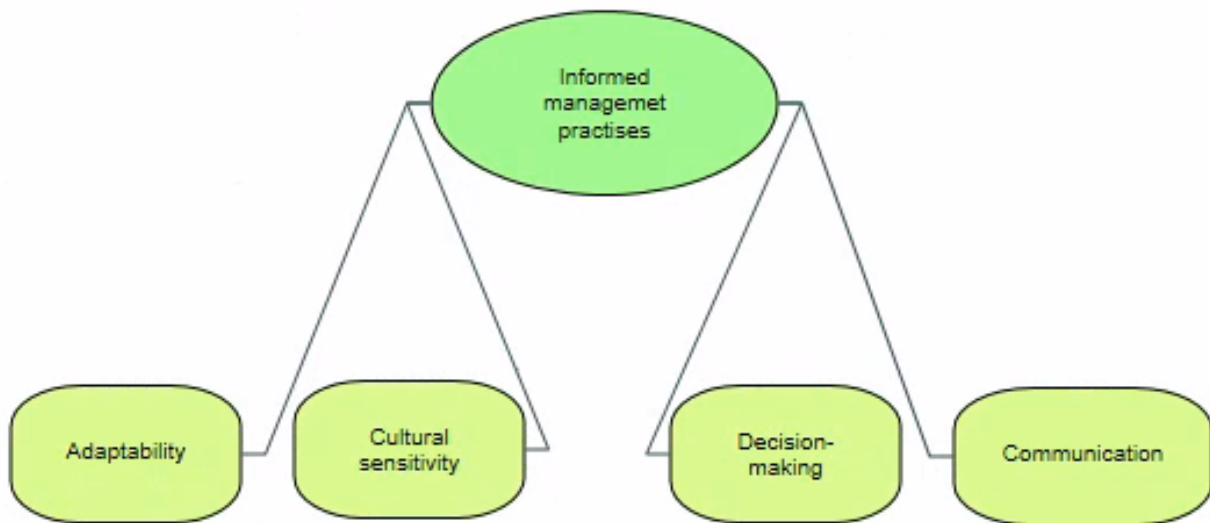


Figure 4 Mind map created on Nvivo12 that represent the different aspect of informed management practises

4.1.1 Adaptability

Adaptability is essential for managers who works with a multigenerational team, because within it, people have different perspectives and experiences that can influence the organizational dynamics. Feldman and Pentland (2003) suggest that organizations can benefit from adopting meta rules, because they offer flexibility and reliability (Feldman & Pentland, 2003). These meta rules allow the manager to have a balance between “routine versus adaptation” and “empowerment versus control.” In a multigenerational team, each generation have different expectations of management styles, using meta rules allows the manager to create a balanced workplace that is structured and adaptable.

In today’s business environment, organizations must continuously innovate and adapt themselves (Louati, 2017). The need for adaptation is highlighted by Gold et al. (2001), who identifies knowledge management as a response to organizational challenges. In multigenerational teams, he explained that sharing knowledge is crucial because older employees have more experience than younger team members. In addition, younger employees can otherwise bring new perspectives.

Moreover, the use of tools and practices that are changing to be adapted to everyone preferences are crucial for promote the engagement. “Case managers”, have adapted their approaches to manage with their needs by showing the importance of flexibility in practice (Giles-Weeks, n.d.). Similarly, in multigenerational teams, managers must adapt their leadership styles and communication style to cope with team members from different generations.

4.1.2 Communication

Communication is a fundamental component in informed management practices, as explained by Weick, Sutcliffe, and Obstfeld (2005). They argue that communication involves having a comprehensible dialogue with your employees through words. The use of explicit communication is essential for effective team-work and for decision-making.

When there are misunderstanding in the team, the ability to change from centralized authority to decentralized authority is crucial (De Matteis et al., 2024). This flexibility need having deep conversations with the member of the team and prioritize reliability. This method ensures a homogeneous team and decision. Thus, the change between centralized and decentralized communication is very important to manage well the risks and responding well also to emergencies.

The quality of communication is an essential for a reliable organization (Koenig et al., 2016). When teams’ difficulties, effective communication becomes not just important but necessary because it have to remain reliable (Weick, 1995). High-quality communication can mitigate the challenges posed by these factors and enhance organizational resilience.

The communication refers also to the interactions among the team members and across “organizational levels”. Weick (1993) identifies interactions as one of the four sources of resilience, he is showing that effective communication can prevent errors and it also encourage decision-making processes.

4.1.3 Cultural sensitivity

Cultural sensitivity is essential in informed management practices because nowadays, managers have to deal with the complexities of contemporary organizations. Therefore, the manager has to understand the differences of culture between the employees and try to figure about a great deal. For example, teams often face unexpected challenges that the company rules cannot solve. This

necessitates the ability to shift from centralized authority to decentralized decision-making for an efficient communication, as explained just before. A learning culture, encourages by an open communication establishing a “positive error culture” so the employees can learn from their experiences without fear.

Knowledge management is influenced by organizational culture. Menzel highlight the importance of creating a strong company culture that supports knowledge sharing among the employees. This aspect is essential to develop adaptability and resilience, (Menzel, 2016).

Moreover, having colleagues from different cultural backgrounds enhances problem-solving and creativity. Informed learning principles “advocate for the co-creation of shared visions”, which require a collective effort from everyone with different perspectives (Somerville & Mirijamdotter, 2014; Somerville & Bruce, 2017). If company are expected to be more inclusive in their culture, they must prioritize the integration of point of views into decision-making processes.

4.1.4 Decision-making

The difficulty and stress level increases especially with the need for a timely decision in concrete scenarios where problems are bound to arise. Subsequent research has found that decision making is already difficult, and additional difficulties arise with the introduction of new information that is random and unpredictable in nature (Klein, 1999; Lipshitz et al., 2001). In situations where leaders have to deal with a lot of information flooding in, they may employ “meta rules” in order to make sense of the situation (Hsia et al., 2006). These meta rules help managers to decide which rules are most important and keep the organization running smoothly (Koenig et al., 2016).

In addition, by having good information, leaders can choose the best strategies for their organizations (Rode et al., 2006). Therefore, they can act fast and avoid making mistakes that could cause serious damage.

