

THESIS

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Bachelor's Thesis

**STUDY OF GENERATIONAL DIFFERENCES IN WORKPLACE BEHAVIOR,
COMMUNICATION, AND MOTIVATION**

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CHAPTER 1: INTRODUCTION

1. Background

In the modern -rapidly changing- labor market, the coexistence of different generations in labor force portrays all the advantages and challenges encountered by companies. The generations to discuss include Baby Boomers who are going to retire soon, Generation X who are taking the leadership positions, the Millennials who occupy most of the workforces, and Gen Z who are starting their careers that will have a different perspective. In addition, the generation cohorts also come with different perspective, different values, skills and expectation to the work place. The multiplicity of generations indicates the transformations on a larger scale and emphasizes the changes in the workplace culture, attitudes towards technology, economy, and views on the work-life balance. Generation-dynamics in the labor market needs to be studied as it determines the recruitment and retention strategies, as well as the productivity and job satisfaction. Today, employers are becoming more conscious of the fact that a One size fits all strategy is not effective when dealing with a multi-generation workforce. To give an example, millennials, being more flexible and focused on professional growth, might not have the same place of work as Baby Boomers that are usually driven by stability and other long-term perks such as a governmental workplace or more senior positions in a stable organization. Employee generation Z are accustomed to the digital world and can adjust to everything faster than other generations with the help of new technologies and they like to work in the technological environment and collaboratively but everything must have the basis on the reality and sense. These differences in generations are vital to the success of any organization as well as to other policy makers and human resource practitioners who want to develop an inclusive and productive workplace. Studies in this area have revealed that managed diversity generation can be improved to foster innovation and team work. How is showing us how difficult including lack of communication that are difficult to change and multi expectation regarding leadership and feedback.

2. Significance of the study

Being aware of the generational differences at the workplace is not only beneficial but necessary to provide the workplace with the atmosphere in which everyone will feel that they belong and are able to fulfill their potential. Consider the fact that Baby Boomers, Gen X, Millennials and Gen Z are at the same place with a different job and their own thoughts to bring the maximum benefit to

the company and organizations. In our ignorance of these differences, matters can be untidy very quickly. Seasoned workers can be at times bothered with the pace and tech savvy nature of younger workers. The younger employees, on the other hand, may not cope with the traditional systems which appear too strict or old-fashioned. Such differences in the modes of working may create misunderstanding or be frustrating when not managed effectively. This paper discusses how the differences in generations can be exploited as strengths instead of conflict assets. The organizations will be able to construct more supportive and inclusive workplaces by understanding what each generation takes care of. To companies, it implies the creation of stronger, as well as more versatile teams. To managers, it implies that they should learn to relate and communicate with employees of various ages. And to colleagues, it is having to find ways of respecting one another and collaborate more effectively. Finally, the knowledge of the generational diversity helps to develop a healthier work culture, the one that makes people feel good about what they are doing and where they belong.

3. Research aim

This study seeks to investigate and learn how generational differences affect the current workplace dynamics, such as communication style, work expectations and general productivity. This study would determine how organizations can better handle a diverse workforce by analyzing the distinct values, motivation and challenges that every generation presents. The final objective will be to deliver information that will assist businesses to create a more flexible, adaptive, and productive workplace where employees of each generation can succeed in their collaboration.

4. Research problem

Today, the work place consists of employees belonging to various generations with distinct attitude, preferences in working as well as expectations of the employees. Those differences usually cause difficulties in communicating, job satisfaction, retention of the employees. Nevertheless, the questions that I would like to answer in the course of the research are focused on the communication barriers across the generations, various work expectations, the challenges of talent management, Impact of technology on generation dynamics, which implies that currently organizations are facing -significant challenges in managing a multi-generational workforce. Thus, such differences can -contribute to conflicts, possible decrease in productivity, and employee dissatisfaction can be achieved. Although the focus on the generational diversity is increasing, no extensive knowledge exists regarding the effectiveness of these differences in response to their

existence, especially in global and multicultural environments. Although much research has been done concerning the generational traits, little is known concerning the impacts of cultural and regional differences on the dynamics.

CHAPTER 2: LITERATURE REVIEW

1. Understanding generation theory

The generational theory aids in the realization that individuals who were born around the same period tend to have similar attitudes and behaviors. These stereotypical characteristics are often informed by major happenings in their childhood- historical, economic or technological transformations. The concept was raised by a sociologist Karl Mannheim who proposed that such phenomenon as war or significant changes in society have a permanent trace on whole generations.

I think the generational theory is relevant in that people born within the same age group are likely to share similar views, values and actions which are usually shaped by a common historical and social occurrence. Although such a view is helpful, it may be too simplistic when it comes to the dynamics of workforce. According to Strategic Human Resource Management (SHRM), it is possible to implement specific recruitment, retention, and engagement strategies using the understanding of generational characteristics- but solely when one considers personal differences and organizational objectives.

As an example, Baby Boomers (1946-1964) have been nurtured in the post-war period of hope and economic prosperity, which promoted such values as loyalty, steadiness, and diligent work. Millennials (1981-1996) on the other hand grew up in a rapidly changing technological era of globalization. This assisted in moulding their tastes of flexibility, collaboration and significant work. Nevertheless, we should be careful with the generational theory. According to Twenge and her associates (2019), such aspects as favorite working styles and leadership demands depend on generation, but that is not everything. The critics, such as Costanza et al. (2021) cautiously explain that should we dwell too seriously on generational categories we may end up neglecting other valuable aspects of life such as income, education or personal background.

That is the reason why researchers such as Lyon and Kuron (2020) recommend combination of generation insight and individual analysis. As an example, though Millennials are referred to as tech-savvy, not all of them are equally connected to and comfortable with digital tools. Similarly, a good number of Baby Boomers have also learned how to operate the new technology well- particularly in the case of COVID-19 when applications like Zoom and Microsoft Teams are necessary.

Critical Analysis

Although the generational theory may assist us in the perception of the macro trends, it should be applied cautiously. Even members of the same generation may differ to a great extent. Such factors as education, culture and experience are all significant in influencing the way a person thinks and works. To give an example, the emergence of digital tools has blurred the generational boundaries. In the modern world, it is the amount of technology an individual has been exposed to rather than their age that determines how comfortable they are with the technology.

Adding Depth

To continue the conversation we need to investigate how current trends in workplace such as international team deals with the traditional generation. To illustrate, with the COVID-19 pandemic, Baby Boomers were forced to adopt digital tools as fast as they could, eliminating the technological gap between themselves and the young generation. Research by Smith (2022) demonstrates that post-pandemic Baby Boomers have expressed a 40% growth in their level of comfort using collaboration tools such as Zoom and Slack.

This is recent research that is founded on and developed by the thoughts of Mannheim. Twenge (2019) claim that the generational factors can play a crucial role in shaping the workplace preferences, including the leadership styles and communication techniques. Costanza (2021) asserts, not to overgeneralize, though, because other individual influences such as education and socioeconomic status may be stronger than generational stereotypes. Lyon and Kuron (2020) note that although the generational theory proves helpful, it should be used along with the analyses of individual differences in order to avoid stereotyping.

2. Key characteristics of generations in the workplace

- **Baby Boomers (1946-1964):** Baby Boomer are commonly known for their loyalty, strong work ethic, and preference for stability.
- **Generation X (1965-1980):** as I have mentioned before this generation known as the “Latch-key generation”, Generation X grew up during economic uncertainty and corporate downsizing.
- **Millennials (1981-1996):** Millennials, also known as digital natives, bring a preference for flexibility, collaboration, and purpose-driven work
- **Generation Z (1997-2012):** as the newest entrants to the workforce, Generation Z is highly tech-savvy, innovative, and entrepreneurial. Having grown up in a digital world, they expect

3. Generation Preferences in the workplace

Baby Boomers (1946-1964): Baby boomers as we know prefer stability and job security above all

Generation X (1965-1980): Gen X is often described as the independent, entrepreneurial generation

Millennials (1981-1996): Millennials are known for their strong desire for flexibility, work-life balance, and alignment with their personal values.

