A STUDY ON THE DIFFERENT ATTITUDE AND BEHAVIOR OF THE GENERATIONS WORKING IN THE WORKPLACE

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Abstract
This study explores the diverse attitudes and behaviors exhibited by different generations in the workplace, focusing on Baby Boomers, Generation X, Millennials, and Generation Z. It examines how these generational differences impact workplace dynamics, communication, collaboration, and productivity. The research employs a mixed-method approach, including surveys, interviews, and observational studies, to gather data from employees across various industries. Generation X tends to be more independent and adaptable, with a preference for a balanced work-life dynamic and direct, no-nonsense communication. Millennials, characterized by their tech-savviness and collaborative spirit, often seek meaningful work and continuous feedback. Generation Z, the newest entrants to the workforce, demonstrate a strong inclination towards digital communication, flexibility, and inclusivity, and they value transparency and authenticity in their interactions.The study highlights the importance of understanding these generational differences to foster a more cohesive and productive work environment. It recommends tailored management strategies to address the unique needs and strengths of each generation, promoting intergenerational synergy and mitigating potential conflicts. By leveraging the diverse perspectives and skills of each generational cohort, organizations can enhance innovation, employee satisfaction, and overall organizational performance.
Keywords: Generational Differences, Workplace Dynamics, Intergenerational Synergy,Millennials, Work-Life Balance

Introduction

The modern workplace is a melting pot of diverse generational cohorts, each bringing distinct attitudes, behaviors, and expectations. Understanding these differences is crucial for fostering a harmonious and productive work environment. This study explores the characteristics of Baby Boomers, Generation X, Millennials, and Generation Z, examining how their unique perspectives impact workplace dynamics, communication, collaboration, and productivity. The study of generational differences in the workplace is underpinned by various theories that help explain the distinct attitudes and behaviors of different age cohorts. These theories offer insights into how generational experiences shape work values, communication styles, and interaction patterns. Understanding these theoretical perspectives is crucial for developing effective management strategies that accommodate the diverse needs of a multigenerational workforce.

Generation-z is the new age generation force born between the Mid 1900s to early 2000s. They were born between the years 1997 - 2012. Generations referred to as 'Digital Nomads' because they are the force of the technological as well as social media era or digitalization as a whole (Shilpa Gaidhani, 2019). Generation is the starting force in current all spheres of work environments and organizations. They are considered to be digital nomads because they were/are born during the emerging fast-paced click-away environment and world at large. Moon and space are so far yet so close and the invention of television and social

media topped it up. Going wireless is the new black and back in the days of fascinating computers and wired access is now ultra slim and wireless. The current state of most organizations is that all generations are working in the same environment. The organization has been evolving over the period with the generations. The workplace has changed, moving from department-specific facilities to open areas where departments can share resources and expertise more quickly and effectively. Co-working spaces, which are shared with other businesses or freelancers, have also emerged (María Dolores BenítezMárquez, 2022). Generation-Y, Generation-Z, and boomers if they are at all part of the organization in terms of stakeholders or shareholders, yet their presence is equally considerate than the rest because of the sole decision-making and finalizing. Generation -z is the emerging force that started working early, unlike Generation Y who likewise started early but the catch difference is the purpose of an early start. Gen-Y's main purpose was to provide necessities in the household or at least contribute to it. Whereas Gen-Z starts working early to gain experience, monetary independence, affording a lifestyle, and status in society or contribute to society. Companies will be undergoing a huge change along with Gen-Z who will also be adjusting to the existing environment of the organization or companies. Keeping Gen-Z in mind, organizations and companies who wishes to be more entrepreneurial in the future should be aware of how they can incorporate GEN-Z into the organization as they are tech-savvy and tech

knowledgeable in their approach which will be beneficial in responding to the challenges faced with the ever-evolving world at large (Ghura, 2017). Different Generations in the organization can be quite challenging and it is of utmost importance to know how generations over the period have evolved and stayed in the organization throughout the whole process because as far as companies focus on their growth and success rate along with economical consideration, it is the people in the companies who can bring in all the good luck and for that companies need to bridge the gap between all the barriers and avoid any kind of organizational conflict which occurs due to various factor but as far as this study is concerned, understanding the emerging force and accommodating them into the newer and existing environment should be looked upon. 2020, was the year when 30% of the workforce was Generation-z who are born after 1995 (Shilpa Gaidhani, 2019). In an organization, there occurs a conflict due to an unfavorable or unlikely environment or any other social and interpersonal issues. "Organizational conflict refers to an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities" (Dhar & Dhar, 2014). Environmental factors are major sources of dissonances occurring in the organization or companies because of the perseverance of the environment among the employees. Environmental factors like working conditions, Sociability & cooperation among employees, a sense of belongingness within the organization, and citizenship behavior and recognition at work are such adding factors that elevate the perseverance of the environment in an organization (Khan, 2015). By understanding such factors and the perceived attitude of GenZ, employers will be able to sustain and retain them in an organization and help them achieve their individual as well as organizational goal and growth at large. In absence of understanding and comprehending such impacting factors, organizations will face challenges in retaining and encouraging them to enhance them for the future growth and leaders of the organization