4.2 Work value differences (communication, education, leadership)

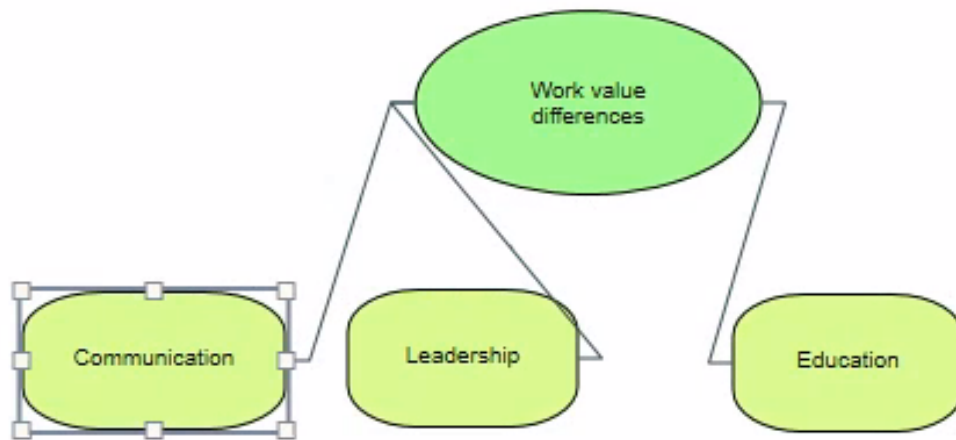


Figure 5 Mind map created on Nvivo12 that represent the different aspect of work value differences

4.2.1 Communication

Generation X workers value communication and the work environment in unique ways. They expect their workplace to be a social space where friendships can grow, and they want opportunities to learn and develop their skills (Yogamalar & Samuel, 2016). This generation prefers fun at work and needs constant communication, immediate feedback, and recognition for their contributions.

Moreover, once managers grasp these articulated expectations of their subordinates, they can foster the development of a communication culture, whereby every employee is free to articulate their precise needs and issues (Guérin-Marion et al., 2018). This adaptability enables leaders to address the unique requirements of employees from different generations, thereby enhancing overall contentment and efficiency (Smola & Sutton, 2002).

As an example, members of Generation X often seek rapid responses through mediums such as email and texting but older individuals may find it more comfortable to communicate in person (Gursoy, Maier, & Chi, 2008). Cultural differences in communication styles can help shape the work atmosphere of the members of the organization promoting their active teamwork and involvement

(Wong et al., 2008). Therefore, the use of proper communication techniques can help ensure that staff remains engaged and aid toward the development of appropriate organizational culture for optimal business performance and its results (Lestari & Nawangsari, 2022).

4.2.2 Education

Cohorts have an impact on work and educational values and preferences, hence how each cohort approaches learning and career advancement. For instance, Baby Boomers give importance to the need for “deep rooted” intellectual engagement through ‘lifelong learning opportunities. On the other hand, the values of Generation X are more focused on their free time and the possibilities of working in a self-managed environment. Generation Y seeks to gain fulfilling activities and opportunities rather than extreme materialism. They too seem to want guidance from their supervisors without assuming them to be micromanagers. At the same time, generation Z prefers working in organizations that have more teamwork and ‘flat’ management. The variance in the generations underscores the importance of educational approaches and workplace behaviors that are responsive to the needs of all.

Characteristic	Silent Generation	Baby Boomers	Generation X	Millennials Y	Generation Z
Birth Years	1928 to 1945	1946 to 1964	1965 to 1980	1981 to 1996	1997 and 2012
Population	Est. 55 Million	Est. 76 Million	Est. 50 million	Est. 80 Million	Est. 23 million
Historical Backdrop	Great Depression World War II	Civil Rights Cold War	Viet Nam War Moon Landing	Gulf War Berlin Wall Fall	911 WTC Attack Great Recession
Personality Traits	Disciplined Empathy Flexibility	Democraticness Idealism Social Confidence	Collaboration Competitiveness Social Adaptability	Creativity Motivated Risk-Taking	Independent Self-Confident Autonomous
Work Ethic	Dedicated	<i>Driven</i>	Balanced	Ambitious	Confidence Tempered by Anxiety
Leader Style	Controlling	Directing	Coordinating	Guiding	Empowering
Leader Preference	Commander	Thinker	Doer	Supporter	Collaborator
Communications	Top Down	Guarded	Hub and Spoke	Collaborative	Personal
Interaction Media	Letter In-Person	Telephone Letter & Fax	E-mail Text	Text Social Media	Phone In-Person
Problem-Solving	Amiable	Analytical	Expressive	Driver	Dynamo
Decision-Making	Consensus	Team Informed	Team Included	Team Decision	Consensus
Technology Attitude	Techno -Unsettling	Techno -Skeptical	Techno-Savvy	Techno-Proficient	Digital Native
Innovations	Digital Computer Penicillin	Integrated Circuit Artificial Heart	Bank ATMs PCs	Cell Phones World Wide Web	Social Media Gamification
Training Approach	Traditional On-the-Job	Technical Off-Site	Practical Case Studies	e-Learning Interactive	Collaborative Social Learning
Learning Style	Formal	Structured	Participative	Interactive	Multi-Model
Purchase Influence	Product Quality	Price Conscious	Brand Loyalty	Discounts	Value Based
Sales Approach	Traditional - Print	Broadcast - Mass	Direct – Targeted	On-line – Linked	Digital – Social
Financial Approach	Grow Savings	Buy Now, Pay Later	Fiscal Conservative	Earn to Spend	Financial Responsible

Figure 6 The different generations and their proper characteristic (O’Sullivan, 2020)

4.2.3 Leadership

Leadership plays an important role in the work values within diverse generational. Findings indicate that Millennials are really looking for strong leadership in comparison to their predecessors (Gursoy et al., 2008). Millennials also expect their managers to act as mentors and they expect their managers to create an environment in which they can learn and collaborate (Patricelli, n.d.). In contrast, Generation X, seems to want more independence and resilience from their manager (UNJSPF, 2009).

The need for strong leadership remains one of the most needed abilities of a manager, it increases the challenges of a managers because he has to recognizes the unique leadership preferences of each generation. Management and leadership are considered just as important as each other in accomplishing organizational goals (Barbu, 2011).

4.3 Multigenerational work environment

4.3.1 Communication style

Multigenerational team communication also affects their team dynamics and the organizational effectiveness. Identified by Roberts (2021) the transition into a multigenerational workforce has significantly changed the management style, and communication is the most changed value.

Different generations have different styles of communication. For example, according to Kelly Services (2019), younger workers such as Millennials and Generation Z usually prefer digital platforms and messaging systems like WhatsApp. Older employees including Baby Boomers and Generation X are more likely to use more traditional ways of communication such as email and phone. In practice, managers must add a multitude of channels in their communications to suit well with everyone in the team. “Chairpersons/ Heads of the department needs intercultural communication skills that are triggered by new communication technologies (such as the mobile, e-mail, twitter, Instagram, Black board (LMS) etc.), to delegate, motivate, direct the faculty members to accomplish the academic and administrative work on time”, (Abirami, Noora, & Afnan, 2019).

In addition, Acheampong (2020) emphasizes the need for proactive managers to create a supportive communication culture. In fact, employees are nowadays more and more looking for a work environment in which they feel well.