Generation Z (1997-2022): This generation is the first true digital-native generation, and every year people come up with a very new idea and modern technologies and this is one of the reasons that their preferences reflect this.

1. Recommendations for managing generational difference

- **Implement cross-generational mentoring:** Pair younger employees with older colleagues to exchange skills and perspectives.
- **Adopt inclusive policies:** Offer flexible work arrangement and diverse benefits to meet varying needs.
- **Provide Ongoing Training:** Help employees adapt to new technologies and develop interpersonal skills.
- **Encourage Open dialogue:** create spaces for employees to share their experiences and learn from one another.

4. Challenges of a multigenerational workforce

Which such a diverse values and preferences, workplaces often struggle to meet everyone's need and. Company also avoids hearing people's needs focusing only on leading to organization goal that might hurt some generation or position and also satisfy some generation in the organization, as well. For example, miscommunication between generations is actually a sensitive topic that it also happens, usually in the organization that have a different culture: -younger generations have to respect the older generations, even some time the reason does not need to be right or wrong but the younger generation has to listen, and in the meantime older generation might feel overlooked as workplaces shift towards modern trends.

5. The role of organizations in managing generational differences

Managing a multinational workforce can be challenging, but organizations have the tools to return generational diversity groups to a strength. By recognizing and respecting the unique needs of each group. Companies can create more inclusive, productive environments.

- . Creating a culture of respect:
- . Training in multinational leadership
- . Leveraging technology
- Encouraging collaboration

6. Technology Adoption Across Generations

Technology has become a cornerstone of the workplace, but how different generations use and adapt to these tools can vary quite a bit. These habits are shaped by the technologies they grew up with and their comfort levels with change.

- **Baby Boomers (1946–1964)**
- For Boomers, digital tools like email and video conferencing came into their lives later in their careers.
- **Generation X (1965–1980)**
- Gen Xers are the “in-between” generation, growing up during the rise of personal computers and the internet.
- **Millennials (1981–1996)**
- Millennials are the first true digital natives in the workplace. They are quick to adopt tools
- Having grown up with smartphones and social media, they expect workplaces to offer the newest tools

7. Workplace Values and Motivation Across Generations

Baby Boomers (1946–1964)

Macroeconomic stability, pensions and career promotion with loyalty and longevity are the key motivators of Boomers. Job security and hierarchy were significant because of their early years of experience during an economic boom. This great commitment however tends to be at work life balance expense.

Generation X (1965–1980):

Gen X was raised in an economically unstable environment, thus, they appreciate autonomy, performance-based reward systems, and adaptability rather than loyalty to the long term. They do not like strict structures and they like more.

Millennials (1981–1996):

Millennials seek purpose and self-development in their work. When work is in line with their values as well as offering chances to learn and work together they are very motivated. Salary cannot be underrated, but flexibility, inclusivity, and feedback are equally significant.

Generation Z (1997–2012):

The gen Z values inclusivity, mental health and work-life balance, but are also practical in terms of financial stability. Gen Z wants to be compensated unlike Millennials, who value purpose over pay at times. both: meaningful job and job security. They are likely to get regular feedback, helpful administration, and contemporary digital resources.

8. Work-Life Balance and Flexibility Preferences Across Generations

Balance and flexibility in work life has taken on a crucial role in consideration of employees even though there is a vast difference in preferences in different generations. Both groups of these people have different expectations toward this concept due to the life stage, cultural norms, and personal professional experience.

Baby Boomer (1946-1964): To Baby Boomers work has always been about reporting to work, clocking in the time and climbing the ladder to the top.

Generation X (1965-1980): This generation is all about the balance. Having watched their Boomers' parents sacrifice personal time for work, this generation seem like a mix. They want more flexible schedules that let them be free for their kids' soccer games while still getting the job done (Twenge et al., 2019).

Millennials (1981-1996):

The Millennials have completely changed how we think about work-life balance. For them, Flexibility is essential. Whether it is remote work, Flexible hours, or even taking mid-week breaks to recharge, the Millennials wants jobs that fit their lifestyle, Not the other way around (Deloitte, 2020).

Generation Z (1997-2020): If millennials love work-life generations, Gen Z is actually all about keeping work and life separate. This generation is more about understanding truly about work-life balance because this generation is the-one of the Generations that started to go to school buy separating the play time and the working time, so growing up in that environment make them truly understand that work and life can fully be separated.

9. Intergenerational leadership styles

There is a great difference in the leadership preferences between generations. The Baby Boomers tend to be hierarchical and the millennials and Gen z tend to be participative and focus on cooperation and inclusivity (Hartman-Advisor, 2023). Good leaders use their style to suit different needs of teams and provide the Boomers with systematic feedback and the younger employees with constant updates informally. These subtleties in leadership training can create united teams and enhance workplace harmony (Deloitte, 2022).

10. Challenges in multinational workforce:

Diversity as a generation is a strong resource in the contemporary workplace provided it is handled properly. Organizations should learn and manage the generational difference to achieve collaboration, innovativeness, and inclusion. Specialize strategies to accommodate these differences do not only increase productivity but also provide a workplace where the employees of the different generations can optimize.

11. Generational perspective on workplace diversity and inclusion

Here is a generational look at how each generation might approach D&I:

- **Baby Boomers (1946-1964):** Boomers usually focus on fairness and equality, often seeing D&I through a more traditional or rule-based perspective.
- **Generation X (1965-1980):** Gen X tends to be practical and results- focused. They might favor diversity efforts that are linked to performance or business goals.
- **Millennials (1981-1996):** Millennials are valued inclusive cultures where different perspectives are welcomed.
- **Generational Z (1997-2013):** Gen Z brings a focus on intersectionality and fairness. They expect workplaces to take action on mental health support, equal treatment, and real representation.

12. Conclusion

After diving into the generational dynamics in today's workforce, one thing is crystal clear: if every generation brings up their own vibe and their own attitude, we will say that every generation has their own vibe, shaped by times they grew up and the challenges that they all face differently. Baby Boomers: still embrace the spirit of loyalty and hard work, whilst Generation X ushers in the spirit of independent, no-nonsense attitude and then Millennials also with their purpose, flexibility, and feedback, and finally Gen Z who are tech-savvy and bold and demand innovation, inclusivity, and balance. Such differences may serve as a maze, though this is what makes workplaces so dynamic and rich with potential.

The literature is attempting to create a portrait of how these generational oddities are manifested in spheres such as communications, use of technology, work-life ratio and types of leaderships. Miscommunication, resistance to change, or clashing expectations? Sure, those are hurdles. But when managed well, they also become opportunities for innovation, collaboration, and growth. For example, the cross-generational mentoring programs and inclusive policies highlighted in the research prove that generational diversity, when embraced, can turn into an organization's secret weapon.

What is also interesting about how preferences for flexibility, mental health support, and tech adoption are no longer just generational divides they are becoming universal demands this

means workplace have to get more and more creative in way to finding a solution to work with everyone and become a healthy organization in the same way if you are in leadership or owning positions try to seek out the idea how another organization work and then you will get an idea to moved your organization toward.

Primary research

Research question and objective.

Research Questions

1. What are the key differences in work attitudes, preferences, and expectations of Baby Boomers, Generation X, Millennials, and Generation Z?
2. How do generational differences influence job satisfaction, employee engagement, and turnover rates in the workplace?
3. What challenges and opportunities do generational differences create for employers in managing a multigenerational workforce?
4. How can organizations adapt their workplace policies and practices to better meet the needs of diverse generational cohorts?

Research Objectives

1. To investigate the major variations in the work attitudes, preferences, and expectations between Baby Boomers, Generation X, Millennials, and Generation Z.
2. To investigate the effect of generational differences on job satisfaction, engagement and turnover rate of employees.
3. To determine the issues and opportunities generated by generational differences on employers in managing a multinational workforce.
4. To suggest realistic mechanisms that may be employed by organizations to change workplace policies and practices in order to address the demand of different generational cohort.

