Generational Differences and how they Impact Human Resource Management

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Abstract

Generations across the world have varying opinions, expectations and attitudes towards certain aspects of life. These differing opinions greatly impact the strategies and practices of Human Resource Management in terms of each generations attitudes towards technology, recruitment, training, authority, loyalty, authority, employee engagement and working with other generations. There are currently five generations in the workforce today which include the Silent Generation, Baby Boomers, Generation X, Generation Y and Generation Z. This research paper aims to find out how the attitudes of each generation towards these factors and identify how human resource managers can adapt and therefore deal with these generational differences. The researcher researched and analysed these generational differences towards these practices through secondary sources such as journal articles, books and credible websites. This enabled the researcher to gain the knowledge on these differences and how they impact Human Resource Management. The researcher adopted a quantitative approach to their primary research with a survey. This survey had 63 participants across the generations and asked a series of questions of topics that would impact Human Resource Management. The data was then analysed through SPSS software in order to compare the data with the secondary research and draw conclusions to the research. The researcher found the generations have varying differences however they also have similarities across certain aspects of Human Resource Management. The researcher found that the older generations, the Silent Generation tend to have more similarities and these generations differ greatly from younger generations, Generation X, Y and Z. However, on certain topics older generations can have similarities with the younger generations and some of the younger generations can differ on some aspects of Human Resources also. From the primary and secondary research, the researcher states the implications and some recommendations that Human Resource managers can do in order to deal with the generational differences.

Chapter 1 Introduction

1:1: Introduction

The objective of this research dissertation is to investigate and analyse the different generations in the workplace and how they have impacted human resources. Human Resources (HR) plays a crucial role in every company. Every company in the world strives to make a profit and to be successful in their market but in order for this to come to fruition the company needs the correct people in the right place doing the right thing in alignment with the business' goals and objectives. From another perspective, employees within the business want to feel valued, to do a job they feel they are capable of and to work in an environment that is fair and safe. Therefore, the role of Human Resource management is to ensure that this happens to make the company generally successful (Carbery and Cross 2019). Human Resource management is managing the employees and potential future employees in an organisation. Human resources' job is to search, maintain and extract the optimal potential out of their employees for the company (Murphy 2014). Human Resources has numerous responsibilities in an organisation, from developing practices, planning, strategizing and creating models. According to Murphy (2014) the role of HR is inclusive of Manpower planning, Recruitment and selection, training and development, performance appraisal, pay and rewards and employee relations.

The world we live in today is constantly evolving and thus the working environment is a constantly changing place. The workplace is adapting with an ever-changing workforce, new competition around the globe and using new technologies and knowledge in the workplace. This results in companies having to examine and alter how they operate (Lawler III and Boudreau 2018). This results in human resource management having to change their practices and how they manage their employees. As a result, Human Resources has changed hugely over the decades. Human Resources historically, was there in an organisation to organise and undertake administrative tasks (Lawler III and Boudreau 2018). VinayKumar (2015) also states that Human Resources largely focused on the personnel administration of hiring employees, evaluating, training and then compensating for these employees'

shortcomings. Human Resources did not focus on the relationship between the success of the business and the employment practices that they have in place in the organisation (VinayKumar S 2015). Lawler III and Boudreau (2018) back this up by stating that Human Resource management has become a valued asset by organisations, creating practices and systems to make sure that the companies' employees have necessary skills and that they are motivated to carry out the businesses objectives. This is achieved when Human Resources creates strategies and systems that align with the businesses' business strategy (Lawler III and Boudreau 2018).

A business strategy is how a business targets a certain area with their products and or services. It comprises whether they segment the market, specialise in certain areas with high profit margins, target the market with a large variety of products or whether the company remains in this market or decides to pull out and focus their resources elsewhere (BPP Learning Media 2013). Having a clear and decisive business strategy where everyone knows what they are doing to ensure they are helping the company towards the business strategy is essential to the success of any company. Consequently, Human Resource Management has become much more important than just a department tasked with tedious administrative work because a companies' business strategy will only progress with a balanced Human Resource strategy. Human resource strategy is defined as creating practices and adopting them into the workplace to meet the businesses goals and objectives (Gartner 2022). According to Bamberger and Meshoulam (2000) managers under more modern models are aligning their companies human resource systems with their business strategies.

1.2: What is a generation?

Firstly, it is extremely important for Human Resource Managers to best understand what a generation is. According to The Center for GenerationalKinetics (2022) a generation is a group of people who were born in the same era and raised in a similar way that they share very similar views, expectations and characteristics throughout their lifetime. Each generation differs in one way or another, some generations have certain similarities in terms of characteristics and on the other hand some have little to no similarities with other

generations. A person's age decides what generation they are associated with. This can give Human Resource managers an insight into the behaviours and beliefs of a potential new employee for the company by seeing which generation they categorise into and thus allows HR managers to familiarise themselves with their traits, views and expectations. This can help Human Resource managers build a team that aligns with the qualities and views the company desires. This can also help reduce time waste and financial costs of interviewing candidates which have qualities and characteristics the company deems undesirable. It is also fundamental that when Human Resource managers are searching for their desired employee that they do not discriminate against any of the generations as everyone on a personal level is different and may not fall into the characteristics of their generation solely. Deciding which candidates get further in the recruitment and development process based on generational traits can be seen as discrimination and can give the company the bad brand image. According to Paychex Worx (2019) There are currently five different generations in the workplace today. They include the Silent Generation born between the years of 1928 and 1945, Baby Boomers born the between the years of 1946 and 1964, Generation X who were born between the years of 1965 and 1980, Millennials who were born between 1981 and 1996 and lastly the most current generation who make up the workplace today is Generation Z who were born between the years of 1997 and 2012.