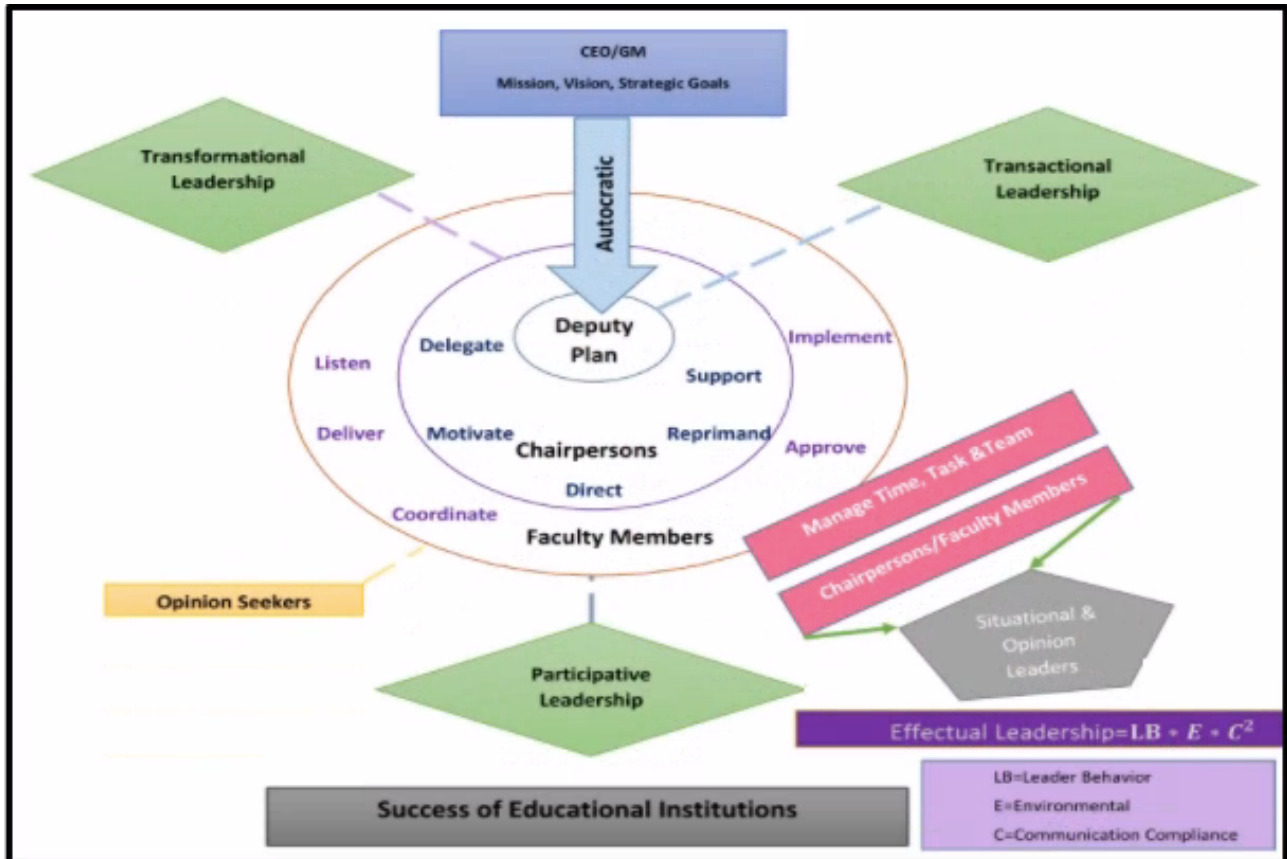


Figure 7 A Conceptual Model for Effective Communication (Abirami, Noora, & Afnan, 2019)

Effective communication is essential for effective leadership. This conceptual model explained by Abirami, Noora, and Afnan shows that effective communication for effective leadership is based on the personality of the leader. In fact, there are three levels of personal development: deputy plan, chairpersons and faculty members. Each level has different elements in which the manager can reflect on himself to build effective communication for effective leadership.

4.3.2 Leadership and management

“Strong leadership depends on determination, initiative, honesty, a positive and constructive approach toward market challenges and the ability to communicate”, (Barbu, 2011). “Effective communication is particularly important for individuals in leadership roles, such as supervisors, managers and leaders in professional society activities because it is the key process used to achieve

the goals of the organization and it is associated with employee job satisfaction and perceptions of supervisor credibility", (Otto, 2018). The dynamics of a multigenerational workforce offer both challenges and opportunities for managers in equal measure. A key component of this challenge is designing a leadership development program that accommodates different generational views so that no employee within the organization feels left out. Studies have indicated that the variations between generations are largely confined to differences in communication styles, approaches to leadership, and aspirations regarding career advancement (Dobrev & Merluzzi, 2017).

Managers should be initiating strategies to create a cohesive and productive workplace that considers all generations. The manager needs to adopt an understanding view of the talent and preferences of each generation, as it is important to successful teamwork (Gursoy et al., 2013).

Furthermore, for a manager, it is imperative to foster avenues for the professional growth and development of the employee. Such an all-encompassing strategy is not only advantageous to employees but also improves the effectiveness of the organization by blending the experiences and talents of a workforce composed of different generations (Knouse, 2011).

4.3.3 Technology adoption

For managers leading multigenerational teams in today's workplaces, causing or embracing technological change is both a challenge and an opportunity. All the generations, Baby Boomers to Generation Z, hold different principles and value systems. Peralta (2021) elucidates that, "Indeed, there are various types of challenges associated with multigenerational work environments, e.g., team communication, conflict, work-life balance, and learning from others" Peralta (2021).

Bringing different age groups into a team poses diversity issues, particularly with respect to technology. The older generations are often not as fast to adapt to new gadgets and that can cause annoyance because the younger ones may not have this particular technology frustration (Jerome et al., 2014). As a result, such conflict tends to arise in the form of misunderstandings or lack of communication which makes it imperative for managers to foster an atmosphere that encourages discourse.

4.3.4 Work-life balance

Based on research, it has been noted that different age cohorts perceive work-life balance in relation to other things differently which is largely shaped by their individual experiences and values. For instance, Generation X attaches great value to work-life balance primarily due to the negative influence of previous generations and parental figures who over mobilized themselves and had particularly high rates of divorce (Marcus, 2014). In addition to searching for such balance, the younger generations, specifically the millennials and generation Z, even demand such balance with a preference for jobs that allow autonomy (Fasbender & Deller, 2016).

Therefore, companies have to focus more on the health of their worker by advocating for flexible means of work. Further, has a healthy work personal life balance creates confidence among all the staff and allows the managers to introduce benefits that fit particular individuals instead of “benefits for all” (Great Place to Work, 2020).