Hypothesis

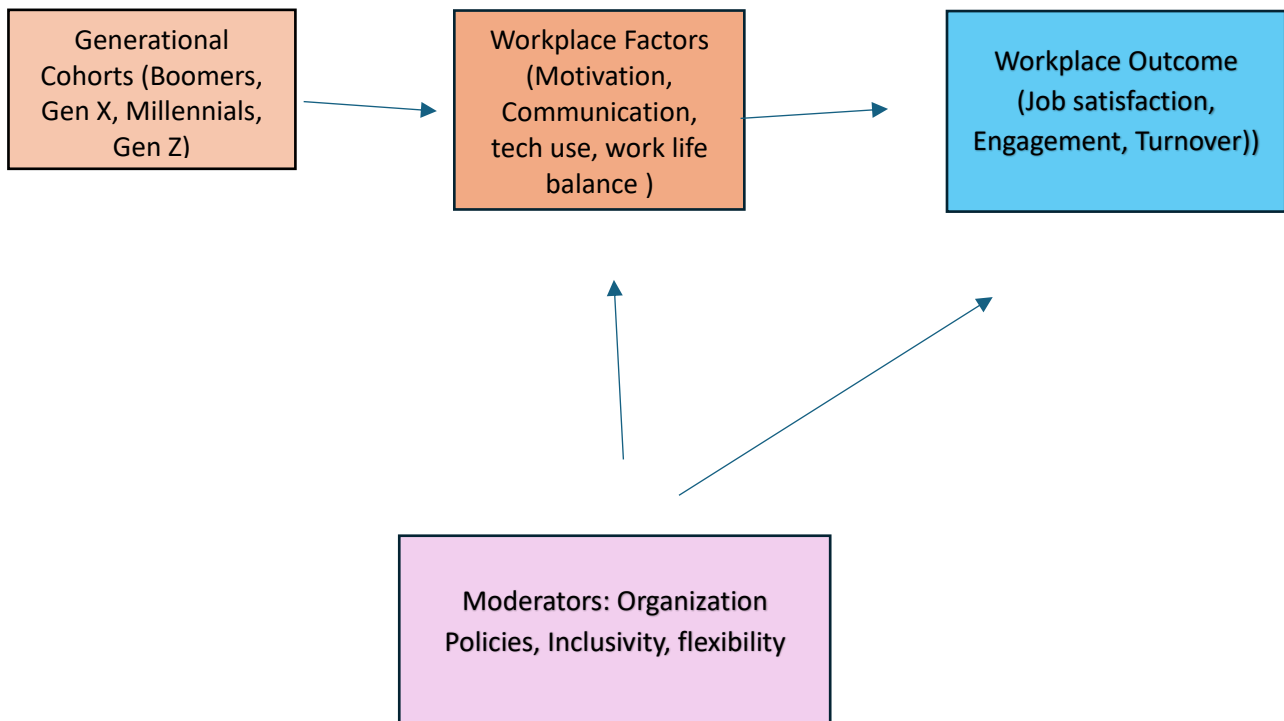
The work attitudes, preferences, and expectations of the Baby Boomer, the Generation X, the Millennials, and the Generation Z vary significantly.

The generational differences have a great impact on job satisfaction, worker engagement and turnover rates.

The generational differences do pose a challenge as well as an opportunity to employees when operating in a multinational work force.

Such organizations that change their workplace policies and practices to accommodate the generational diversity will realize better employee satisfaction and productivity.

Conceptual Framework:



CHAPTER 3: METHODOLOGY

1. Research Design

This paper was a quantitative-research based on a self-administered online questionnaire to gather survey data. The key primary objective is to research and compare the workplace experience of the various generations with an emphasis on the communication styles, motivation factors, use of technology, as well as willingness and factor to collaborate. The survey was conducted in a form that was effective in data gathering and extensive participation.

2. Research Sample

Latent variables in the sample, there were 105 participants who represented different generations, such as Baby Boomers, Generation X, Millennials, and Generation Z. The participants were of different backgrounds and were not restricted to a particular geographic area. Convenience sampling was used in the selection of the sample where voluntary participation was aimed at.

3. Data Collection Methods

Data: The data was collected through the application of the Google Forms, and free available online survey tool. The questionnaire was created to have 20 questions divided into 5 sections, namely Demographics, Work motivation, Communication, Technology use, and Intergenerational Dynamics. All the questions will be in Multiple-choice and checkbox questions were used to make the survey easy to complete. The survey was distributed via social media direct messaging, encouraging people across different age groups. A total is 105 valid responses collected for analysis.

4. Data Analysis

The responses were exported from Google Forms for analysis. The data were summarized in the form of descriptive statistics, including frequencies, percentages, and chart (bar and pie graphs). responses were formed by generation to clarify trend and differences across age cohorts. Microsoft excel was selected for its simplicity and functionality in handing basic quantitative data.

5. Ethical Considerations

The survey was honest, and no personal or sensitive data was collected. Participants were formed about the purpose of the study and gave the consent by voluntarily completing the form. The data collected was used solely for academic purposes, respecting all ethical guidelines of research.

The questionnaire used in this study is provided in Appendix A, and its alignment with the research questions and hypotheses is detailed in Appendix B.4.1 Overview of respondents.

The survey received a total of 105 responses from individuals across four generations. The participants are based on age, employment status, and work experience. The summary of demographic information is presented below.

Alignment Table: Survey Questions, Research questions, and hypotheses.

This table will show the alignment between all of the questionnaire survey and the corresponding research question and hypotheses. It ensures that each of the questionnaire support the research focus on generational differences in the workplace.

Research Question	Hypothesis	Survey Question(s)
What are the key differences in work attitudes, preferences, and expectations of Baby Boomers, Generation X, Millennials, and Generation Z?	The work attitudes, preferences, and expectations of the Baby Boomer, the Generation X, the Millennials, and the Generation Z vary significantly.	Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q8
How do generational differences influence job satisfaction, employee engagement, and turnover rates in the workplace?	The generational differences have a great impact on job satisfaction, worker engagement and turnover rates.	Q6, Q7, Q15, Q16
What challenges and opportunities do generational differences create for employers in managing a multigenerational workforce?	The generational differences do pose a challenge as well as an opportunity to employees when operating in a multinational work force.	Q9, Q10

<p>How can organizations adapt their workplace policies and practices to better meet the needs of diverse generational cohorts?</p>	<p>Such organizations that change their workplace policies and practices to accommodate the generational diversity will realize better employee satisfaction and productivity.</p>	<p>Q11, Q12, Q14, Q17</p>
<p>Do employees feel understood and supported by different generations in the workplace?</p>	<p>Different generations experience varying levels of understanding and support in the workplace.</p>	<p>Q13, Q18, Q19</p>
<p>How can workplace strategies support better collaboration among different generations?</p>	<p>Supportive workplace strategies improve intergenerational collaboration and satisfaction.</p>	<p>Q20</p>

Question Number	Survey Question Topic	Linked Hypothesis	Accepted /Rejected
Q1	Work values and attitudes	H1	Accepted
Q2	Job satisfaction	H1	Accepted
Q3	Work motivation	H1	Accepted
Q4	Career expectations	H1	Accepted
Q5	Preferred communication tools	H2	Accepted
Q6	Frequency of communication	H2	Accepted
Q7	Communication challenges	H2	Accepted
Q8	Work-life balance preferences	H3	Accepted
Q9	Remote work attitudes	H3	Accepted
Q10	Preferred work schedules	H3	Accepted
Q11	Team collaboration style	H1	Accepted
Q12	Attitude towards training	H1	Accepted
Q13	Feedback preferences	H2	Accepted
Q14	Digital communication skills	H2	Accepted
Q15	View on flexible hours	H3	Accepted

Q16	Job security importance	H1	Accepted
Q17	Openness to change	H1	Accepted
Q18	Response to management styles	H2	Accepted
Q19	Adaptability to tech	H1	Accepted
Q20	Interest in mentorship	H1	Accepted

CHAPTER 4: RESULTS AND DISCUSSION

4.1 Age group

What is your age group?