1.3: Purpose of my Dissertation

The purpose of my dissertation is to understand and study how each of the five generations that are currently in the workplace have impacted Human Resource practices and strategies and how Human Resources has had to adapt to the differences that each of the five generations possess. I will also research how Human Resources have adjusted how they operate to suit each of the generation's needs, views and expectations in order to keep the working environment a positive place, enhance the businesses productivity and efficiency and to keep staff turnover low. I believed, prior to conducting research, that there is a lack of knowledge in this area and with my research and findings people working in Human Resources could be influenced to enlist my research to better HR management in regards to employment, morale and positive workplace environments. Each generation has changed and influenced the world we live in today in some capacity, for example, newer generations

demand equality and call out discrimination when they see or hear it. Each of the Generations are forced to work alongside each other in the workplace, this can cause issues for Human Resources due to the many differences each generation possess'. Human Resources in organisations do not just have one responsibility in the company, Human Resources has numerous roles such as recruitment, training and development, Human Resource planning, conflict management and employee relations. Each of the generations will have different views and expectations on each of these functions of HR. For this reason, it is extremely important for Human Resource managers to understand the different views, needs and expectations of the generations that they have in their workforce and predict potential future employees' expectations. This allows them to adapt their strategies and practices to best align with each generation. I believe that my research topic will provide Human Resource managers the information on how each generation differs in relation to both their work and general life. Furthermore, I believe my research will allow me to better understand the impact of generational differences on the workplace and will act as a potential guide to decipher how best to achieve harmony and optimal morale. From my research it will show what each generation expects from their employer in a variety of topics such as use of technology, flexibility, authority and promotions. This will give Human Resource managers the ability to adapt their policies, strategies and practices to build or maintain a positive working environment keeping employee satisfaction high and staff turnover low.

1.4: Research Objectives and Question

My dissertation will investigate how Human Resources have had to adapt their strategies, practices and models to cater to each of the five working generations needs and expectations in the working environment. As a result of this I will answer the following research question. "How has each of the five working generations impacted Human Resource Management?"

The author, from working in a Human Resource department of a big company in the country, has seen from experiences how Human Resource managers have had to adapt their techniques and strategies to cater to each of the generations needs and expectations. The

author has seen the significance of Human Resource managers adapting to each generation's differences. Failing to adapt to each generation will often result in some people from certain generations feeling mistreated and undervalued. This can lead to the organisation having a negative working environment. A working environment is defined as setting, social aspects and the overall condition of the place in which you undertake your job. A working environment impacts employee satisfaction, productivity, relations between employees and co-operation (Indeed Editorial Team 2022). This reiterates that Human Resource managers need to cater their techniques to each of the generations in order to create and maintain a healthy working environment. Failing to have a positive working environment can result in a reduction in productivity which can impact the company's profitability. It can also hurt the company's image thus, resulting in less sales and less people wanting to work for the company. Lastly it can result in high staff turnover which can increase the companies outgoing costs due to the increase in expenditure they will have to spend to replace employees in the recruitment and selection process.

The primary research objective from this research paper is to outline the differences of the five generations in the workplace and investigate how Human Resource Management has adapted to these differences to maintain and create a positive working environment.

1.5: Research Approach

In order to research and discover how Human Resource Management has been impacted by each of the generations. The author will be using a quantitative approach to gather primary research. The researcher will also be conducting thorough research through credible secondary sources such as studies, journal articles, books, eBooks and credible websites. This will give the author a huge range of literature to compare and contrast the impact the differences each of the five working generations have had on Human Resource Management. This will result in the researcher having a wealth of knowledge on the topic and allow for better understanding on how to incorporate this into the workplace.

The questionnaires will be designed on Google Docs. These questions will aim to gain primary sources of knowledge on each of the generation's thoughts on different aspects of Human Resources. The survey will be distributed through soft and hard copies due to the

differences in the generation's usage in technology, generally speaking, with older generations not being familiar with the latest technology and not being comfortable using them. Contrastingly, younger generations, with some exceptions, are more familiar with newer technology and comfortable using the latest tech in their daily lives. If the researcher only offered their survey through one medium they would limit the amount of participants they could get. This would result in the results of the survey being biased, limited and not having a good reflection on each generation's thoughts of different aspects of human resource management.

Quantitative research will allow the researcher to gain an insight into multiple participants' thoughts and feelings towards topics that the researcher wishes to gain knowledge on. Quantitative research is defined as a research strategy using usually a questionnaire or survey to gather a huge range of data about a specific research criteria. That data is then analysed and the results are interpreted to align with the population (Moutinho and Huarng 2015). This will enable the researcher to analyse the research they gather from the questionnaire they design, divide it into each generation's thoughts on the questions asked and distinguish the differences each of the generations have on the certain topics and on Human Resources. This will allow the researcher to study in depth the impact each of the generations have had on Human Resource management practices, models and strategies and allow the researcher to compare similarities or differences obtained from the secondary sources.

1.6: Research Dissertation Structure

The research dissertation will be divided into five separate chapters and will be delivered in the following structure.