4.4 Low generational work-value conflict

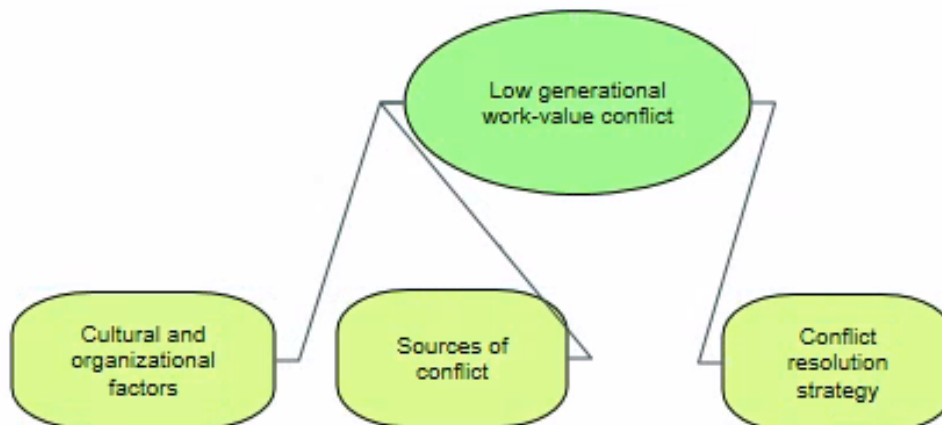


Figure 8 Mind map created on Nvivo12 that represent the different aspect of low generational work-value conflict

4.4.1 Cultural and organizational factors

Cultural and organizational factors in multigenerational team, may create potential challenges. There is a marked difference in the values associated with work, influenced by cultural contexts and organizational backgrounds, which creates one of the contributing factors to generational conflict. Different generations with different value dimensions will determine what employees expect from organizations. For instance, Nadler and Tushman (1980) suggest that individual work values should be aligned with organizational arrangements then it will increase the employee productivity and performance. This suggests that a “misalignment” between generational expectations and the company can become a conflict when too many employees within the group have different.

Some research has found some gaps in the understanding of work values between different generations. As Jurkiewicz (2000) identify variability in structural dimensions of work values, there is no consensus on a universal framework. The use of work value measurement tools in different cultures has raised doubts about their effectiveness in recruitment. When the management style changes depending on the different generations, new value systems can emerge, and it can really affect the company culture, the ethics, and HR projects (Kalleberg, 1977). This shows how the culture of an organization can change over time as new generations enter the workforce, which can either reduce or it can also increase the generational conflicts at work.

4.4.2 Sources of conflict

In a low generational work environment, conflicts usually began from the differences between the employees especially in communication styles and work expectations. Younger employees, who usually prefer digital communication and having quick feedback, might find older colleagues’ preferences on traditional methods can be frustrating for them. This divergence may result in conflicts due to misperception as older employees may perceive younger ones to lack professionalism and commitment to work. The difference in preferences may also build strain leading to compromise in cooperation and teamwork.

Another main source of conflict in a low generational work is the differences in values and priorities between the employees. Indeed, younger employees often prioritize their own work-life balance and are looking for flexibility in their timetable, while older generations priorities job security and loyalty to the company. This difference can lead to disagreements over policies related to remote work and project commitments.

4.4.3 Conflict resolution strategy

Effective conflict resolution strategies are key when finding a balance between personalities in multigenerational teams. Manager have to adapt their management strategy because of the diversity of values and communication styles across generations, these strategies need to be adjusted so that all age groups feel respected and understood within the company.

Lonsing's (2021) research as show that young employees are more inclined to directly address their complaints to their manager, which represent a difference to older generations who tend to follow hierarchical channels. Therefore, managers have to find a compromise between the two kinds of values to keep a well-being within the team.

4.5 High generational work-value conflict

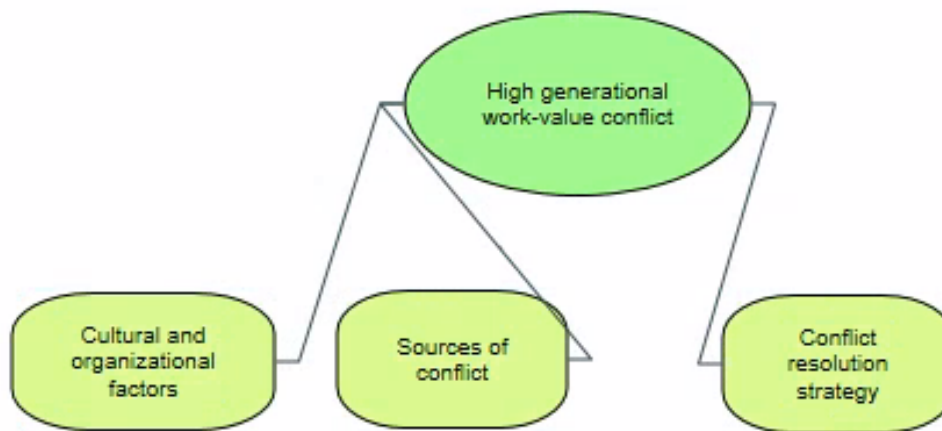


Figure 9 Mind map created on Nvivo12 that represent the different aspect of high generational work-value conflict

4.5.1 Cultural and organizational factors

The presence of high generational work conflict is often due to cultural and organizational factors that influence how different generations perceive their roles and respond to workplace rules. These factors, are from different experiences, values, and work expectations across the team, and it can result to tension and misunderstandings if not effectively managed.

Therefore, organizational culture and leadership play a role in how generational conflict is managed. Hendricks and Cope (2012) suggest that manager have to be aware of intergenerational differences and have to make an effort to foster positive intergroup relationships, and it can significantly reduce conflicts. Managers who actively promote diversity, inclusion, and collaboration across the multigenerational team can create a more harmonious working environment. At contrary, a lack of engagement from leadership can provoke tension between the different generations.

4.5.2 Sources of conflict

In a high generational work value conflict, different beliefs about work can be the source of a conflict. "Conflict can result from miscommunication, misunderstandings, differences of opinions, or failure to identify and communicate expectations. Although some conflict, such as differences of opinion (e.g., when team members are strategizing a solution to a problem) is beneficial, if left unmanaged or managed ineffectively it can affect morale, productivity, result in a loss of business or an increase in errors", (Otto, 2018). On one hand, older employees are looking for job security, loyalty in the company, and a strong work ethic. They prefer work hard and stay a very long time in a company instead of change more frequently. On the other hand, younger employees are looking of flexibility in their schedule, they want more personal satisfaction, and this is why they are more likely to change from a company to another more often. They are looking for jobs that are agreeing with their interests instead of focusing only on job security. But these gap between their values, this can lead to misunderstandings, because older workers can think that their younger colleagues are not serious about their jobs.

4.5.3 Conflict resolution strategy

In a high generational work environment, having an effective conflict resolution strategy is essential to manage a cross-generational team. The first strategy is to recognize and respect the values of each generation. For instance, older employees prefer face-to-face discussions and a formal

approach to resolve the conflict, while younger team members prefer to have an open dialogue and informal communication. Therefore, managers should be aware of how their own generational backgrounds because it can influence their judgement and their approach of the conflict resolution. By focusing on finding a balance between the two different values, managers can not only resolve conflicts but also get a relationship between their employee and promote a positive work atmosphere.