107 responses

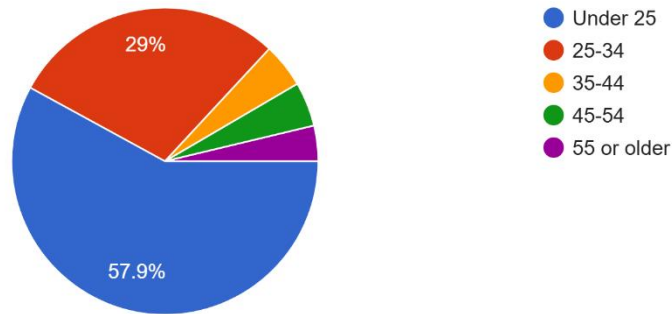


Figure 1: Age of group distribution of respondents.

As shown in Figure 1, the majority of respondents (59%) were under the age of 25, followed by 29.5% in the 25-34 age group. Only a small portion of participants were aged 35-44, 44-54, or 55 and older. This assumes that the survey was primarily completed by younger generations.

4.2 Generation that they belong to

Which generation do you belong to?

107 responses

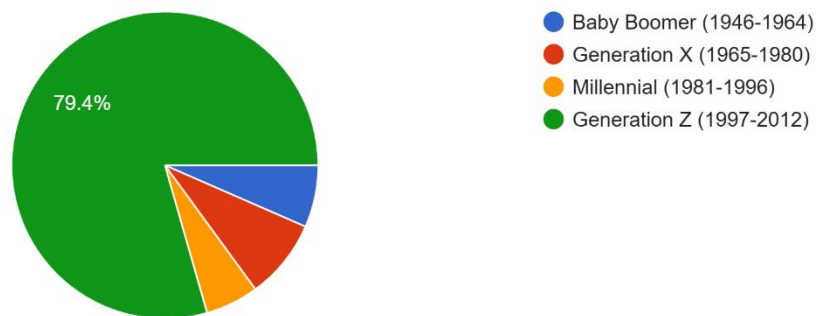


Figure 2: Generational categories of respondents.

According to Figure 2, a significant majority of respondents (81%) identified as Generation Z. Millennials, Generation X, and Baby Boomers were represented in much smaller proportions. This

suggests that the survey findings are mostly influenced by younger participants and their generational perspectives.

4.3 The current employment status

What is your current employment status?

107 responses

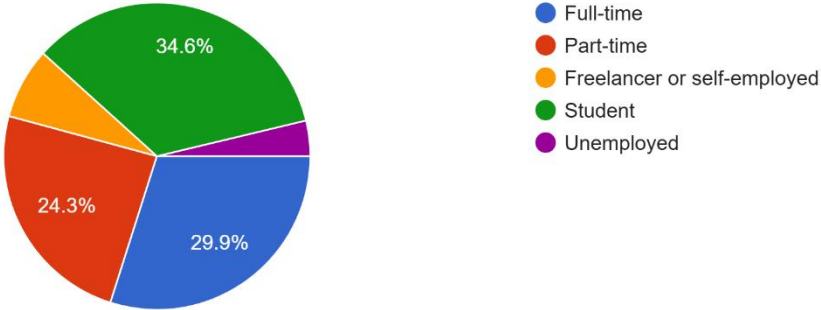


Figure 3: Employment status of respondents.

As it shown in figure 3, The largest group of participants (35.2%) were student, followed by 28.6% who were employed full-time. Part-time workers accounted for 24.8%, while smaller groups in identified as freelancers or unemployed. This reflects a respondent pool with a strong representation of younger and early-career individuals.

4.4 Work experience that they have

How many years of work experience do you have?

107 responses

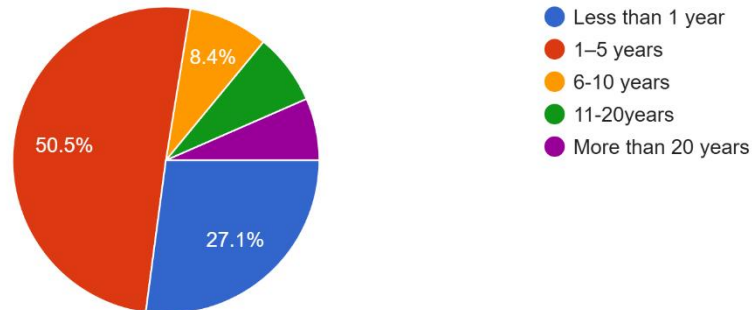


Figure 4 Work experience levels of respondents.

As presented by Figure 4, most of the respondents (51.4%) reported having 1-5 years of work experience. This was followed by 27.6% with less than 1 year of experience. The remaining respondents had between 6 and more than 20 years of experience, indicating that survey primarily reached individuals early in their careers.

This section presents the responses related to participants preferred work styles and their main sources of motivation in the workplace.

4.5 Work motivation and preference

What motivates you most at work?

107 responses

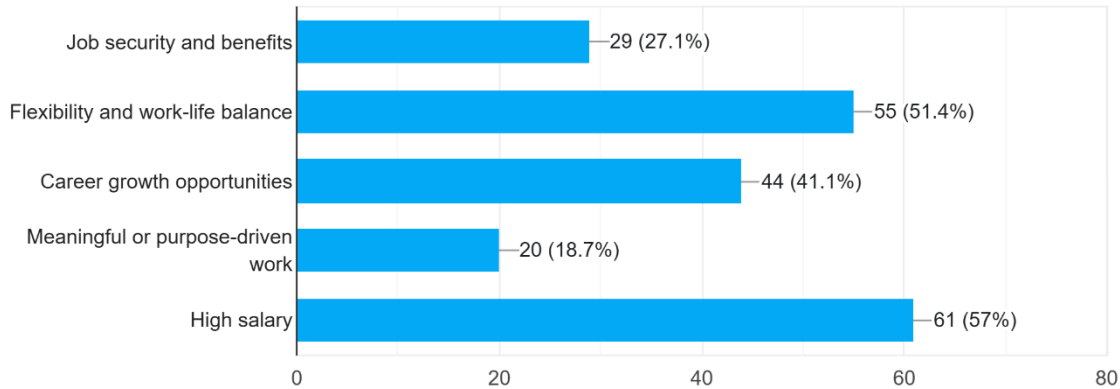


Figure 5: Factor that motivate respondents most at work.

According to Figure 5, most participants said they are mainly motivated by a high salary (58.1%), followed by flexibility and work-life balance (50.5%). Career growth also mattered to a lot of people (41.9%), while fewer chose job security (27.6%) or meaningful work (19%). This shows that for many, money and lifestyle are more motivation than doing something with a strong purpose.

4.6 Importance of flexibility

How important is flexibility (e.g., working hours, remote work) to you?

107 responses

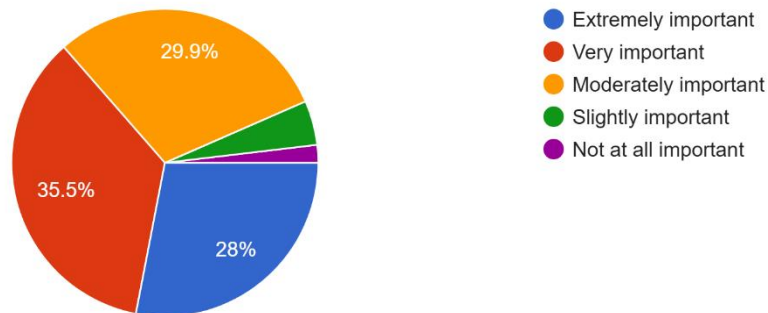


Figure 6 Preferred work style among respondents.