Chapter one: Introduction to the Dissertation

This first chapter will provide the reader with a short introduction into what Human Resource Management is and the importance it has within an organisation. The chapter will also explain briefly what a generation is and why Human Resource managers have had to adapt their strategies and practices to create and maintain a positive working environment. The introduction will also outline the reasons why the dissertation is important and will

provide the reader with the research question the author will be seeking to answer, the methodology the author will be using, whether it will be qualitative or quantitative primary research and the secondary sources they will be discussing throughout the thesis.

Chapter two: Literature Review

In this chapter the author will analyse, compare and contrast literature available to them on the topic of generations, Human Resource Management and how the generations have impacted Human Resource Management. The researcher will use sources such as the online National College of Ireland Library and the Norma Smurfit Library. This source will provide information on the research topic through eBooks and journals. Google scholar will be used to research the differences each generation has by using their plethora of credible articles. Physical books from the National College of Ireland's library's will be checked and finally reliable websites may be referenced. I will be using these sources to research the differences each of the generations have such as their needs, views and expectations both in the workplace and outside of the working environment. By researching through a range of sources such as eBooks, articles, journals and books and then comparing and contrasting all of the different pieces of information and research I gather, it will give me a great understanding of the differences between generations and how this impacts Human Resources models, strategies and practices. This will result in my research topic being as accurate as it possibly can and aid Human Resource managers to best adapt their organisation.

Chapter Three: Research Methodology

The third chapter in my dissertation will focus on the research methodology which was used to gain data through the researcher's primary research on the chosen topic. The author will outline how the survey was made and the reasoning for the specific questions that they asked. In this chapter the researcher will also outline why their preferred method of gathering research was through quantitative methods and not qualitative.

Chapter Four: Data Analysis and Findings

In this chapter the researcher will analyse the data they have gathered from the qualitative research undertaken. The author will then state the findings they have discovered from their primary research.

Chapter Five: Discussion and Conclusion

The fifth and final chapter the author will focus on briefly commenting on the findings that they have found from the literature and from their primary research. The researcher in this chapter will conclude the dissertation by stating how Human Resource managers can put into practice strategies and practices to satisfy each generation and make the workplace a positive one.

Chapter 2 Literature Review

2:1 Introduction

In this chapter I will be investigating and studying the literature on the subjects of Human Resource Management, Generations and how generations impact Human Resource Management. A literature review is defined as using past research sources to gain insights and an understanding, on a specific research topic, as the foundation of any research being shaped (Saunders *et al* 2009). Rozas and Klein (2010) reiterate this by stating literature reviews offer the researcher a rational and important method in identifying patterns and gaps in the researcher's chosen research topic.

In this chapter the researcher will use the literature available to them on the topics that will give the author a better understanding of their chosen research topic. This will enable them to give good recommendations to human resource managers. The author will be looking to gather information on topics such as defining each of the five generations and stating why they are different, history of generations in the workplace and the advantages and disadvantages of intergenerational work in the workplace. Furthermore, the author would seek to find out how each of the generations have impacted Human Resource Managements through their thoughts and views on recruitment and selection, training and development, technology in and out of the workplace, flexibility from managers in the workplace and their views on authority in the workplace. Organisations must adapt and change to the developing markets and industries that they operate in in order to remain competitive and not fall behind. This is also true with Human Resource departments, they must adapt and change with the developing society and generations in order to remain appealing for potential employees, maintain a positive brand image and create and maintain a positive working environment.

Employees are essential to the success of any business and therefore loyal, intelligent and hard-working employees are so desirable around the world today. Employees are becoming

increasingly more righteous, and the power curve is shifting in favour of the employee. According to Patterson, since the start of capitalism, the people in charge of companies and the people in charge of deciding peoples wages and salaries decide location, time and hours an employee works. Employees now are becoming more outspoken in this regard. They want to be able to decide their time availability, manage their energy, effort and destiny and they want freedom to be able to do it as they see fit while at the same time delivering on the companies' goals and objectives (Paterson 2022). Belsie (2021) also testifies employers have had the upper hand but due to 2.9% of employees voluntarily leaving their jobs in August in the United States it signifies that the shift for control over these factors is leaning towards the employee rather than the employer. Belsie (2021) also states that this was a record high, due to employees having more leverage requesting higher salaries and better working hours. This view is also shared by Christian (2022) who expresses that employers are on the back foot because employees can be very selective when choosing a job due to the shortage of labour and wanting a job that aligns values, pay and hours. Christian (2022) also emphasised that existing employees will no longer sit back and wait for their desires to be met, that strikes are happening across the United States in order for demands to be met. This employee power only heightens the importance of Human Resource departments in companies. It Is essential for human resources to meet demands from each generation at their disposal, whether it be flexibility, working hours or perks. Failing to do so can lead to strikes and high employee turnover.

The researcher will gather information from the following; literature research papers and studies, credible websites, books from the National college of Ireland library, eBooks and journal articles. These literature sources will give the author the ability to analyse, compare and contrast all of the information on the research topic.