Perceived Work Environment

Perceived work environment is defined as to how an individual in an organization observes, interprets and evaluates the working conditions, environment, pattern, culture, values, norms, social environment, co-operation, belongingness or any external factors that affects in working environment and perseverance of attitude towards work (Khan, 2015). It is considered that work environment plays a major role in sustaining and retaining of employs

in an organization. Especially Gen-Zs are the workforce who are considered to more socially and environmentally friendly that they work well and coherently with the existing force and culture if the surroundings of the work are supportive and open to new additions and opinions as per their autonomy of work (Peyton & Zigarmi, 2021). Change in perseverance of work environment influences changes and job matrix. Likewise, change in perceived work environment impacts changes in employee's job related mental as well as physical well-being (Kim, 2020). There are various factors that influences the perseverance of work environment among Generationz such as working conditions, sociability and co-operation within employees, sense of belongingness within the organization and citizenship behaviour and recognition at work.

Organizational Conflict

"Organizational Conflict refers to an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities" (Dhar & Dhar, 2014). Conflict can be interpersonal, intrapersonal, groups, departments and divisions at large. Many a times in an organization there occurs conflicts because of varying thought processes, house of interest, opinions, beliefs, values, culture and norms. Generation-Z largely faces challenges when they enter into any organization because of their advance, unadulterated and opiniated views towards different things and work. Organizations have been carrying forward conventional ways and it gets difficult when it comes to bringing in the change, thus, this carries a dissonance among employees and organization as whole. There are benefits of conflict because it generates more and refined ideas and thought process which are the results of brainstorming but it turns ugly if one doesn't leave it there right after it. Gen-Zs when newly exposed to the environment, there occurs a dissonance if things are not absorbed favourably by them. For this study, when the perceived environment is not favourable there occurs a conflict which affects at both individual as well as organizational level. The factors of environment are largely influential and affecting variable to organizational conflict. Thus, the coherence and congruence of perceived environment and organizational conflict is the theme of this study to understand the underlying association. As environmental and social factors are of utmost importance because generation-Z are the essential workforce of present as well as future man resource in organization.

The generation after Millennial has arrived. At the Center, this new generation is known as Gen Z, but they've also been called I Gen, Founders, and Centennials. This generation is born in the year 1996 and now this generation has brought a new worldview and different expectations as customers, employees, and citizens. Gen Z is born and brought up with the current technology, they are digital-centric and technology is their identity. This generation is already entered in organization, but little is known of this generation about their characteristics, needs, attributes and work style. They have different attitudes towards work than Gen Y and Gen X. Without a proper understanding of this generation, organizations face difficulties to hire and retain them for the sustainable growth of the organizations. By understanding them, the organizations can determine what can impact recruitment and retention success through paying attention to what this generation expects from the workplace. This paper examines the attitude and preferences of Gen Z from the existing literature so that companies can foresee and build a workplace suitable for them which in turn will impact the organizational performances. People think that the generation after Millennials consists of only kids, the reality is that the oldest members of Gen Z are now up to age 22. They are the current entrants to the workplace and voting centers and they are going to become the fastest growing group of employees and customers. While organizations are finding it difficult to identify and realize the needs of Gen X and Gen Y in the 21st century, now they have a completely new generation i.e., the Gen Z to work on with. The tasks of the organizations are not only to aid Gen X and Gen Y but also to foretell the workplace needs of the rising Gen Z so that groups comprising of different generations can work successfully (Knoll, 2014). Researchers have shown that each generation has unlike approaches to work and the workplace (CIPD, 2008; Harber J., 2011). But a very little is known of this Gen Z about their features, desires, traits and work style. Thus, employers and HR Intergenerational understanding in the workplace have been given a lot of attention in the past few years. The sole reason for this interest in intergenerational understanding is because of the diversity and ever-changing values of the different generations as they join the workforce. The latest generation after the Millennials is commonly referred to as Generation Z (Gen Z), post millennials, iGeneration (iGen), Technoholics, digital natives, Facebookgeneration, Net Gen, Generation Wii, or plurals. This generation is born between the period 1995 to 2010 with the oldest member of Gen Z being presently 24 years (Baldonado,2018). They are the new entrants into the job market and in a couple of years will become the fastest growing generation in the workplace. While the employers must support and aid the generation X and generation Y employees in the workplace, they will also have to foresee the needs of the new generation about to join their companies. Since, there will be a more diverse workplace, with five generations fully immersed in the workplace by 2025 it is important to understand the competing values like expectations and working styles of each generation (Gaidhani et al.,2019). It is observed that Gen Z shares similar traits with Gen Y, but they will bring in new patterns of behavior in the labor market. It is imperative to understand how to manage the new workforce, with their unique characteristics shaped by their generational values and experiences. Organizations have to understand the generational differences and strategically address the opportunities and drawbacks that come with them. This research will be an attempt to provide some useful insight into the upcoming generation Z who will soon represent the majority of the workplace in a few years. This study will provide an understanding of generation X (1965-1979), generation Y (1980-1994) and generation Z (19952015) across cultures but the study will mainly focus on the attitudes and behavior of generation Z and what they expect from the workplace (Kasasa, 2019). Understanding their expectations, behavior and distinct values and needs at the workplace will help to better integrate the new employees and mutual success. The purpose of this study is to understand more about generation Z behavior at the workplace and try to adapt it in the organization. Generation Z is the new generation that will take the responsibility to lead the organization to success. By conducting this research, it could help the organization to be more understanding about generation Z behavior