For an effective management, the leaders should successfully make everyone feel included and this is why they have to adjust their management styles. By installing clear communication and collaborative practices, the managers can help reduce the misunderstandings and any prevent conflicts within the team. Finally, training future managers to understand generational values and conflict resolution techniques is essential for them to be ready to effectively lead a cross-generational teams successfully.

5 Discussion

5.1 Limitations, reliability and validity

The present study employed a mono-method using secondary data. The study has few limitations: (i) The first limitations is that managing a cross generational team can be challenging, even more in today's landscape and due to geopolitical conflict, the gap between the generation is even more than preferring to make online meetings or staying a very long time in a company.

Therefore, nowadays, the generation Z have strong opinions and are not afraid to expose them in public. (ii) In addition, the findings, are based on a small sample of sources and they are focusing on very few specific industries. (iii) Another limitation is as it is the first thesis writing of the author, the student may be not as well explained as it should be. (iv) The last limitation is that data coding and analysis were performed systematically to minimize subjective interpretation. However, given the qualitative nature of some responses, slight variability may still occur, and results should be interpreted with this in mind.

5.2 Answering the research questions

Within this research, these research questions were asked:

RQ1. What are the main challenges facing managers today linked with generational gap?

RQ1.1. What are the main differences in working methods and behavior between generations?

RQ1.2. Is it really beneficial for companies to diversify their workforce with employees from different generations?

This study is using relevant secondary data to answer these research questions. Therefore, it seems that the main challenges faced by the managers is mainly linked to the generational differences between the employees. Indeed, the studies shows that growing in different generations is the main factor of building the gap between the generations.

The study identifies several differences in working methods. Due to the apparition of new technologies, younger employees are more comfortable using it. At the contrary, older employees are not use to it an may prefer more ordinary way of working.

Finally, regarding the secondary data used, the author can assure than it is beneficial to diversify the workforce of a company despite the conflicts that it may lead. Indeed, each generation bring their own added value to their work. And if the manager brings a good environment within the company, each generation can be complementary to another. By bringing a multigenerational workforce, the employees can create a corporate culture where knowledge and abilities work effectively.

5.3 Dialogue between key results and knowledge base

The analyzed data that has been collected suggest the importance of these four factors, including communication and motivation preferences and technological familiarity vary significantly by generation. For example, younger team members prefer informal and regular feedback to a formalized and structured communication. Therefore, a manager must adapt their communication approach to each generation to avoid miscommunication.

In addition, young employees are more focused on growth and skill acquisition, while older employees prioritize stability and work-life balance. Thus, a general motivational approach within a multigenerational team is insufficient. The secondary data used also recommend the implementation of cross-generational forms of cooperation to facilitate intergenerational knowledge sharing. To be specific, a study by Yogamalar and Samuel explained in his study that employing workforce from younger and older generations allow sharing between the employee and foster a better performance and productivity outcomes.

Finally, existing studies recommend flexibility in work policies to be align with different employees' needs. This research supports existing studies, suggesting that flexible alternatives such as flexible hours help address young employees' need for flexibility and older employees' preference for balancing work and life.

5.4 Compliance with research ethics guidelines

Following the standards of the 7th edition of APA style citation and reference, this study used archival research as qualitative secondary data while citing and referring to authors that we cited in the study in accordance with research ethics codes. The author analyzed the data using Nvivo 12 and by taking data from other sources to cross-verify the information.

6 Conclusions

6.1 Key Findings

This study aims are to discover the confronted challenges faced by managers in a multigenerational team and to offer techniques or strategies to for foster productiveness and well-being within the team.

The analyzed data show that every generation have distinct communication preferences. In fact, younger employees usually prefer informal communication style with frequent feedback while older

employees enjoy formal and structured communication. Managers need to create a balance between these preferences to avoid misunderstandings and build strong unified team.

Another key result is that generational values impact the motivation. Younger team members are more looking for a great career development and they are looking for new opportunities, while older members prioritize stability and work-life balance. This highlights the importance understanding and balancing the motivational strategies to reach the needs of each generation.

The findings additionally highlighted that cross-generational mentoring is an efficient strategy to install a powerful team building. Indeed, senior employees can contribute their institutional expertise, and the younger employees can bring their skills using new technological.

6.2 Managerial implications

Managing a multigenerational team requires an understander approach that recognizes and the values that each generation brings to the workplace. Managers should focus on implementing an open communication to avoid misunderstanding and stereotypes. In fact, creating regular meeting with all the employees, could encourage them to share their perspectives and to make them feel heard.

As different age groups may value different things, the manager have to adapt his management style, because their differences can start from their view of career advancement to their need of work-life balance. Offering flexible benefits and work arrangements regarding the employee's values can help the employees to work in ways that suit them best.

In addition, to encourage the collaboration and the knowledge sharing, managers have to set up mentorship programs so the older employees can share their experience and the younger one their ability using technologies, for example. The work environment will, therefore be more inclusive and productive.

6.3 Recommendations for future research

This thesis emphasizes the need for further research into the challenges of managing a multigenerational team.

In fact, future research could examine the evolution of the values, abilities, and preferences of the generation and also the future generation; the Alpha generation. This would allow a deeper understanding of the challenges that every generation bring.

This research examined the values of the X generation to the Z generation but deeper research using primary data gathering through interviews, questionnaires, or case studies could be used in the future to gain a more in-depth knowledge of the challenges. Further research, including primary data collection, would be interesting to provide a more comprehensive understanding the challenges faced by managers in a multigenerational team.