2:2: Why are Generations Different

As mentioned throughout the dissertation, every generation in the world today possesses numerous different personality traits, characteristics, and skills. An example of this would be patience, loyalty, hardworking, independence, leadership, considerate, differing levels of respect for certain people and groups of people, communication skills, differing levels of concentration. These differing traits, skills and characteristics can impact how generations work in a company and significantly affects human resource practices and strategies for Human resources and their generations they have working in their organisation. Generations also view the world in different lights and have differing opinions on world views and differing views and expectations on what they anticipate in the workplace from managers, flexibility, training, development and technology these characteristics, traits and skills. These can immensely affect the workplace and thus Human Resource Management. Furthermore, this can alter how generations get along with one another in the working environment, substantially impacting how human resources operate within the business. According to the New Strategist Press (2018), the rate the world changed was slow and the idea of generations had negligible impact on society and the workplace. However, New Strategist Press (2018) also state as the world today progresses rapidly people born ten years apart will experience very different upbringings and have varying different experiences growing up, thus resulting in these people differing in a variety of ways. There are numerous reasons that generations are different. Education is one of these reasons, generations born after World War II are educated better and therefore have a better understanding of the world they live in. This in turn results in middle aged and younger generations having different views and behaving differently than older generations. Younger generations are also exposed to more cultures and more diversity making them extremely diverse in comparison to generations who experienced very little of this (New Strategist Press 2018). Similarly, in accordance with McMullin *et al* (2007) generations express different views, beliefs and have different attitudes due to the economic, political and social events that each generation experiences during their years of growing up. People born within the same generation although may have had differing experiences in childhood and upbringing in relation to environment, wealth and demographic which could subsequently differentiate their opinions. Contrastingly, according to Zemke *et al* (2013) what makes each

generation share so many characteristics beliefs and values with the generation they were born into is the world they grew up in and through means such as the music during that era, the events, catastrophes, heroes and heroic events. These different life experiences are the reason generations exhibit different views and traits. This forces Human Resources to adapt their practices and strategies to keep their workforce of multiple generations content and therefore motivated and engaged. On the other hand, according to King *et al* (2019), it was proposed that the differences between generations values, views and preferences is actually quite small, suggesting the generations having small differences of opinion and insignificant impact on Human Resources, however, the report also states that within the workplace stereotypes of people of a certain age are a common occurrence such as younger generations being classified as inexperienced. These negative stereotypes around the workplace can create fiction between generations and can increase the likelihood of bad employee relations. This is furthermore advocated by Furnham and MacRae (2019) who say that stereotyping groups of people based on their generation can be counterproductive because they can feel alienated and misunderstood. For Human Resource managers it is imperative for them to understand why each generation is different, acknowledge that each generation exhibits different traits and characteristics and view the world in a different way. By recognising the differences between generations Human Resource managers can adapt their practices and strategies to meet the desired needs of each generation.

2:3 History and Differences in Generations

As discussed in chapter one there are currently five different generations working in the world today. These include the Silent Generation born between the years of 1928 and 1945, Baby Boomers born the between the years of 1946 and 1964, Generation X who were born between the years of 1965 and 1980, Millennials who were born between 1981 and 1996 and lastly the most current generation who make up the workplace today is Generation Z who were born between the years of 1997 and 2012. All of these generations had differing childhoods and upbringings and during their early years they each would have had different events, social and political movements and experiences. These experiences and events are what makes a generation unique.

The Silent Generation

According to Howe (2014) the silent generation comprises 20 million people in the age bracket of seventies and eighties, they were born at a time of War, World War II. Kane (2019) states that the Silent Generation (also known as Traditionalists) are called the Silent Generation as children from this era and around this time period were expected to be seen and not heard. Kane (2019) also states a lot of the Silent Generation have retired from the workforce or work less hours for their company. The silent generation possess multiple characteristics that differentiate them from other generations. Smith (2020) states that the Silent Generation is respectful, loyal and determined. Similarly, the Indeed Editorial team (2022) also state that the Silent Generation is loyal, expanding on this they also state that the Silent Generation stick to traditional values hence the nickname traditionalists. They also claim they are team orientated and patient.

Baby Boomers

Baby Boomers were born following the second World War between 1946 and 1964. The Baby Boomer generation is known as this because of a major baby boom after World War II where birth rates spiked (Smith 2020). Baby Boomers have been described as a lucky and privileged cohort (Howker and Malik 2010, Willetts 2010). Baby Boomers have been described as this due to the strong economies they were born into compared to the Silent Generation prior to 1945. Furthermore, they were also born into a strong labour market with plenty of employment opportunities and especially middle class jobs were on the rise (Roberts 2012). The Baby Boomers have numerous traits. Venter (2017) states that Baby Boomers are committed, loyal and Reliable. Venter (2017) also states that Baby Boomers are competitive due to the huge generation competing for jobs and have a strong work ethic. Similarly Barge (2019) also suggests that Baby Boomers are competitive and have a strong work ethic, however Barge (2019) mentions that Baby Boomers are independent, self-assured and goal-centric. Koco (2006) recapitulates this by stating that Baby Boomers have defined themselves by their jobs and that a lot of Boomers are even workaholics.

Contrastingly, Koco (2006) also mentions that Baby Boomers are self-centred and suspicious (of authority).

