

## Analyzing the challenges and opportunities for managing workforce spanning from GenZ to Baby Boomers: In terms of expectations, communication styles, and career goals

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**ABSTRACT:** As organizations persist to develop in today's dynamic environment, it is crucial to address and apprehend the complexities of possessing a diverse generation of employees from Generation Z to the Baby Boom generation. Every generation is characterized by different attitudes, expectations, patterns of communication and career objectives at the workplace; this gives rise to both conflict and cooperation. Millennials who are used to work and communicate remotely, having fluid work hours, and being sorted based on merit may not find the business model suitable since it goes against their grain and choice of lifestyle favoured by Gen Z, Baby Boomers expect obedience and professionalism derived mostly from formal education, and their rigid methods of communicating contradict with the Millennial's needs and aspirations. Likewise, Millennials, who are more focused on the work-life purpose and career mobility, they are again trapped between the traditional post and the innovative vanguard, the Gen Z. The main management issues in dealing with this multi-generational workforce are more so in having to ensure everybody is on the same page in terms of the organization's culture, practice, communication protocol and expectations on career paths. Though Baby Boomers like to communicate formally whether through emails or meetings Gen Z is more inclined towards instant messaging and related products and services. Career aspirations also vary; while the members of Gen Z are expected to seek purposeful roles, growth opportunities and rapid promotion, respectively; the older generations value stability, safety and gradual promotion, respectively. However, these generational differences also promise great opportunities. In this way, many organizations will benefit from having multiple generations at the workplace, as these create conditions for the generation of new ideas, and creativity as well as unique problem-solving approaches and knowledge exchange. However, learning the strengths and expectations of each generation will help organisations design flexible and accommodating workplace to fit each generational norms resulting to ultimate organisational success in the modern world.

**KEYWORDS:** Multigenerational workforce, Gen Z, Baby Boomers, communication styles, career goals, workplace expectations, intergenerational collaboration, career development, work-life balance.

### 1. INTRODUCTION

In the recent era, the dynamic situation in the workplace includes the management of multigenerational employees in the organisation become complex. In a workplace, there are different kinds of employees of various ages from the baby boomers to the GenZ who show diversity with different communication styles and career options (Leslie et al., 2021). The employees from each generation have different needs and demands from the higher authorities of a business, concerning the economic social and technical development at the time of their formative years. Without any effective management strategy in the organization the management of diverse people in the workplace becomes more difficult for the manager or leaders in a company. The most problematic state faced by the higher authorities of any business is the diversity in thoughts and communication style (Gabrielova & Buchko, 2021). This differentiation in organisation also leads to the lack of productivity and can also put the harmony of the business on stake.

#### Research Aim

The main purpose of the research is to investigate challenges or drawbacks faced by the higher authority of an organisation due to the diversity related to multigenerational workforce spanning in the workforce.

**“Objectives”**

**RO1:** To investigate the actual challenges in the multi-generation management process that spans the workforce i.e. GenZ to baby boomers

**RO2:** To determine the opportunities for implementation of exclusive work division to increase the organisational performance

**RO3:** To access the effective strategies for managing the diversity in the multinational organisations for workforce management