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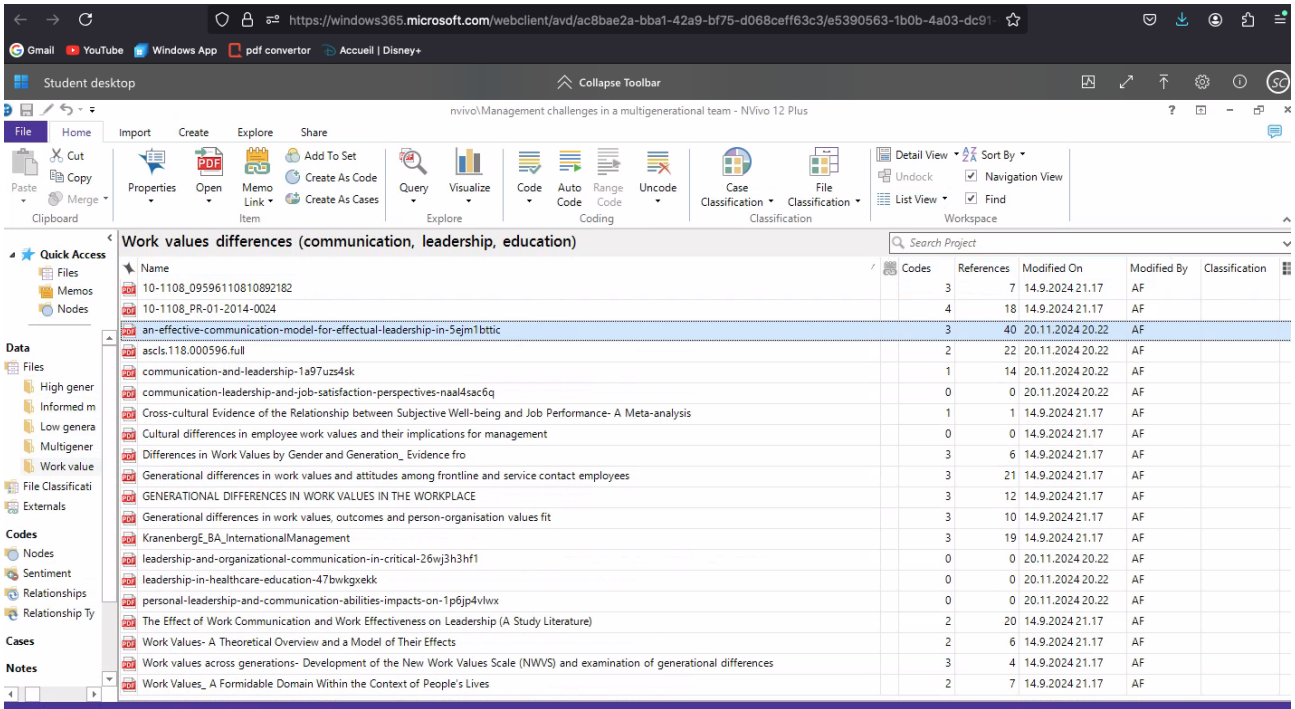
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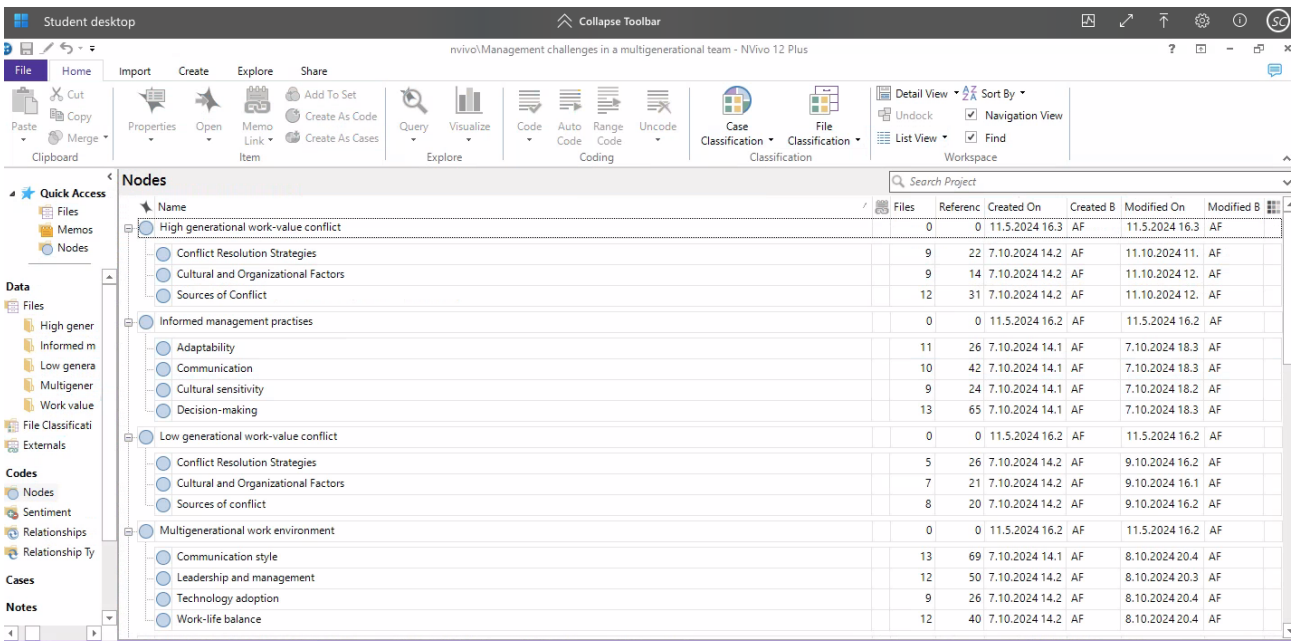
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Appendices

Appendix 1. A screenshot showing the relevant secondary data uploaded into the NVivo12 program.



Appendix 2. A screenshot showing the nodes created during the data analysis phase (from the NVivo 12 program).



Appendix 3. Definitions

3.1 Informed management practices:

“Info-centric management and being defined by the comprehensive collection, monitoring, review of pertinent data essential for organizational decision-making” (Leidner & Jarvenpaa, 1995)

“Informed leadership integrates information into decision management, emphasizing the need for context to avoid poor decision-making” (Stonebraker, 2016).

“Strategies include decision awareness and process creation, which enhance the quality of decisions made by leaders” (Stonebraker, 2016).

“Managers must actively seek and integrate new knowledge, particularly in response to regulatory changes, highlighting the importance of professional networks” (Resnik, 2016).

“The phenomenal advancements in information technology have fundamentally changed the way organizations collect, process and distribute terabytes of data near to real-time” (Fichman, Dos Santos, & Zheng, 2014).

3.2 Work value differences (education, leadership, communication):

“There is a need to examine different elements of diversity in different settings to understand its applications and managerial implications for sustainable organizational performance” (Turi et al., 2022).

“Every generation has its own set of values, goals, and reasons for working” (Simms, n.d.).

“Communication is a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior”, (Otto, 2023).

“Communication is a primary social process as well as an essential part of being human that moves across lines (of cultures) most naturally, (O’Driscoll, 2007).

“It can be said that good leadership is directly related to the ability to communicate values, thoughts and skills to others; this communication must be done in a simple and clear way, allowing receivers to perceive senders as visionaries, entrepreneurs and builders of their own destiny “(Barbu, 2011).

“The leader of a multi-generational workforce is hence expected to possess the skills and attitude to understand the conflicts which arise in a multigenerational organization and should be able to handle those effectively and efficiently” (Hillman, 2014).

"Transformational leaders are inspiring and motivating because they appeal to higher ideas or moral values" (Longshore, 1987).

"Training and development programs impact job skills, employee satisfaction; effectiveness of the organization" (Noe, R. A. (2019).

3.3 Multigenerational workplace:

"Generational diversity can bring new perspectives and solutions to work tasks and problem-solving." (Martin et al. ,2018)

"Miscommunication often arises as a result of communication style differences of various generations" (Smith 2019)

"Older workers have the possibility of coaching their younger counterparts, hence imparting useful information and skills", (L. R. Johnson, n.d.).