Based on this Figure 6, flexible working hours (49.5%) and hybrid work (48.6%) were two preferred styles among respondents. Fewer participants chose fixed office hours, freelance work, or fully remote setups – each making up around 15-21% of responses. This suggests that most people want a balance between structure and freedom, and value flexibility to manage their own time.

4.7 Workstyle that they prefer

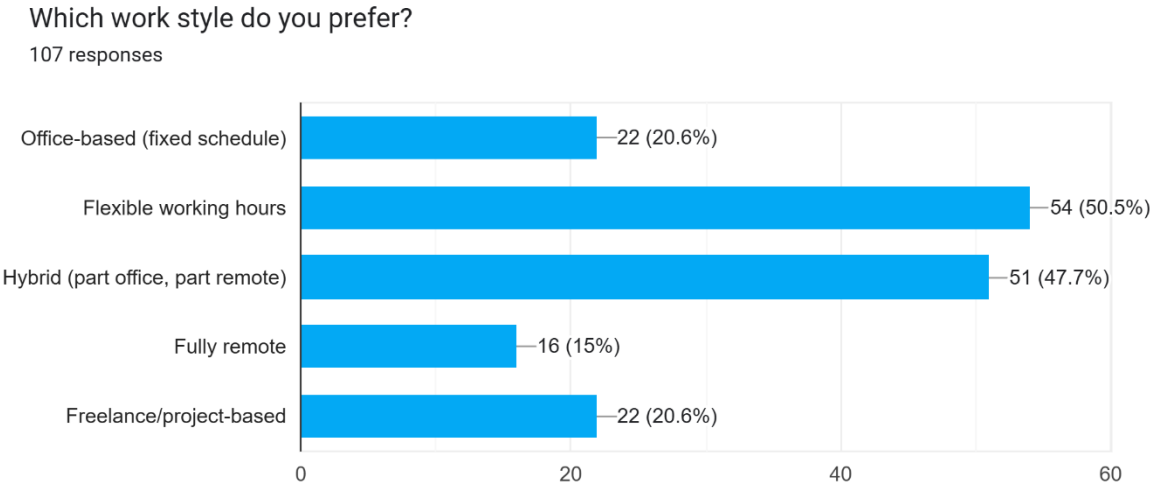


Figure 7 Importance of workplace flexibility among respondents.

Now we have come to Figure 7: most participants considered flexibility to be either very important (36.3%) or extremely important (26.7%). A smaller group said it was moderately important (30.5%), while very few rated it as slightly important or not important at all. This clearly shows that flexible working options are a high priority for the majority of respondents.

4.8 Communication and Management

How do you prefer to communicate with coworkers?

107 responses

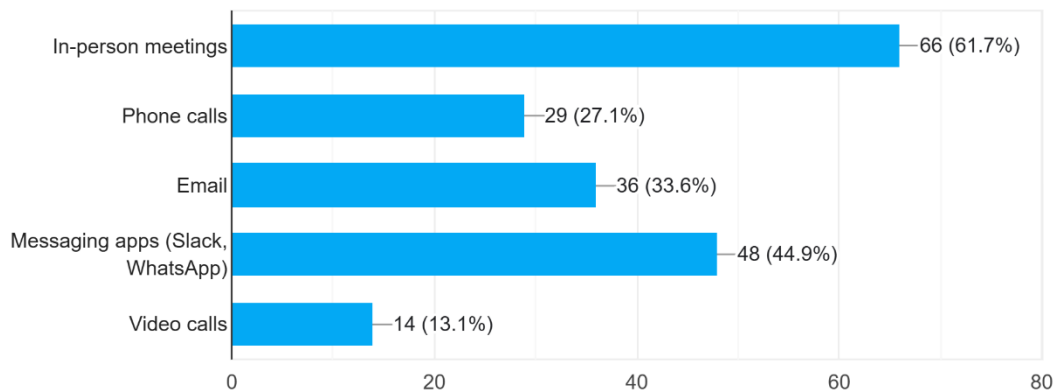


Figure 8 Preferred method of workplace communication.

In this section will presents the respondents' preferences regarding workplace communication, management style, teamwork, and feedback. The findings help highlight how personal form different generations prefer to interact and work within a team or organizational setting.

As seen in Figure 8, in-person meetings were the preferred way to communicate at work, selected by 61% of respondents. Messaging apps like Slack or WhatsApp came next with 45.7%, followed by email (34.3%) and phone calls (27.6%). Only a small group preferred video calls. These results show that while digital tools are common, face-to-face interaction is still valued in workplace communication.

4.9 Type of managers

What kind of manager do you prefer?

107 responses

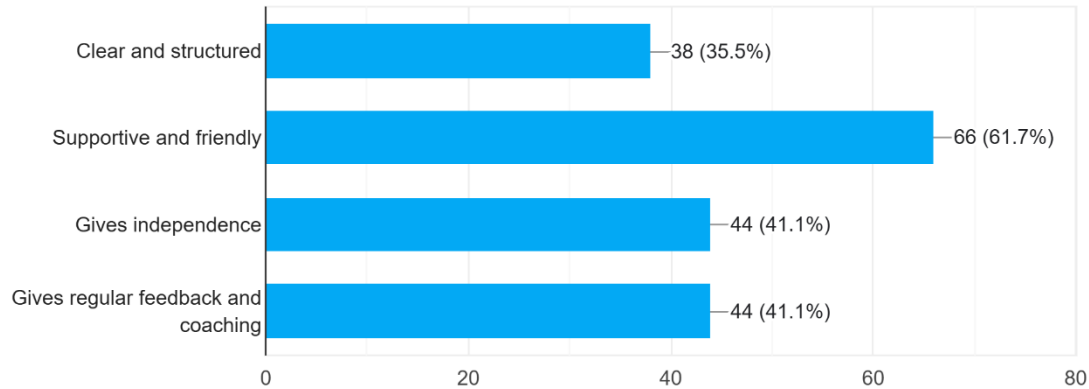


Figure 9 Preferred type of manager among respondents.

According to Figure 9, the most preferred type of manager is someone supportive and friendly, chosen by 61% of respondents. Many also value managers who give them the feeling of dependence (41.9%). A clear and structured management style was selected by 36.2%. These result show that people appreciate leaders who are approachable, give space, and offered guidance when needed.

4.10 The type of working style

Do you prefer working in a team or independently?

107 responses

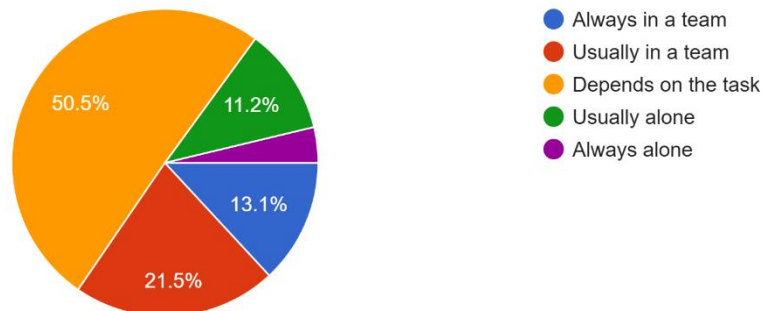


Figure 10: Respondents preference for teamwork or independent work

As we see in Figure 10, we can see that half of the responded are preference on the task, while 21.9% preferred working in a team. Only 13.3% said they always preferred team settings, and smaller numbers leaned toward working alone. This shows that while teamwork is common, many people value flexibility and choice in the situation.

4.11 Feedback that was most helpful

What kind of feedback do you find most helpful?

107 responses

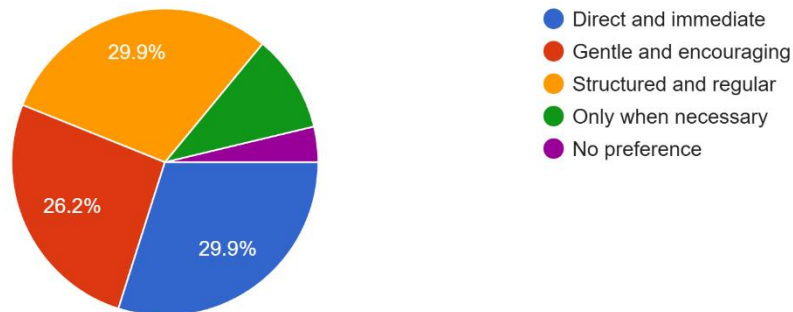


Figure 11: Most helpful types of feedback according to respondents.