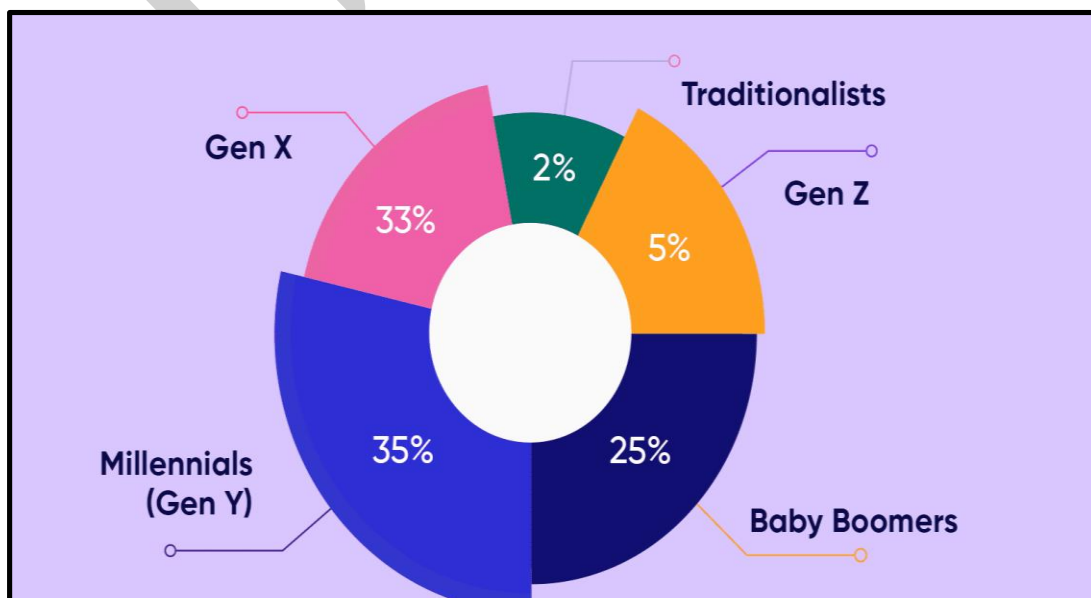
**RO4:** To evaluate integration and knowledge methods that boost productivity of a business

**2. LITERATURE REVIEW**

**Challenges in the multi-generation management process that spans the workforce i.e. GenZ to baby boomers**

Working for a multinational company that has a workforce from Traditionalist, Gen X, Millennial, and Gen Z employees is a challenge majorly because each cohort has diverse values, communication styles, and expectations from work. When unmanaged, these differences imply that some relationships can become strained and could develop friction. One of the biggest difficulties are, differences in the means of communication. Traditionalists and Gen Y employees prefer talking to their colleagues, managers or supervisors in person, while Gen Y and Z are inclined to use e-mails, messengers or collaboration platforms. Interpersonal communication function can end up being distorted in a way that would be counterproductive for the team. The former generations understand order, corporate culture, promotions, and rankings, while the latter generations expect flexibility, freedom, autonomy, and career boosters. These two viewpoints can create conflict over policies, promotion and wages, and this affect the promotional strategy. Another source of conflict – technology integration refers to the integration of new technology in the organizations. Employees vary in age: young people use new tools as soon as possible while older workers are more traditional and may resist change. There is correlation between stereotyping according to generations and conflicts in the workplace. Perceptions that create biases include considering Boomers as the group that strongly opposes change and the Gen Z cohort as the one that can only survive with technology’s assistance. In order to overcome these obstacles, open communication should be encouraged on the workplace, generational sensitivity training should be provided, and still more flexible policies with reference to the employees’ needs should be adopted in order to provide for the need for an effective and efficient multi-generational personnel.

In multi-generation and work-for-spanning organization, some challenges and difficulties appear related to communication style, expectations, and career aspirations of the employees. The diversity in the work expectations hampers work progress in a business as the baby boomers expect to get a flexible time schedule to maintain their work-life balance (Mahapatra & Pany, 2022). On the other hand, the GenZ people always want a better job and for that they frequently change their job for better opportunities in life. This frequency of job switching, hampers the regular work culture in a business which reduces the productivity of a business.