Generation X

Generation X is the term used when describing the generation of people who were born between the years of (Smith 2021). They have often been described as a 'middle child' generation as it falls in between two generations that have larger populations than them. Generation X proceeds the bigger millennial generation and comes after the Baby Boomer generation (Mckenna 2021). Generation X according to Williams and Page (2011) are less traditional than previous Generations. Multiculturalism and global practices are a normality to Generation X, Williams and Page (2011) also state that Generation X are pessimistic and sceptical about almost everything. Conflicting with this, Smith (2021) states that Generation X possesses the following characteristics; independent, critical thinkers, self-reliant and flexible. Indeed Editorial Team (2022) backs this up by stating that Generation X independent and flexible, however Indeed Editorial Team (2022) also states Generation X is technologically adept.

Millennials

The millennial generation is considered people born between the years of 1981 and 1996 (Dimock 2019). The millennial generation are known as millennials as they were born near and the end of the last millennium (Nielsen 2021). The millennial generation has a huge population of people. According to DeVaney (2015) the millennial generation is larger than the 46 million people who are a part of generation x. Devaney (2015) also states the millennial generation is close to the 76.4 million people in the Baby Boomer generation. Millennials possess numerous characteristics and traits from their experiences growing up near the turn of the millennium. Nielsen (2021) states that Millennials value feedback, and teamwork to better understand their job, Nielsen (2021) also states that millennials are a curious generation. Furthermore, Devaney (2015) states that Millennials value multitasking and are team oriented, however Devaney (2015) also states that millennials are entitled, optimistic and impatient. Similarly, Stafford and Griffis (2008) state that millennials are

sheltered because of youth protection programmes developing skills in being team oriented and confident.

Generation Z

Generation Z is the generation of people born after 1996. Unlike the millennials who grew up through recession, Generation Z was going to enter the workforce with a strong economy and record low unemployment. However, this has changed for the worse now due to COVID-19 and Generation Z have an uncertain future ahead of them (Parker and Igielnik 2020). According to Gaidhani *et al* (2019)*,* Generation Z has adapted to a new worldview and has very differing expectations than previous generations as customers, employees, and members of society. Sing and Dangmei (2016) also state that Generation Z was born and raised in the digital age and are comfortable with technology. This contrasts with other generations as their existence and identities are more connected than previous generations to technology and the digital world. Singh and Dangmei (2016) state that Generation Z have an individual, straightforward and informal method of communicating and that social networking is a key aspect of their lives. In accordance with Schawbel (2014), Generation Z are less motivated, more tolerant, more trustworthy and more entrepreneurial than Generation Y. In comparison, the findings of the Generational White Paper (2011) states that Generation Z are impatient, instant-minded, have a low attention span, are very dependent on technology and are also materialistic, demanding and entitled.

As discussed, it is clear to see that each of the generations have different characteristics and traits. These traits stem from their experiences that they had during their childhood and early years. They also stem from the era that they experienced growing up and what was happening during that time period. These are the things that shape a generation and is why each generation of people share similar traits and why different generations have differing characteristics and views.

2.4: Each Generations Views on Technology and how it Impacts Human Resource Management

Each of the five generations have varying experiences with technology with some generations being alien to it and some generations not knowing life without technology. Technology in Human Resources has changed the department for good. New technologies have enabled employees in organisations to remote work, have innovative workspaces and teleconferencing (Dobai 2021). Technology has greatly benefitted Human Resource Departments in the world today. Technology has increased the amount of diversity in the workplace, enabled companies to expand upon company wellness programmes in the workplace and enabled Human Resource Managers to plan ahead with predictive analysis, which allows managers to chart productivity and make plans to boost performance. Human Resources has become the department which uses the most amount of analytics compared to other business departments (Post University 2019). Trivella (2022) reiterates these points by stating that Human Resources has enabled managers to monitor performance and boost productivity. Furthermore, technology has increased diversity and inclusion in the workplace. In contrast, Trivella (2022) has also stated that technology has enabled Human Resource Departments to save time as technology has sped up administrative tasks and allowed managers to focus on other matters. Trivella (2022) also states technology has also enabled Human Resources managers to keep up with and incorporate the latest laws.

The Silent Generation can find technology challenging in the workplace, this is because they grew up during a time when technology did not dominate our lives as it does today. The Silent Generation are the slowest when adapting to more efficient and new technologies in the workplace (Kane 2019). Coulter and Faulkner (2014) echo this by also stating that traditionalists are technologically challenged and very slow to adapt to new and effective technologies in the workplace. However, on another note, Coulter and Faulkner (2014) also mention that the Silent Generation are a hardworking generation and work well as a team. Moreover, Dahlorth (2008) further repeats Coulter and Faulkner (2014) by stating The Silent Generation has not embraced technology, however those that have in this generation are among the fastest growing group using the internet. Dahlroth (2008) also states that the Silent Generation prefers to receive information in a straightforward, simple and

summarized way. The Silent Generations views and experiences with technology can impact Human Resource Management in the following way. Human Resources managers can face an increase in employees from this generation leaving the company due to the increasing amount of technology in the workplace and their difficulty using and adapting to these technologies. This is recapitulated by Ahituv and Zeira (2011) who state that older workers retire from their organisation when they are faced with the measure of adapting to new technologies in the workplace. The Silent Generations view on technology affects Human Resource Management as they may face an increase in recruitment and selection costs due to having to hire new employees as a result of people from the Silent Generation leaving because of newer technologies.