Based on Figure 11, respondents are mostly split between referring to direct and immediate feedback (30.5%) and structured. A smaller group (26.7%) favored gentle and encouraging responses, while only a few selected “only when necessary” or had no preference. This is considered that people appreciate both honesty and consistency when it comes to receiving feedback.

4.12 Technology Use

How do you feel about using new technologies at work?

107 responses

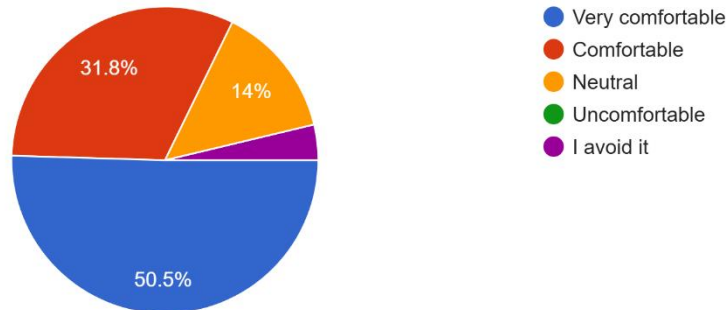


Figure 12: Respondents comfort with using new technologies at work.

This part of chapter will show how respondents feel about using new technologies at work and which tools they rely on most in their daily tasks.

According to Figure 12, almost half of the responses chose that very comfortable (49.5%), while 31.8% felt comfortable using new technologies. Only 14.3% were neutral, and very few said they felt uncomfortable or actively avoided using new tech. These results suggest that most participants are confident and open adapting to digital tools in the workplace.

4.13 Technologies tools that use most at work

What tools do you use the most at work?

107 responses

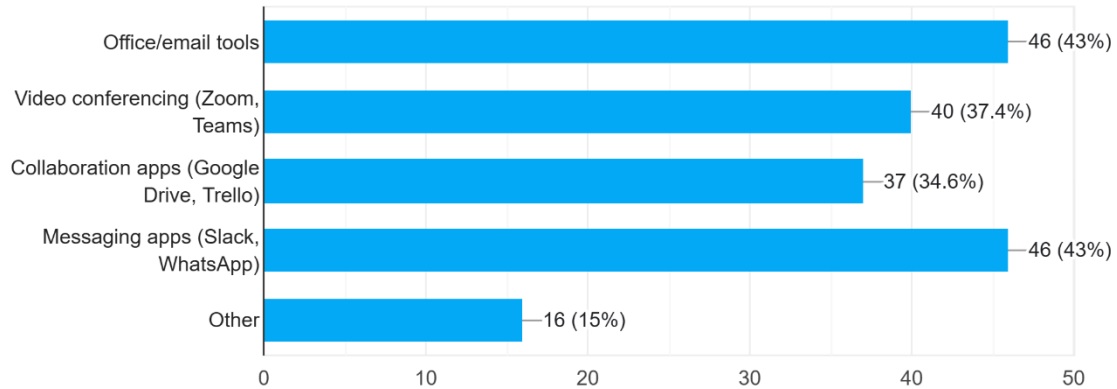


Figure 13: Tools most commonly used work by respondents

As seen in Figure 13, the most frequently used tools were office or email applications (43.8%), followed closely by messaging apps like Slack and WhatsApp (41.9%). Video conferencing tools such as Zoom and Teams were also common (38.1%), while 35.25% of respondents used collaboration platforms like Google Drive or Trello. Only 15.2% report using other types of tools. This shows that digital communication and productivity platforms play a main role in today's workplace routines.

4.14 Intergenerational Collaboration

Do you experience challenges when working with other generations?

107 responses

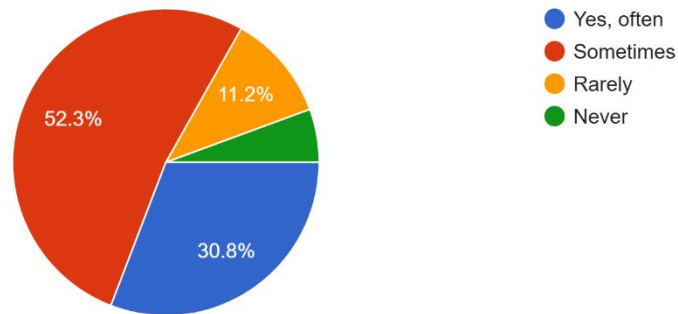


Figure 14: Respondents experience with generational challenges at work.

This section explores how respondents experience working with colleagues from other generations, including how often they collaborate, what challenges they face, and whether they see intergenerational exchange as a learning opportunity.

According to Figure 14, over half of the respondents (51.4%) said they sometimes experience challenges when working with colleagues from other generations. About 31.4% choose yes, often, while a smaller group said they rarely (11.4%) or never (a very small number) encountered them. This shows that generational differences do exist in the workplace, and many people notice them in day-to-day interactions.

4.15 Biggest challenge in a multinational team

What is the biggest challenge in a multigenerational team?

107 responses

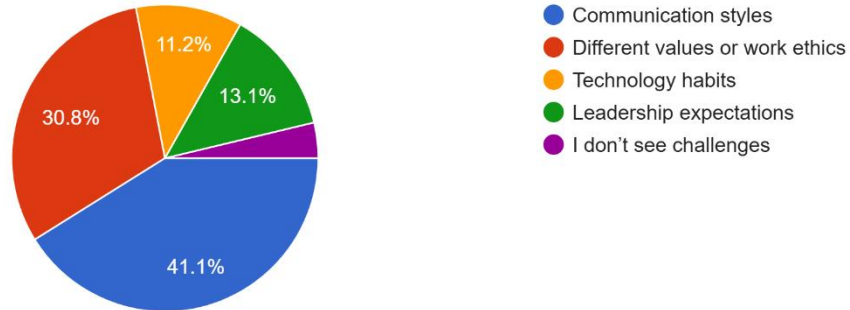


Figure 15: Most common challenges in multinational team.

As shown in Figure 15, the biggest challenges respondents reported when working in multinational team was communication style (40%). This was followed by differences in values or work ethic (31.4%). Other challenges mentioned included leadership expectations (13.3%) and technology habits (11.4%). Only the small group (3.8%) said they did not see any challenges. These results suggest that how people communicate plays a key role in generational misunderstanding at work.

4.16 How they prefer to work with people from a different generation

How often do you work with people from other generations?

107 responses

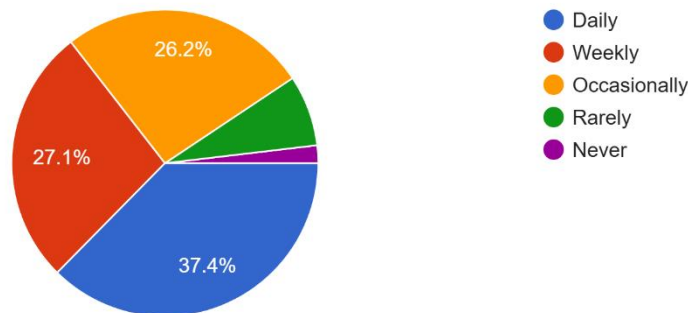


Figure 16: Frequency of intergenerational collaboration in the workplace.

Show that most answer that interact with people from other generations on a regular basis. 36.2% said they do so daily, while 27.6% work with different generations weekly, and 26.7% occasionally. Only a small percentage rarely or never experienced intergenerational collaboration. These results suggest that cross-generational teamwork is a common part of today’s work environment.