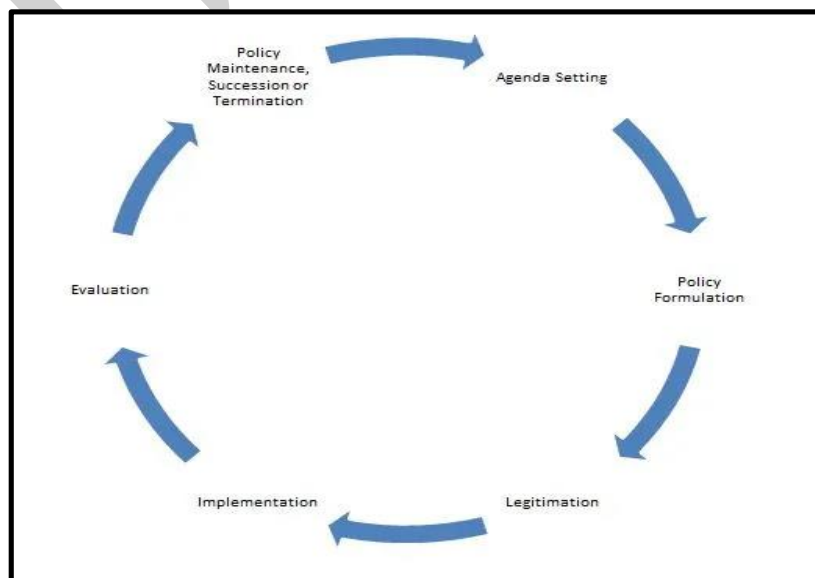


**Figure 1: Distribution of the multigenerational workers in a business**  
(Source: Capital-services,2024)

From the above graph of the overall analysis of the multilingual worker's distribution, it can be clearly verified that the percentage of millennials is highest in a business which is 35% and the GenZ are lesser having a share of only 5%.

### **Opportunities for implementation of exclusive work for setting**

The implementation of exclusive work in a setting in an organisation includes some opportunities for the business authority which also helps in the development of productivity and collaboration to achieve the purpose of a business. The exclusive setting also allows the workers in an organisation to optimize their work. There are some specific tasks that develop their skill in deep work and creativity like brainstorming (Ogbu, Ozowe & Ikevuje, 2024). Designing personalized workplace environments to address predetermined organizational or employee requirements provides a variety of ways in which productivity, creativity, and employee contentment may be improved. Itemizing new requirements, applied ideas of exclusive work environment can be a peculiar strength for organizations. The first opportunity is the improvement of productivity. Some organizational designs include specially designated areas for working or opportunities for teleworking, or otherwise shielding the worker so they can work in peace while optimizing their capabilities. It can enhance productivity especially for technical workers that need to focus extensively. Customization also brings out innovation. Some of the ideas include innovation hub, brainstorming space, idea hothouse, and idea incubator because they foster creativity through offering a right environment for idea generation. When firms allocate these spaces outside the normal business field, it is easy to encourage the teams to come up with creative approaches to solving usual problems. Another major opportunity is the satisfaction of the employees. The flow, hours and type of work and employee skills will vary in order to disclose the different needs that an organization can have regarding the work settings it offers. For example, personal niches for introverted employees, collective work areas for team players, or option to work from home for people with individual yet relatively important responsibilities that can be helpful in developing employees' high morale and decreasing employee turnover rate. Another approach of inclusion helps to create the feeling of belonging, which means that engagement is higher and the loyal customers are more. Further, exclusive work settings also allow organizations to promote generation and culture differences. While Baby Boomers can be satisfied with an organized office work environment, the generation Z is more suitable for technologically advanced and/or flexible working environment. In this manner, by dealing with those choice inclinations, organizations can eliminate intergenerational splits and enhance intergenerational cooperation. Sustainability and well-being are further opportunities. Use of green work spaces or wellness areas inside the security consciousness of compounds is in support of management ideologies of modern-day organisations with strong concern for health and wellness issues, environmental concerns, and productivity improvement. Last but not the least, selective work environment can act as a marketing strategy. As long as it is creative and consideration is provided during the design of the workplace, it can create a competitive advantage for the organization to attract talented employees in some sectors. When used selectively, work design at organisational level can enhance performance in terms of productivity, creativity of employees and acquisition of talents with benefits flowing over to staff motivation and health.



**Figure 2: Policies for the development of a business**  
(Source: Paulcainey, 2024)

The above figure shows that the proper implementation plan, evaluation, formulation, and legitimation plan can make multigenerational business strategies more effective in the current era. The sum of the process helps to reduce the destruction and make the employee more focused about their job which increases the rate of job satisfaction among the GenZ as well as the baby boomers. Collaboration and teamwork can also be improved by the exclusive design in a business which helps in the project specification and innovation. As per the report of 2024, 90% of small and medium enterprises are focused on the implementation of exclusive business processes to engage people of different age groups (UN, 2024). Therefore, the flexibility in the multinational work can be managed by focusing on the exclusive work culture.