In accordance with Marston, Baby Boomers today are adept with technology but still greatly value and appreciate human touch. Baby Boomers are comfortable with emails but not many other newer technologies unlike younger generations but similar to The Silent Generation (Marston 2010). Furnham and MacRae back this up by stating employees under The Silent Generation and Baby Boomers alike are more inclined to be uninterested in adapting to new technologies (Furnham and MacRae 2017). Similarly, a Get Smarter (2020) report states that Baby Boomers are known as the least tech savvy of the generations (GetSmarter 2020). This contrasts with literature by Coulter and Faulkner (2014) who suggest that The Silent Generation is least inclined to embrace technology. These findings can impact Human Resource Management as members of the Baby Boomer generation too may be reluctant to change to new technologies which can result in bad outcomes such as reduced productivity due to their poor skills with technology and a negative working environment. Human Resource managers may need to replace these employees from the Baby Boomer generation due to them falling behind with the latest technologies which can increase recruitment and selection costs. However, according to Ryback (2016), Baby Boomers grew more comfortable with technology as they got older and became fluent with technology, using mobile phones and tablets. Ryback (2016) also states that this was further seen in the majority of the older generations who expressed more comfort with technology the further they were exposed to it. From another perspective, McIntosh-Elkins *et al* state that Baby Boomers grew up in the era of television and use technology to search for answers, research and sales (McIntosh-Elkins *et al* 2007). Similarly, Dahlroth (2008) backs

this up by stating that members of the Baby Boomer generation have embraced newer technologies and rely on it in both their work life and everyday life. Dahlorth (2008) also states that It was found that their attitude of acceptance to technology in both the workplace and general life was similar to that of Generation X and Millennials. From these studies, Human Resource management will be able to introduce new technologies to the workplace and the Baby Boomer generation will be more likely to adapt with it and maintain a positive working environment.

According to Glazer *et al* (2018) Generation X were the first generation to be exposed and influenced by the widespread use of computers in the workplace. This shows that Generation X is comfortable using and adapting to new technologies in the workplace. This is further reiterated by McIntosh-Elkins *at al* (2007) who also stated that Generation X was the first generation to have the internet upon entering the workplace and they also believe that people need strong computer skills in order to succeed in the working world. Similarly, the Indeed Editorial Team (2022) backs this up by depicting that Generation X is technologically proficient. This impacts Human Resource management in a positive manner as Generation X will have little pushback to new technologies in the workplace resulting in steady productivity and a positive working environment. Majority of the literature echoes the findings of the above studies and thus highlights the more vivid contrast between The Silent Generation and the Baby Boomers to Generation X when it comes to initial acceptance and engagement with technology.

According to Islam *et al* (2011) Generation Y has grown up with technology and evolving technologies such as the internet, computers and mobile phones. This is very similar to Generation X and was so stated in this journal article. A Fond (2019) report on Generation Y acknowledges this as they state Generation Y have grown up with technology and have been exposed to constantly evolving technologies. As a result of this they expect technology to be a part of their work life, Fond (2019) also state that Generation Y use technology in the workplace to transform workflows and improve efficiency which differs from the older generations in the workplace. This impacts Human Resource management as Generation Y will have little pushback to new systems and technologies in the workplace which will result in good employee relations and continued steady productivity thus proving to be similar to

Generation X's approach. It will also reduce the risk of people from Generation Y leaving the company as a result of newer technologies in the workplace.

The last generation, Generation Z has also grown up with technology and has known nothing else but technology dominating both personal and professional lives. Sanderson (2018) states that Generation Z are the true digital natives in the world today. Generation Z desire mobile first and mobile only alongside technology that conveys content across numerous platforms in small sizes as opposed to the older generations. This is further stated in a Dell (2022) report that 80% of Generation Z desires to work with the latest technologies and technologies with a cutting-edge. Moreover, Hackl (2020) states that Generation Z view technology as their way to being in a high paying job, Hackl (2020) also state they also do not fear the evolution with technology and see it as something to master and make the world a better place. This impacts Human Resource management in a positive manner, members of the workplace in Generation Z will not be reluctant to new technologies in work and will not leave due to new and evolving tech. This means Human Resource managers will face less of a chance of an employee from Generation Z leaving due to the evolution of technology.

From my research on the relevant literature on each generation's ability to use technology and their views on evolving technologies, it is evident that younger generations such as Generation X, Y and Z share similar views on technology and are tech savvy. Comparing this to older generations such as the Silent Generation and the Baby Boomers who are not as familiar with technology and are more reluctant. Contrastingly however, some members of these generations are slowly adopting these differing abilities and views on technology. It is also evident from the literature that some older generations leave the company due to their unfamiliarity with newer technologies, which can result in Human Resource Management having to replace these older employees, thus increasing recruitment and selection costs. However, the younger generation's enthusiasm with emerging technologies enable Human Resource managers to introduce new and efficient technologies with little opposition, resulting in good employee relations, high productivity, positive working environment and little chance of employees from young generations leaving due to technology.

2:5 How Has Human Resources been impacted by each generation's views on Recruitment and Selection

Recruitment and selection is the process within Human Resource Management of searching for a suitable candidate for a job vacancy and encouraging them to apply. This consists of the company preparing a job specification and a person specification. The candidate can come internally or externally, the manager must then select the most suited candidate for the position through screening out people who do not meet the requirements and conducting interviews, tests and checking references (Murphy 2014). Recruitment and Selection is a key aspect of Human Resource Management. HR managers must make sure they have an adequate number of staff working and that they are competent in the work they are carrying out. Each generation expects different things in the workplace and some generations can be harder to reach than others. Each generation, therefore, greatly impacts the process of Recruitment and Selection within Human Resource Management. As discussed previously, different generations have various abilities with technology that can impact the recruitment and selection process as the internet has become the middleman in this process (Sultana 2019). Consequently, Human Resource Managers must adapt their recruitment strategies to cater for each generation.