3.4 Low generational work-value conflict:

3.5 High generational work-value conflict:

Appendix 4. Quotes from relevant publications

Appendix 4.1 – Informed management practises	
Appendix 4.1.1- Adaptability	<ul style="list-style-type: none"> - Adopting meta rules, because they offer flexibility and reliability (Feldman & Pentland, 2003) - In today’s business environment, organizations must continuously innovate and adapt themselves (Louati, 2017) - Who identifies knowledge management as a response to organizational challenges. In multigenerational teams, he explained that sharing knowledge is crucial because older employees have more experience than younger team members (Gold et al. ,2001) - “Case managers”, have adapted their approaches to manage with their needs by showing the importance of flexibility in practice (Giles-Weeks, n.d.)
Appendix 4.1.2- Communication	<ul style="list-style-type: none"> - Communication is a fundamental component in informed management practices (Weick, Sutcliffe, and Obstfeld ,2005) - The ability to change from centralized authority to decentralized authority is crucial (De Matteis et al., 2024) - The quality of communication is an essential for a reliable organization (Koenig et al., 2016) - Effective communication becomes not just important but necessary because it have to remain reliable (Weick, 1995) - Identifies interactions as one of the four sources of resilience, he is showing that effective communication can prevent errors and it also encourage decision-making processes, (Weick ,1993)
Appendix 4.1.3- Communication	<ul style="list-style-type: none"> - “Advocate for the co-creation of shared visions”, which require a collective effort from everyone with different perspectives (Somerville & Mirijamdotter, 2014; Somerville & Bruce, 2017) - This aspect is essential to develop adaptability and resilience, (Menzel, 2016)
Appendix 4.1.3- Decision-making	<ul style="list-style-type: none"> - Subsequent research has found that decision making is already difficult, and additional difficulties arise with the introduction of new information that is

	<p>random and unpredictable in nature (Klein, 1999; Lipshitz et al., 2001)</p> <ul style="list-style-type: none"> - In situations where leaders have to deal with a lot of information flooding in, they may employ “meta rules” in order to make sense of the situation (Hsia et al., 2006) - These meta rules help managers to decide which rules are most important and keep the organization running smoothly (Koenig et al., 2016) - by having good information, leaders can choose the best strategies for their organizations (Rode et al., 2006)
Appendix 4.2 – Work value differences (education, leadership, communication)	
Appendix 4.2.1 – Communication	<ul style="list-style-type: none"> - They expect their workplace to be a social space where friendships can grow, and they want opportunities to learn and develop their skills (Yogamalar & Samuel, 2016). - once managers grasp these articulated expectations of their subordinates, they can foster the development of a communication culture, whereby every employee is free to articulate their precise needs and issues (Guérin-Marion et al., 2018) - This adaptability enables leaders to address the unique requirements of employees from different generations, thereby enhancing overall contentment and efficiency (Smola & Sutton, 2002) - members of Generation X often seek rapid responses through mediums such as email and texting but older individuals may find it more comfortable to communicate in person (Gursoy, Maier, & Chi, 2008) - Cultural differences in communication styles can help shape the work atmosphere of the members of the organization promoting their active teamwork and involvement (Wong et al., 2008) - the use of proper communication techniques can help ensure that staff remains engaged and aid toward the development of appropriate organizational culture for optimal business performance and its results (Lestari & Nawangsari, 2022).

Appendix 4.2.2 – Education	<ul style="list-style-type: none"> - The different generations and their proper characteristic (O’Sullivan, 2020)
Appendix 4.2.3 – Leadership	<ul style="list-style-type: none"> - Findings indicate that Millennials are really looking for strong leadership in comparison to their predecessors (Gursoy et al., 2008) - Millennials also expect their managers to act as mentors and they expect their managers to create an environment in which they can learn and collaborate (Patricelli, n.d.) - Generation X, seems to want more independence and resilience from their manager (UNJSPF, 2009) - Management and leadership are considered just as important as each other in accomplishing organizational goals (Barbu, 2011)
Appendix 4.3 – Multigenerational work environment	
Appendix 4.3.1 – Communication style	<ul style="list-style-type: none"> - The transition into a multigenerational workforce has significantly changed the management style, and communication is the most changed value (Roberts, 2021) - Younger workers such as Millennials and Generation Z usually prefer digital platforms and messaging systems like WhatsApp (Kelly Services, 2019) - “Chairpersons/ Heads of the department needs intercultural communication skills that are triggered by new communication technologies (such as the mobile, e-mail, twitter, Instagram, Black board (LMS) etc.), to delegate, motivate, direct the faculty members to accomplish the academic and administrative work on time”, (Abirami, Noora, & Afnan, 2019) - Emphasizes the need for proactive managers to create a supportive communication culture (Acheampong 2020)
Appendix 4.3.2 – Leadership and management	<ul style="list-style-type: none"> - “Strong leadership depends on determination, initiative, honesty, a positive and constructive approach toward market challenges and the ability to communicate”, (Barbu, 2011) - “Effective communication is particularly important for individuals in leadership roles, such as supervisors, managers and leaders in professional society activities

	<p>because it is the key process used to achieve the goals of the organization and it is associated with employee job satisfaction and perceptions of supervisor credibility”, (Otto, 2018)</p> <ul style="list-style-type: none"> - Studies have indicated that the variations between generations are largely confined to differences in communication styles, approaches to leadership, and aspirations regarding career advancement (Dobrev & Merluzzi, 2017) - The manager needs to adopt an understanding view of the talent and preferences of each generation, as it is important to successful teamwork (Gursoy et al., 2013) - Such an all-encompassing strategy is not only advantageous to employees but also improves the effectiveness of the organization by blending the experiences and talents of a workforce composed of different generations (Knouse, 2011)
Appendix 4.3.3 – Technology adoption	<ul style="list-style-type: none"> - "Indeed, there are various types of challenges associated with multigenerational work environments, e.g., team communication, conflict, work-life balance, and learning from others" Peralta (2021) - The older generations are often not as fast to adapt to new gadgets and that can cause annoyance because the younger ones may not have this particular technology frustration (Jerome et al., 2014)
Appendix 4.3.4 – Work-life balance	<ul style="list-style-type: none"> - For instance, Generation X attaches great value to work-life balance primarily due to the negative influence of previous generations and parental figures who over mobilized themselves and had particularly high rates of divorce (Marcus, 2014) - In addition to searching for such balance, the younger generations, specifically the millennials and generation Z, even demand such balance with a preference for jobs that allow autonomy (Fasbender & Deller, 2016) - Has a healthy work personal life balance created confidence among all the staff and allows the managers to introduce benefits that fit particular individuals instead of “benefits for all” (Great Place to Work, 2020)