### **Effective strategies for managing diversity in multinational workforce management**

Many organizations have employees from different parts of the world and therefore call for the application of several measures that allow them to reduce the threats posed by diversity while enhancing strengths. This includes making use of the training culture such as awareness and sensitivity. These programs assist employees and managers in comprehending various work-related behaviors, manner of communication, and cultural expectations, which would increase sensitization and decrease rivalry (Smith et al., 2022). Training lays the base for cooperation across the cultural difference that is crucial for multinational teams. Another important element is also the language and communication facilitation. The language used in policies should be simple and when in doubt an organization should have policy translators or language sessions. Language barriers can be addressed by bettering the tools through the use of multilingual collaboration that would allow all participants to contribute according to their skill set (Brown & Taylor, 2021). This brings efficiency and reduces misunderstandings. Equal affirmative action means that every employee is given equal chance to perform at the workplace. Concerns regarding holidays, dress code and working arrangements show appreciation for differences hence offering employees equal respect (Garcia & Chen, 2023). In addition, creating diverse leadership and mentorship give a chance to representatives of different categories to have representation in higher levels of the company (Davis & Green, 2021). Employee Resource Groups (ERGs) are company-affiliated groups whose main purpose is the offering of opportunities for employees to interact. These groups cultivate unity and acceptance in workplace and act as a voice to leadership on issues of diversity. Besides, comprehension-through-communication prevents ethnic/super ethnic prejudice; fairly resolving conflicts that commonly emerge due to misunderstandings and conflict-solving processes compatible with the cultural contexts can be used (Johnson et al., 2023). Using these strategies, organizations can foster diversity management and make everyone to respect diversity. Proper management of the contingent of employees increases creativity, efficiency, and competitive advantage, and contributes to positive organizational culture.

The implementation of an effective strategy in an organisation can help manage the diversity in multinational workforce management. With the help of promoting cross-cultural training in a business, it can develop communication style and capability of decision-making of the workers which helps in understanding the diversity in cultural norms and behavior. Conducting related workshops can manage cultural sensitivity and communication in a business. Fostering open communication bridges can be effective in reducing the caps between the employee and the manager as well as the higher authority of a business (Igbinenikaro, Adekoya & Etukudoh, 2024). This method can be able to encourage the open-door policies which make the employees from diverse generation more comfortable. Therefore, aligning different policies considering the diversity goal of GenZ to baby boomers, can make the practices of the employees more consistent and encourage them for a better performance.

### **3. METHODOLOGY**

The primary quantitative data collection method has been applied in the study to increase the transparency of the result and make the result more authentic. This process of data collection is effective in finding the challenges and issues for the multinational organisation (Chowdhury et al., 2023). A questionnaire consisting of 13 questions has been formed to collect the reviews from GenZ and baby boomer employees of different organisation. The Google form is provided to the respondents and the SPSS software has been used to analyze the collected primary data in the study. 100 persons from different organisation were selected as the respondents in the study which increased the reliability of the result.