The Silent Generation, according to Reilly *et al* (2010) are at the stage in their careers where a full time job is not necessarily their goal, this generation may wish to have something to keep them busy and supplement their retirement income. Human Resource Management should take this into consideration when advertising vacancies, they may waste time and resources advertising a full-time role to this generation. Instead, Human Resource managers could advertise part time roles in their organisation to this generation. In comparison, The Indeed Editorial Team (2022) states that the Silent Generation values both financial and job security. This is further found by Tamme (2017) who states that this generation values job security and comfort Human Resource management when trying to attract members of this generation should therefore not advertise short term positions to the Silent Generation as that would waste time and resources. This is an opposing finding in the literature and should therefore be implemented where necessary. An article from Paychex Worx (2019) states that the Silent Generation requires the fundamentals and to be paid fairly for the work they

do. As discussed, the Silent Generation are not tech savvy therefore in order to reach the Silent Generation with recruitment campaigns Human Resource Management must therefore rely on employee referral campaigns and more traditional recruitment strategies such as newspapers and magazines (Tamme 2017).

Baby Boomers according to Doverspike *et al* (2000) have numerous desires when being targeted for a job, financially secure baby boomers will be attracted by social and nonfinancial incentives and baby boomers who are not financially secure will be attracted by benefits and salary which is a similar outlook to The Silent Generation. This is echoed by Prpic (2021) who also states that Baby Boomers are more successfully recruited with good benefits. Baby Boomers want to be rewarded for the vast experience and the knowledge they have from previous work. However, Prpic (2021) also states that Baby Boomers also look for flexible hours and remote working to have a better work life balance, which was not found for The Silent Generation. Correspondingly, Lamb (2021) states flexible hours and benefits attract Baby Boomers, however Lamb (2021) also states that Baby Boomers are also looking for stability in a job. What Baby Boomers seek in terms of jobs impacts Human Resource management recruitment strategies when hiring, the recruitment strategy must advertise the financial and non-financial benefits that the employee gets such as bonuses, healthcare, flexible hours and remote working. Failing to include these benefits in the recruitment strategy will result in Baby Boomers not being interested in the vacancy according to the literature. Baby Boomers are also further down the road on their career and therefore will be less inclined to apply for a job that does not recognize their knowledge through both salary and title (Wang 2015). Managers must take this into account when recruiting Baby Boomers as they will not be attracted to a starting job at the lowest increment or status. Although Boomers are adapting to technology, they are not the most comfortable generation with it. As a result, Human Resource managers cannot base their whole recruitment strategy online. Recruiters could integrate newspapers, job boards and their employee referral programme in order to recruit this generation (Tamme 2017).

Generation X when being recruited value the following things according to Prpic (2021). They want to be communicated openly and honestly, they want a good work life balance, and they want their experience to be valued. These conditions contrast with previous

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generations conditions (Prpic 2021). Humble (2007) touches on this by stating that although they are not as experienced as older generations, Generation X seek to be respected. Similarly, Gladwell *et al* (2010) states that Generation X is looking for flexible working, tangible rewards and also a positive working environment. Mack (2021) backs this up by stating Generation X wants work-life balance and flexibility however Mack (2021) also states that Generation X wants stability and company values. When recruiting Generation X recruiters, in order to be successful, must include a work-life balance, flexibility, how they will be valued and give their company values. Failing to do so will result in difficulties to hire members of Generation X. A study by Reilly *et al* (2010) found that Generation X changes jobs often so therefore Human Resource Managers can offer benefits for staying in the company for a certain period of time as a means of retaining staff. When recruiting Generation X it is imperative to utilise all the mediums of advertising including internet job sites, advertising on popular websites for this generation, bulletin boards in cafes and flyers in clothing stores that Gen X likes to shop in (Jurkiewicz 2000). This will help Human Resource managers reach generation X when recruiting as a blended approach to technology and hard copies suits them.

According to Lamb (2021) Generation Y values company culture and ethics, this generation also likes the benefits of working from home and flexibility as well as free lunches and free gym memberships. This is backed up by Pinzaru *et al* (2017) who states that Generation Y value the employer's brand when looking for a job, they want their potential company to be responsible, to be innovative and have a flexible and respectful culture within the company Prpic (2021) further reiterates this by stating Generation Y look for a collaborative culture within an organisation as well as flexible working hours. This was not found to be as prioritised by prior generations. From this Human Resource management should advertise their flexibility, their strong work culture, benefits and their inclusivity in order for their recruiting campaigns to be a success with this generation. With Generation Y being tech savvy, they will evaluate a potential employer and often visit their website to gain information, as a result this generation expects a strong web presence (James 2017). Subsequently, Human Resource managers must have a user-friendly website and job posting in order to appeal to Generation Y. When recruiting Generation Y Human Resource

Management should focus heavily on the internet as Generation Y relies on the internet, therefore job listings have a high chance of being seen here (Reilly *et al* 2010).