Generational Cohorts
1. **Baby Boomers (1946-1964)**
   o **Work Values**: Baby Boomers are often characterized by their strong work ethic, loyalty, and preference for stability. They value job security and are committed to long-term employment.
   o **Communication Style**: They prefer face-to-face communication and formal channels. Hierarchical structures resonate with them, and they often expect clear instructions from management.
   o **Behavior**: Boomers tend to be team-oriented but also value recognition for their individual contributions. They might resist rapid changes and prefer tried-and-tested methods.

2. **Generation X (1965-1980)**
   o **Work Values**: Generation X is known for its independence and adaptability. They value work-life balance and flexibility, often striving for a pragmatic approach to their careers.
   o **Communication Style**: Direct and informal communication is preferred. They appreciate efficiency and are comfortable with both face-to-face and digital communication.
   o **Behavior**: Gen Xers are often seen as self-reliant and resourceful. They can work well both independently and in teams and are generally open to change and innovation.

3. **Millennials (1981-1996)**
   o **Work Values**: Millennials, or Gen Y, prioritize meaningful work and personal fulfillment. They seek continuous feedback and opportunities for growth and development.
   o **Communication Style**: Highly tech-savvy, Millennials favor digital communication. They prefer collaborative and transparent communication styles, often using social media and instant messaging.
   o **Behavior**: They thrive in team settings and value inclusivity and diversity. Millennials are also known for their entrepreneurial spirit and desire for work that aligns with their personal values.

4. **Generation Z (1997-present)**
   o **Work Values**: As the newest entrants to the workforce, Generation Z values flexibility, inclusivity, and authenticity. They prioritize mental health and work-life integration.
   o **Communication Style**: Digital natives, Gen Z prefers digital and instant communication methods. They value transparency and expect swift feedback.
   o **Behavior**: Gen Z employees are highly adaptive and innovative. They embrace new technologies and prefer a dynamic work environment that offers varied experiences.

Impact on Workplace Dynamics
Understanding the different generational traits is essential for managing workplace dynamics effectively. Each generation brings distinct strengths and potential challenges:
- **Baby Boomers** may provide stability and experience but might struggle with rapid technological changes.
- **Generation X** offers a balanced approach, bridging the gap between traditional and modern work practices.

- **Millennials** introduce innovation and collaborative energy but may require more structured feedback and career development opportunities.
- **Generation Z** brings fresh perspectives and tech-savviness but may need guidance on professional development and long-term career planning.

Communication and Collaboration
Effective communication and collaboration are critical for leveraging the strengths of a multigenerational workforce. Tailoring communication strategies to suit generational preferences can enhance understanding and cooperation:
- **Baby Boomers**: Foster an environment where their experience is valued and create opportunities for mentorship roles.
- **Generation X**: Encourage direct and efficient communication, providing flexibility in work arrangements to balance their work-life needs.
- **Millennials**: Implement collaborative tools and platforms that facilitate continuous feedback and team engagement.
- **Generation Z**: Utilize digital communication channels and offer transparent, authentic interactions to meet their expectations for immediate and clear communication.

Productivity and Management Strategies
To maximize productivity, management strategies should be adapted to the unique needs of each generation:
- **Baby Boomers**: Recognize their contributions and provide stability. Involve them in decision-making processes to leverage their experience.
- **Generation X**: Offer flexible working conditions and opportunities for career advancement. Encourage a results-oriented approach.
- **Millennials**: Focus on professional development and align work with their values. Provide regular feedback and opportunities for collaboration.
- **Generation Z**: Embrace technology and offer diverse, dynamic work experiences. Ensure mental health and well-being are prioritized.

Conclusion
The presence of multiple generations in the workplace presents both opportunities and challenges. By understanding the unique attitudes and behaviors of Baby Boomers, Generation X, Millennials, and Generation Z, organizations can tailor their management practices to foster a more

cohesive and productive work environment. Leveraging the strengths of each generational cohort can enhance innovation, employee satisfaction, and overall organizational performance. Effective communication, collaboration, and management strategies that respect and integrate generational differences are key to achieving intergenerational synergy and success.

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