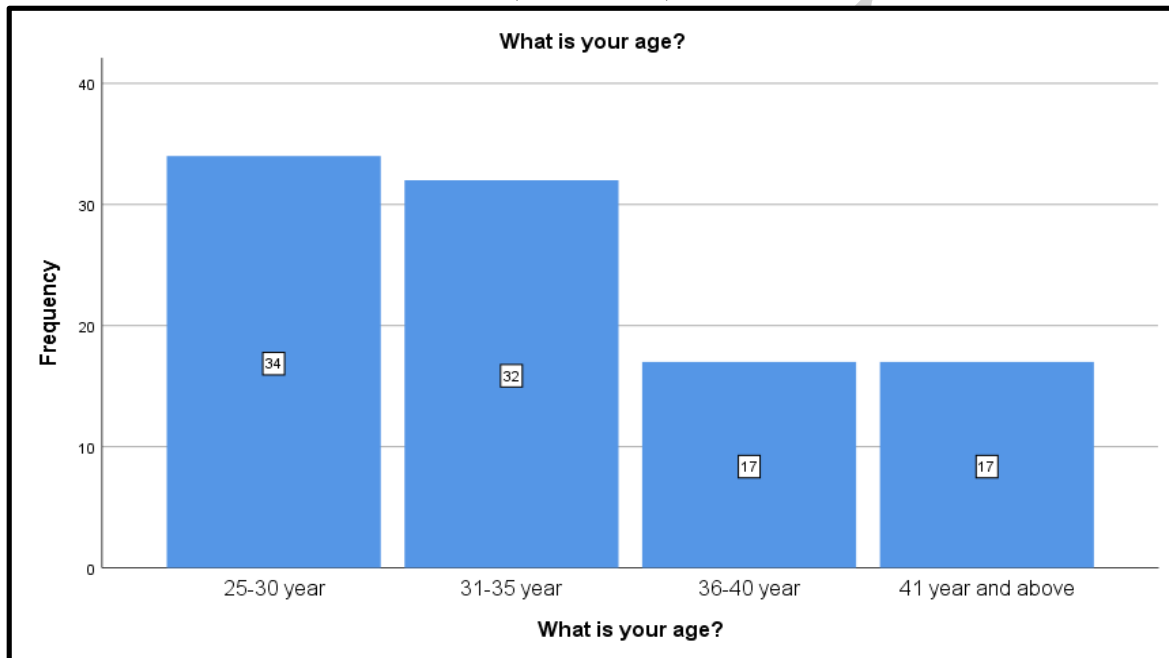
#### **Analysis**

##### **Demographic analysis**

##### **Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30 year	34	34.0	34.0	34.0
	31-35 year	32	32.0	32.0	66.0
	36-40 year	17	17.0	17.0	83.0
	41 year and above	17	17.0	17.0	100.0
	Total	100	100.0	100.0	

**Table 1: Age distribution**  
(Source: SPSS)



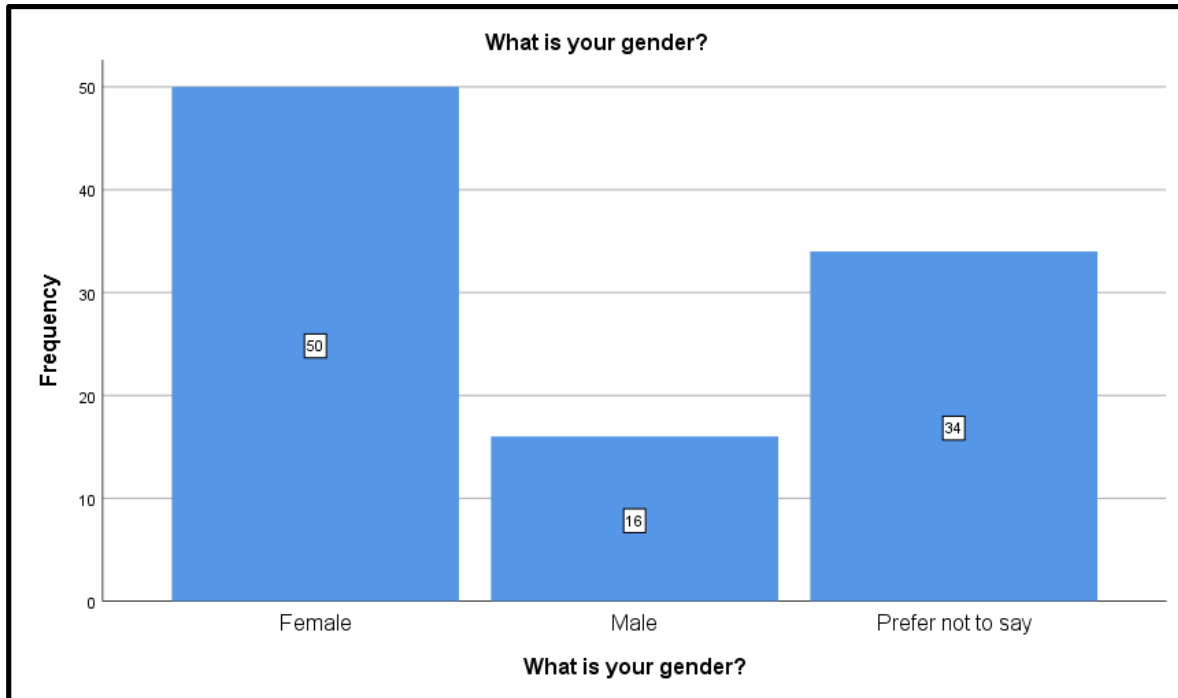
**Figure 3: Age distribution**  
(Source: SPSS)

The above age distribution bar graph and the table show that the highest number of participants in the survey are in the age from 25 to 30 years. The cumulative percentage of the preparation formed 25 to 30 years is 34% where the frequency of the people is 34. The valid percentage of people aged 41 years and above is 17% which is the lowest of participants in the survey.

**Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	50	50.0	50.0	50.0
	Male	16	16.0	16.0	66.0
	Prefer not to say	34	34.0	34.0	100.0
	Total	100	100.0	100.0	

**Table 2: Gender distribution**  
(Source: SPSS)



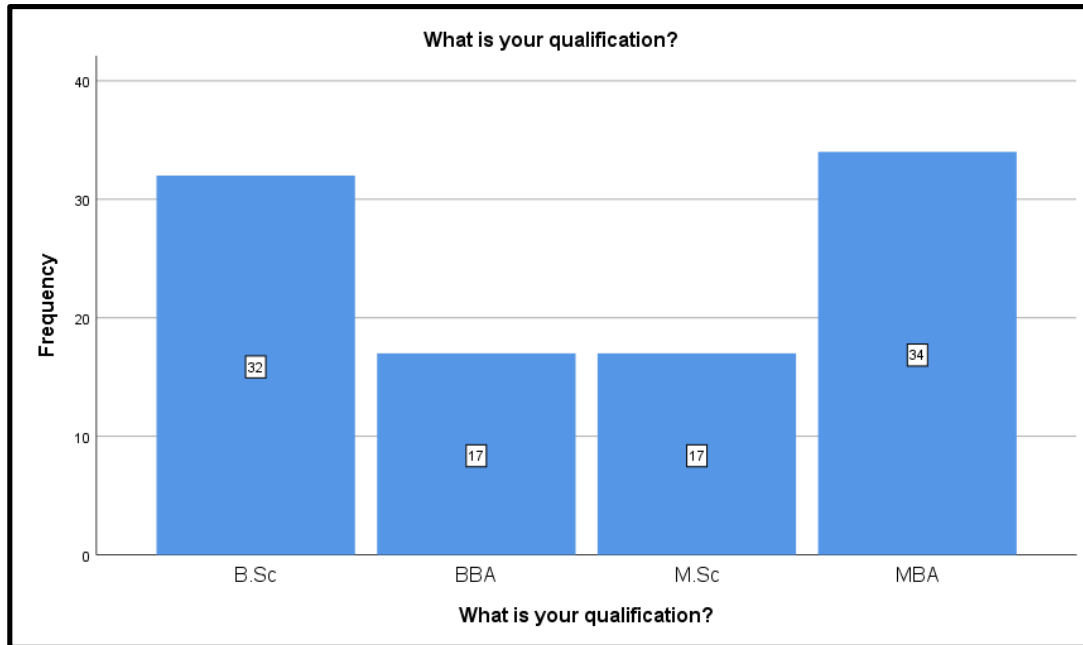
**Figure 4: Gender distribution**  
(Source: SPSS)

Table 2 indicates the gender distribution of the participants from where it can be clearly said that the highest distribution is the female participants and the percentage is 50%. The frequency of female participants is also 50 and the people who are male are the lowest who participated in the survey and the people avoided answering this question is 16%.

**Qualification**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	B.Sc	32	32.0	32.0	32.0
	BBA	17	17.0	17.0	49.0
	M.Sc	17	17.0	17.0	66.0
	MBA	34	34.0	34.0	100.0
	Total	100	100.0	100.0	

**Table 3: Qualification distribution**  
(Source: SPSS)



**Figure 5: Qualification distribution**  
(Source: SPSS)

From the above table and Figure, it can be concluded that the people who are participants in the survey have different qualifications like BBA, B.Sc., M.Sc., and MBA. The highest frequency of the respondents who completed their MBA degree is 34 and the cumulative percentage of the people is 100%. The valid percentage of the people who completed their BBA degree and participated in the survey is 17%. The person with M.Sc. degree are the lowest participants and the frequency of the response is 17.