Appendix 4.4 – Low generational work value conflict	
Appendix 4.4.1 – Cultural and organizational factors	<ul style="list-style-type: none"> - Suggest that individual work values should be aligned with organizational arrangements then it will increase the employee productivity and performance (Nadler and Tushman, 1980) - Identify variability in structural dimensions of work values, there is no consensus on a universal framework (Jurkiewicz, 2000) - When the management style changes depending on the different generations, new value systems can emerge, and it can really affect the company culture, the ethics, and HR projects (Kalleberg, 1977)
Appendix 4.4.2 – Conflict resolution strategy	<ul style="list-style-type: none"> - Research as show that young employees are more inclined to directly address their complaints to their manager, which represent a difference to older generations who tend to follow hierarchical channels (Lonsing’s, 2021)
Appendix 4.5 – High generational work value conflict	
Appendix 4.5.1 – Cultural and organizational factors	<ul style="list-style-type: none"> - Suggest that manager have to be aware of intergenerational differences and have to make an effort to foster positive intergroup relationships, and it can significantly reduce conflicts. (Hendricks and Cope, 2012)
Appendix 4.5.2 – Sources of conflict	<ul style="list-style-type: none"> - “Conflict can result from miscommunication, misunderstandings, differences of opinions, or failure to identify and communicate expectations. Although some conflict, such as differences of opinion (e.g., when team members are strategizing a solution to a problem) is beneficial, if left unmanaged or managed ineffectively it can affect morale, productivity, result in a loss of business or an increase in errors”, (Otto, 2018)

Appendix 5. Table of citation by authors for research result chapter (chapter 4)

Theme	Author	Citation
Adaptability	Feldman & Pentland (2003)	"Feldman and Pentland (2003) suggest that organizations can benefit from adopting meta rules, because they offer flexibility and reliability."
	Giles-Weeks (n.d.)	"'Case managers', have adapted their approaches to manage with their needs by showing the importance of flexibility in practice."
	Gold et al. (2001)	"The need for adaptation is highlighted by Gold et al. (2001), who identifies knowledge management as a response to organizational challenges."
	Louati (2017)	"In today's business environment, organizations must continuously innovate and adapt themselves (Louati, 2017)."
	Communication	De Matteis et al. (2024)
	Koenig et al. (2016)	"The quality of communication is an essential for a reliable organization (Koenig et al., 2016)."
	Weick (1993)	"Weick (1993) identifies interactions as one of the four sources of resilience, showing that effective communication can prevent errors and also encourage decision-making processes."
	Weick, Sutcliffe, & Obstfeld (2005)	"They argue that communication involves having a comprehensible dialogue with your employees through words."

Cultural sensibility	Menzel (2016)	"Menzel highlights the importance of creating a strong company culture that supports knowledge sharing among employees."
	Somerville & Bruce (2017)	"Informed learning principles 'advocate for the co-creation of shared visions,' which require a collective effort from everyone with different perspectives."
	Somerville & Mirijamdotter (2014)	"Informed learning principles 'advocate for the co-creation of shared visions,' which require a collective effort from everyone with different perspectives."
Decision-Making	Klein (1999)	"Decision making becomes more difficult with the introduction of new, random, and unpredictable information (Klein, 1999)."
	Lipshitz et al. (2001)	"Additional difficulties arise with the introduction of new information that is random and unpredictable in nature (Lipshitz et al., 2001)."
	Hsia et al. (2006)	"In situations where leaders deal with a lot of information flooding in, they may employ 'meta rules' to make sense of the situation (Hsia et al., 2006)."
	Koenig et al. (2016)	"These meta rules help managers decide which rules are most important to keep the organization running smoothly (Koenig et al., 2016)."
	Rode et al. (2006)	"By having good information, leaders can choose the best strategies for their organizations (Rode et al., 2006)."
Work Value Differences	Yogamalar & Samuel (2016)	"Yogamalar and Samuel (2016) emphasize differences in generational values and

		their impact on organizational behavior."
	Guérin-Marion et al. (2018)	"Guérin-Marion et al. (2018) analyze how differences in work values affect workplace dynamics."
	Smola & Sutton (2002)	"Smola and Sutton (2002) explore generational shifts in work values and their implications for managers."
	Gursoy, Maier, & Chi (2008)	"Gursoy, Maier, and Chi (2008) identify work value differences as a key area of generational tension."
	Wong et al. (2008)	"Wong et al. (2008) find that generational work value differences are not as pronounced as initially thought."
	Lestari & Nawangsari (2022)	"Lestari and Nawangsari (2022) provide insights into managing work value conflicts in multigenerational teams."
	O'Sullivan (2020)	"O'Sullivan (2020) highlights strategies for bridging generational value gaps."
Multigenerational Work Environment	Kelly Services (2019)	"Kelly Services (2019) emphasize the importance of understanding generational diversity in the workplace."
	Abirami, Noora, & Afnan (2019)	"Abirami, Noora, and Afnan (2019) discuss strategies for managing generational differences in teams."
	Roberts (2021)	"Roberts (2021) examines the benefits of fostering intergenerational collaboration."
	Acheampong (2020)	"Acheampong (2020) provides practical insights into multigenerational workforce management."
	Barbu (2011)	"Barbu (2011) addresses challenges specific to multigenerational teams in global organizations."
	Otto (2018)	"Otto (2018) explores generational stereotypes and

		their impact on workplace relationships."
	Dobrev & Merluzzi (2017)	"Dobrev and Merluzzi (2017) analyze career paths in multigenerational organizations."
	Knouse (2011)	"Knouse (2011) discusses generational conflict resolution in the workplace."
Technology Adoption	Jerome et al. (2014)	"Jerome et al. (2014) highlight technology adoption as a key driver of organizational change."
	Peralta (2021)	"Peralta (2021) explores the role of technology in bridging generational divides."
Work-Life Balance	Marcus (2014)	"Marcus (2014) examines work-life balance strategies for employees across generations."
	Fasbender & Deller (2016)	"Fasbender and Deller (2016) analyze how work-life balance expectations differ by generation."
	Great Place to Work (2020)	"Great Place to Work (2020) advocates for flexible work policies to accommodate diverse needs."
Low Generational Work-Value Conflict	Nadler & Tushman (1980)	"Nadler and Tushman (1980) propose frameworks for minimizing generational value conflicts."
	Jurkiewicz (2000)	"Jurkiewicz (2000) suggests mentoring programs to reduce generational work-value conflicts."
	Kalleberg (1977)	"Kalleberg (1977) examines the role of workplace policies in mitigating value-based conflicts."
Conflict Resolution Strategy	Lonsing (2021)	"Lonsing (2021) provides techniques for resolving intergenerational workplace conflicts."
High Generational Work-Value Conflict	Hendricks & Cope (2012)	"Hendricks and Cope (2012) analyze cases of high generational work-value

		conflict in dynamic industries."
	Otto (2018)	"Otto (2018) emphasizes the need for tailored interventions in resolving high-intensity conflicts."