4.17 Received mentorship and accepted

Have you received mentorship from someone older or younger than you?
107 responses

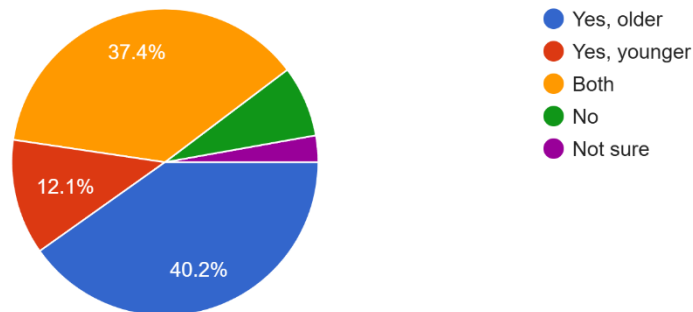


Figure 17: Mentorship experience across generations.

As shown in Figure 17, 41% of respondents had received mentorship with someone older than them, while 12.4% said they were mentored by someone younger. Interestingly 38.1% experienced mentorship from both older and younger individuals, showing that knowledge-sharing is not limited by age. Only a small group said they had never received mentorship or weren’t sure. These results highlight the value of cross-generational learning in the workplace.

4.18 Generational understanding and workplace culture fit

This final section focused on how individuals feel about being understood, respected, and included in the workplace, especially in terms of generational identity and cultural fit.

Do you feel your generation is well understood in your workplace?

107 responses

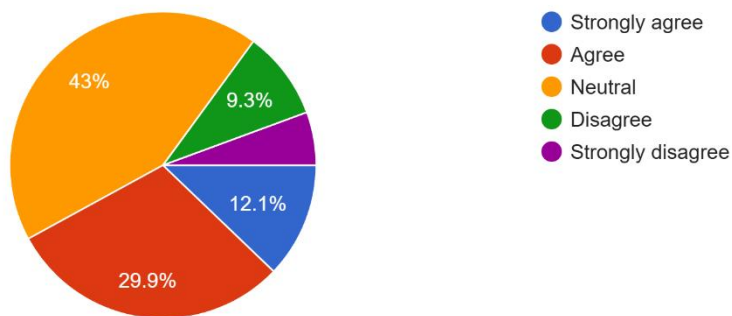


Figure 18: Perceptions of generational understanding in the workplace.

According to Figure 18, Most of the respondent are choosing Neutral or Mix when ask about if their generation is well understood at work. While 30.5% agreed and 10.5% strongly agreed, the largest group (43.8%) stayed neutral. A smaller portion disagreed or strongly disagreed. These results suggest that although some individuals feel seen and understood, many are unsure or feel that generational understanding could be improved in their workplace.

4.19 Work preferences match their workplace culture

Do you feel your work preferences match your workplace culture?

107 responses

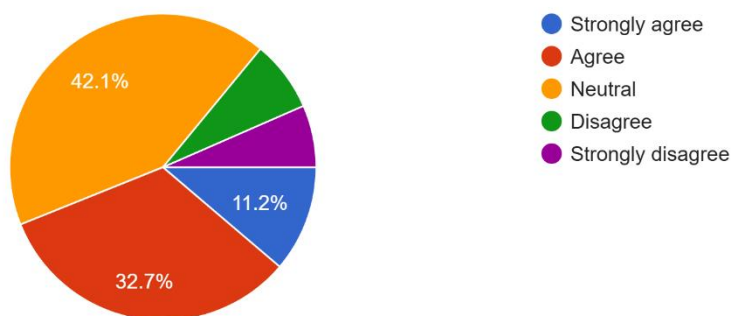


Figure 19: Alignment between respondents work preferences and workplace culture.

As shown in Figure 19, 33.3% of respondents agreed that their work preferences matched their workplace culture, while only 11.4% strong agreed. A large portion (42.9%) gave a neutral answer, and the rest disagreed to some extent. This suggests that although many feel their preferences are somewhat aligned, there is still uncertainty or a lack of full cultural fit for some individuals.

4.20 The understanding between different generations

What would help improve understanding between different generations?

107 responses

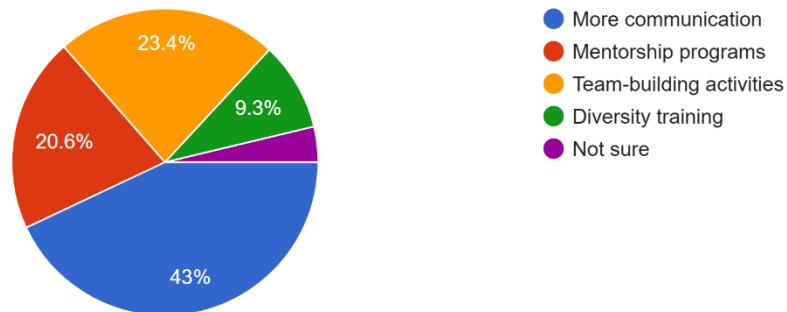


Figure 20: Suggestions for improving generational understanding in the workplace.

Based on Figure 20, the most common suggestion for improving generational understanding at work was more communication, selected by 42.9% of respondents. Other popular ideas included team-building activities (23.8%) and mentorship programs (21%). A few also mention diversity training, while some were unsure. These results suggest that open dialogue and shared experiences can play a role in forming a generational gap in the workplace.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Summary of key findings

The focus of this research was on how individuals of different generations perceive work- more probably through communication, motivation, use of technology, and working in group. According to the response of 105 individuals, there were a number of patterns. In terms of motivation, the majority of the participants are the most concerned with the salary, flexibility, and career development opportunities. Hybrid work styles were also very popular along with flexible working hours. It was agreed that flexibility at the workplace is significant. Face to face meetings and messaging applications were most frequently utilized in communication. The majority of the people favored a manager who is understanding and allows some freedom. The styles of feedback were a mixed form - some of them preferred a more direct structure such as immediate feedback and others more frequent check-ins. The majority were accustomed to working with new technology, and the most frequently used tools were email messaging applications, and video conferencing platforms. Numerous respondents frequently deal with representatives of other generations, with the majority of them having encountered certain issues, in particular, communication and values. Nevertheless, intergenerational mentoring was not an exception, as it demonstrated that age can be used as a chance to learn something new. Lastly, although some of the participants reported that they felt understood and respected at work, a lot responded in the negative, which implies that there is still some way to increase knowledge between the generations at work.

5.2 Results Interpretation in terms of hypotheses.

The findings presented due to the survey largely confirm the overall points (Hypotheses) that were demonstrated at the start of this thesis. First, we were supposed to find the variation in generations in terms of motivation to work, communication, and application of technology, and the data proved us right. Flexibility and work life-balance were the most preferred motivators by younger participants. They also favored the aspect of hybrid or flexible working hours, which is in line with the fact that the new generations value freedom and balance more than the old generations. Regarding communication, face-to-face communication remained popular among people, but messaging apps were also extremely popular, particularly with the younger generations. This is in

line with the notion that individuals in the various generations employ dissimilar means of communicating at the workplace. As well as the results indicated that a majority of respondents liked managers who provide support but they also allow a person to work independently. The preferences on the feedback were divided and some preferred direct feedback and others preferred regular reviews. This confirms the fact that there are differences in expectations of leadership and feedback depending on the generation. Majority of the respondents indicated that they were fine with new technology and this reinforces the fact that the younger generation are tech savvy. Yet not all the participants of the older age were so sure about digital tools, and so the difference might not be as considerable as assumed.