**Descriptive analysis**

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
DV_Workforce spanning Gen Z	100	2	5	3.51	.959	.006	.241	-.918	.478
IV1.1_Workforce Challenge	100	1	5	3.19	1.212	-.339	.241	-.317	.478
IV2.1_Team Performance	100	3	5	4.34	.755	-.658	.241	-.950	.478
IV2.2_Retention Rate	100	1	5	3.34	1.485	-.285	.241	-1.355	.478
IV3.1_Communication	100	1	5	2.85	1.473	-.045	.241	-1.315	.478
IV4.1_Team performance	100	2	5	3.82	1.077	-.474	.241	-1.031	.478
Valid N (listwise)	100								

**Figure 6: Descriptive analysis**  
(Source: SPSS)

The above formation of the study suggests the descriptive analysis between the dependent variable or DV and the independence of the variable or IVs of the study. From the above table of descriptive statistics, it can be extracted that the value of skewness statistics for IV3.1 is the highest among the other and the value is -0.45. The highest value of skewness statistics indicates the most asymmetrical distribution of the impact of the different processes of communication on the development of the workforce style for the GenZ and the adult people in the current era. By locating the table of the descriptive statistics, the positive and negative relation between the IVs and DV of a study can be evaluated (Airout et al., 2023). The value of core process statistics for IV 4.1 is -0.934 which refers to the list of impacts of technical intervention on employee burnout.

**Factor analysis**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	.159
	df	1
	Sig.	.690

**Figure 7: Factor analysis**  
(Source: SPSS)

From the table of the KMO and Bartlett's taste or the factor analysis, the assignment of the underlying edifice of investigation can be properly performed. From the above figure of factor analysis, it is clear that the approximate value of Chi-square is 0.159, from which it can be concluded that this value indicates less relation and dependence of the workforce spanning Gen Z to Baby Boomers on various challenges and issues.

**Reliability test**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.287	.241	5

**Figure 8: Reliability test**  
(Source: SPSS)

The above Reliability tests give the value of Cronbach's alpha of the study as 0.287 and the positive value less than 0.5 shows the high inner connection of the DV and the IVs of the study. The frequency of the total items taken for the examination is 5. The above value indicates the impact of communication style on the workplace spanning of the GenZ.

**Hypotheses Testing**

**Hypothesis 1:**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.026 <sup>a</sup>	.001	-.010	.963	.001	.066	1	98	.798	2.559

a. Predictors: (Constant), IV2.2\_Retention Rate  
b. Dependent Variable: DV\_Workforce spanning Gen Z

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.061	1	.061	.066	.798 <sup>b</sup>
	Residual	90.929	98	.928		
	Total	90.990	99			

a. Dependent Variable: DV\_Workforce spanning Gen Z  
b. Predictors: (Constant), IV2.2\_Retention Rate

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	3.454	.238		14.510	.000
	IV2.2_Retention Rate	.017	.065	.026	.257	.798

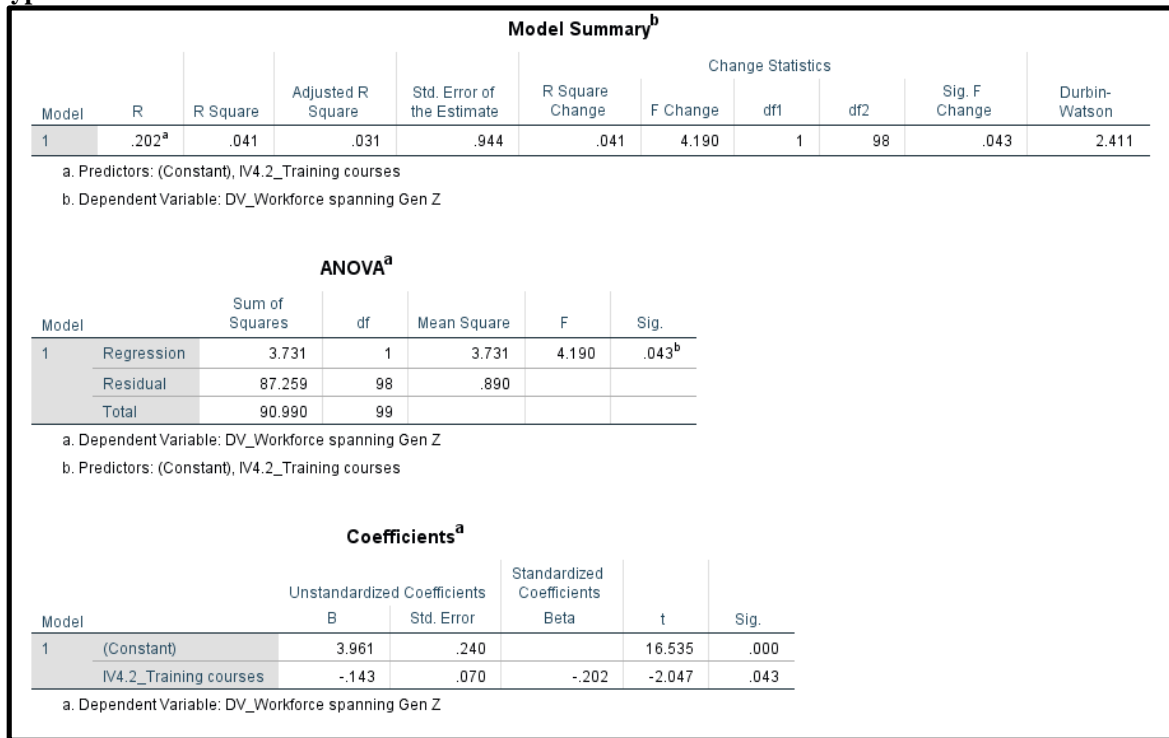
a. Dependent Variable: DV\_Workforce spanning Gen Z

**Figure 9: Hypothesis testing 1**  
(Source: SPSS)



From the above ANOVA chart, it can be expressed that the regression value of the sum of squares for IV 2.2 and DV is 0.61. The low regression value means the low dependency and weak relationship between the retention rate and the spanning of GenZ. Analysis of the sum of squares in SPSS analysis helps to predict the divergence value from the experimental value of a study (Mustanir, Yusuf & Sellang, 2022).

**Hypothesis 2:**



**Figure 10: Hypothesis testing 2**  
(Source: SPSS)

From the above Figure 10, it can be obviously expressed that the residual value of the sum of squares for the IV 4.2 and the DV of the study is 87.259. This high value leads to the high dependency of the workforce spanning GenZ on the provided training course. Also, the standard error from the coefficient table for training courses in a business is 0.070, which is less than the value of 0.5. This low standard error indicates the high dependency of the DV on the IV4.2.

**4. DISCUSSION**

In the modern workplace, there are differences visible in multiple generations that range from the behaviors of the GenZ to working style, and this diversity increases the dynamicity and complexity of a workplace. There are also some challenges faced by the organisation for this multi-generational workforce like the lack of stability and loyalty in the work environment. The formal recognition and the traditional reaction process are the most demanding factors (Shi et al., 2022). Moreover, GenZ employees prioritise their mental health, flexibility, and communication in the workplace. Enhancing innovativeness is one of the effective results for the diverse multigenerational workforce which helps a business to improve its profit through innovative problem-solving processes. By discussing the above study, it can be clearly concluded that training courses are one of the most valuable factors for improving the workforce, spanning through the GenZ and baby-boomer employees. The value of mean statistics for IV2.1 is the highest among the others that is 4.34, which shows that team performance affects the improvement of the workforce in a business.

**5. CONCLUSION**

In conclusion, it can be said that the management process of multinational work includes the baby boomers to the GenZ employees and needs different kinds of effective strategies to address their challenges and fulfill their demands. By focusing on the collaboration and communication process, the career goals of the employees from different generations can be achieved properly. Fostering the inclusive and exclusive business environment can be effective in increasing the generation's strength and reducing the risk related to knowledge and skills. With the help of better leadership strategies, the higher authority of a business can be able to make a proper connection between GenZ and baby boomer employees to maintain their growth and profit. Therefore, the higher authority

of a business has to be more focused on the evolution of the generation's strength and make the potential of the workforce maximum to ensure the sustainability.

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