Detail Summary of Hypotheses and Related Survey Questions:

Question Number	Survey Question Topic	Linked Hypothesis	Accepted /Rejected
Q1	Work values and attitudes	H1	Accepted
Q2	Job satisfaction	H1	Accepted
Q3	Work motivation	H1	Accepted
Q4	Career expectations	H1	Accepted
Q5	Preferred communication tools	H2	Accepted
Q6	Frequency of communication	H2	Accepted
Q7	Communication challenges	H2	Accepted
Q8	Work-life balance preferences	H3	Accepted
Q9	Remote work attitudes	H3	Accepted
Q10	Preferred work schedules	H3	Accepted

Q11	Team collaboration style	H1	Accepted
Q12	Attitude towards training	H1	Accepted
Q13	Feedback preferences	H2	Accepted
Q14	Digital communication skills	H2	Accepted
Q15	View on flexible hours	H3	Accepted
Q16	Job security importance	H1	Accepted
Q17	Openness to change	H1	Accepted
Q18	Response to management styles	H2	Accepted
Q19	Adaptability to tech	H1	Accepted
Q20	Interest in mentorship	H1	Accepted

5.3 Implication of the place of work.

This research reveals that companies must gain a better insight into the various needs and preferences of each generation at the workplace. Employers ought to understand that younger employees tend to treasure flexibility, growth prospects, and a good work-life balance. This implies that companies interested in recruiting and retaining younger employees might have to provide them with flexible working hours, job opportunities that combine work and personal life, and additional career advancement. Most work places nowadays have to deal with individuals of various generations normally, yet this is not always a simple task. Languages and expectation differences might still become a subject of misunderstanding. To enhance this, it is possible to provide mentorship programs, build more team building events, and promote intergenerational communication.

5.4 Limitations of the Research

Although this study has something useful to offer, there are several limitations that should be noted. First, there were 105 respondents in the survey, which is quite a good number, but is not

representative of all the population and all generations. The majority of the answers were provided by the Generation Z and Millennials, which might have affected the overall outcome. In addition, the fact that the survey was posted on online Google Forms is that it might have appealed to individuals who are more technologically inclined. This implies that the representation of older generations or people who are less exposed to digital tools may be low. The other weakness is the question form. Although made data analysis easier by using multiple-choice and checkbox question, participants were not able to elaborate their answers. It could have been more personal or contextual to include some open-ended questions. Finally, the paradigm of importance in the study concerned predominantly the generational differences. It has not addressed other key variables such as culture, gender, education level, and job type, which may equally influence the way people think and act in the work place.

5.5 Suggestions for Future Research

This study was about the generational differences among the workplace, which utilized a set of specific questions and responded to by a small sample of subjects. It would be helpful to have a more comprehensive view given by the older generations or a different industry and country in the future. Interviews or open-ended questions can be used in future to enable me to not only know what people like but also why. This would enable respondents to express themselves using their own language.

Significance of Study:

1. For companies:

It helps business understand how people from different generations think and work. With this knowledge, they can create better rules, offer helpful benefits, and reduce misunderstandings. This can make workers happier and help them stay longer at their jobs.

2. For Employees:

The study reveals that the more a given workplace is respectful to all the generations, the easier it becomes to collaborate. This may provide a warm and supportive environment in which all people feel appreciated.

3. For schools and Research:

It contributes to the subject of generational differences in the workplace. It also assists in filling the gaps such as the manner in which various generations behave depending on the culture or place.

4. For Society:

Knowing each other by generation will allow us to overcome age stereotypes and will make people learn to know each other better, whether it is at work or in life, in general.

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Appendix A: Survey Questionnaire.

Dear Participant,

You are kindly invited to take part in a short and anonymous survey about how people from different generations experience the workplace. The questions focus on communication, motivation, technology use, and work preferences.

The survey will take about 3-5minutes to complete. All your answers will stay private and will only be used for research.

Your participation is very important and will help support the success of this study.

Thank you very much for your time and support.

1. What is your age group?
 - Under 25
 - 25-35
 - 35-44
 - 45-54
 - 55 or older
2. Which generation do you belong to?
 - Baby Boomer (1946-1964)
 - Generation X (1965-1980)
 - Millennials (1981-1996)
 - Generation Z (1997-2012)
3. What is your current employment status?
 - Full-time
 - Part-time
 - Freelancer or self employed
 - Student
 - Unemployed
4. How many years of work experience do you have?

- Less than 1 year
 - 1-5 years
 - 6-10 years
 - 11-20 years
 - More than 20 years
5. What job motivates you most at work?
- Job security and benefits
 - Flexibility and work-life balance
 - Career growth opportunities
 - Meaningful or purpose-driven work
 - High salary
6. How do you prefer to communicate with coworkers?
- In-person meetings
 - Phone calls
 - Email
 - Messaging apps (slack, WhatsApp)
 - Video calls
7. What kind of manager do you prefer?
- Clear and structured
 - Supportive and friendly
 - Gives independence
 - Gives regular feedback and coaching
8. Which work style do you prefer?
- Office-based (fix schedule)
 - Flexible working hours
 - Hybrid (part office, part remote)
 - Fully remote
 - Freelance/Project based
9. How do you feel about using new technologies at work?
- Very comfortable

- Comfortable
- Neutral
- Uncomfortable
- I avoid it

10. What tools do you use the most at work?

- Office/email tools
- Video conference (Zoom, Teams)
- Collaboration apps (Google drive, Trello)
- Messaging apps (Slack, WhatsApp)
- Other

11. Do you experience challenges when working with other generations?

- Yes, often
- Sometimes
- Rarely
- Never

12. What is the biggest challenge in a multigenerational team?

- Communication styles
- Different values or work ethics
- Technology habits
- Leadership expectation
- I don't see challenges

13. Do you feel your generation is well understood in your workplace?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

14. How often do you work with people from other generations?

- Daily
- Weekly

- Occasionally
- Rarely Never

15. Do you prefer working in a team or independently?

- Always in a team
- Usually in a team
- Depends on the task
- Usually alone
- Always alone

16. What kind of feedback do you find the most helpful?

- Direct and immediate
- Gentle and encouraging
- Structured and regular
- Only when necessary
- No preference

17. Have you received mentorship from someone older or younger than you?

- Yes, older
- Yes, younger
- Both
- No
- Not sure

18. How important is flexibility (working hour, remote work) to you?

- Extremely important
- Very important
- Moderately important
- Slightly important
- Not at all important

19. Do you feel your work preference match your workplace culture?

- Strongly agree
- Agree
- Neutral

- Disagree
- Strongly Disagree

20. What would help improve understanding between different generations?

- More communication
- Mentorship programs
- Team-building activities
- Diversity training
- Not sure

DECLARATION

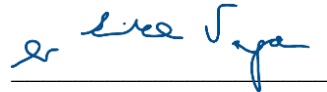
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Student's signature

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Neptun ID:	SDHNJV
Level of program (mark with X):	<input checked="" type="checkbox"/> BSc/BA <input type="checkbox"/> MSc/MA <input type="checkbox"/> Doctoral School (PhD) <input type="checkbox"/> Other:
Name and code of the subject*:	THESIS
Title of the work:	Study of generational differences in workplace behavior, communication, and motivation.

* Not required to be completed in the case of a doctoral dissertation.

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I, the undersigned, fully aware of my ethical responsibility, make the following declaration:

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A) I have not used any artificial intelligence system or service.

(If you selected this option, completing the subsequent tables is not required.)

B) I have used an artificial intelligence system or service.

(Please fill in the relevant tables!)

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(For these uses, attaching the specific prompts and responses is not required.)

Purpose of Use	Name and Version of the AI Tool Used	Affected Section (if not applicable to the entire text)
Grammar and language proofreading, Formatting and structure guidance, General advice on presentation	Chat GPT (OpenAI GPT-4.5 2025 version)	Entire text (minor grammatical polishing and rephrasing)

TABLE II: Significant Content Contribution (e.g., generating an entire figure or a longer text section)

(In these cases, documenting the key prompts used and the raw responses provided by the AI, and attaching them as an appendix to the work, is required.)

Purpose of Use	Name, Version, and Access Information of the AI Tool Used	Exact Number of the Affected Chapter / Figure / Table	Entry Number of the Appendix Containing the Prompt Log

3/A. Additional Rules Prescribed by the Lecturer (if any)

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Signature of the Student



Signature of the Advisor/Supervisor