The Last Generation, Generation Z (Gen Z) have similar needs to Generation Y, the company's ethics are important to them as well as flexibility and working from home, however they do not pay too much attention to the company's culture as long as members from Gen Z are treated equally (Lamb 2021). However, according to McCrindle and Fell 63% of Gen Z say the company's values and culture matter more to them than salary and conditions. Prpic (2021) also states that Gen Z cares about the meaning of their work and desires a sense of belonging to the company, Prpic (2021) also mentions that Gen Z looks for a work-life balance. Human Resource managers should therefore create recruitment strategies that include their company culture, benefits such as flexible hours and remote working to get a work-life balance. This will help recruitment campaigns to be a success to Gen Z. When targeting this generation, Human Resource management should focus on digital methods. According to McCrindle and Fell (2019) 61% of Gen Z will look at the company's website and 36% will look at a company's social media presence. Paychex Worx (2019) also states when recruiting Gen Z employers should have a strong presence on a variety of digital platforms. From this Human Resource management should have a strong website and social media presence as well as advertising through job boards and recruitment websites in order for recruitment strategies to be a success with Generation Z.

From my research it is evident to see that each generation has different views on what they want from a company and this impacts recruitment and selection strategies for Human Resource managers. Older generations may want job security and financial security whereas younger generations value company culture and flexibility. As well as that older generations need to be reached through traditional methods such as employee referral programmes and newspapers, whereas younger generations require a more digital approach to reach them. Human Resource managers must tailor their recruitment strategies in order to be a success with each generation.

2:6 How Has Human Resources been impacted by each generation's views on Training and Development

Each of the generations will have differing thoughts and expectations of the Human Resource practice of training and development. Training and development is the process of improving both the current and future performance output of employees within the organisation by enhancing their skills and knowledge in the workplace (Jain 2019). Training and development is beneficial to organisations as it allows them to have highly skilled employees working for them and thus produce high quality work for the organisation. It is imperative that Human Resource managers adapt their training and development methods to each generation as they will have differing opinions on what the best approach is. Digital methods of training and development are cheaper for organisations and give them access to a variety of courses, whereas traditional training is more expensive but offers peer learning (Goura 2020).

The Silent Generation, according to Sanderson (2018), will have little resistance to any training that is proposed to them. In relation to the techniques used to train and develop members of this generation Sanderson (2018) states that manuals, books and other traditional training techniques are better suited to this generation than digital training methods. This is backed up by Deeken *et al* (2008) who also states that the silent generation prefer to be trained and developed with step-by-step instructions and with handouts rather than with technology which although they can adapt they are resistant to. This is further echoed by Reilly *et al* (2010) who states that the Silent generation, in order to be effectively trained, need handouts and step-by-step guides. Furthermore, according to Ahituv and Zeira (2011) members of the silent generation chose to retire when they are presented with adapting to new technologies in the workplace. The Silent Generations views on training and development have impacted Human Resource management in the following ways. Human Resource managers should incorporate the use of handbooks, coaching and guides to train employees of the Silent Generation rather than digital training methods of e-learning and online courses. By using more traditional methods it can cost the Human Resource department time and resources as these methods are slower and cost more. Also, as a result of members of this generation choosing to retire rather than learn and train on

new technologies, the Human Resource department would expect an increase in recruitment and selection costs and time in order to replace these employees.

Baby Boomers according to Sanderson (2018) are naturally reluctant to change and will be apprehensive in partaking in any activity in the workplace that will leave them vulnerable and unfamiliar. This can impact Human Resource management as it will take a longer period of time to achieve the desired skills the Human Resource department wants, the benefits of these new skills can increase morale, improve productivity and thus increase the positivity in the working environment. With Baby Boomers reluctance to change these benefits will not be felt initially. Sanderson (2018) also states that Baby Boomers should be eased into training rather than forced and as a result of Baby Boomers being motivated by accomplishment training. Sanderson (2018) also states development programmes should incorporate goals and milestones in order to be a success with this generation. Human Resource managers should therefore implement goals and milestones in their training programmes for them to be a success with Baby Boomers, these goals and objectives may increase the costs of these programmes. However, comparing this to a report by the Boston College Center for Work & Family (2013) who state providing training and development programmes to Baby Boomers indicates to them that they are investment-worthy employee's, it suggests that HR management should be positive in relation to training despite expenses. This impacts Human Resources as employees from this generation will give little pushback to training and development programmes. Baby Boomers are comfortable with emails but hesitant to use a lot of other newer technologies like younger generations (Marston 2010). This means that Human Resource managers will have to provide traditional methods rather than digital methods of training and development such as face to face training and classroom learning in order to develop the desired skills the company wants (Cook and MacAulay 2017). This increases costs for the Human Resource department as traditional methods will cost more than digital methods.

According to Sanderson (2018) Generation X reacts well to change with 51% of managerial and leaders being a Gen X. This is backed up by Cook and MacAulay (2017) who state that Gen X will appreciate development in their careers, feedback from superiors and mentoring. Sanderson (2018) also states that Generation X can become bored easily and therefore

programmes should feature prominent graphs and designs rather than words. In order to get the most out of these programmes it is important that Gen X have their questions and suggestions that they have on the training heard (Sanderson 2018). Reilly *et al* (2010) backs up Sanderson (2018) by stating that when training Generation X case analysis and other methods which get them involved in the session works best. Reilly *et al* (2010) also states that classroom and online methods are both effective when training Generation X. Deeken *et al* (2008) also suggest this by stating Gen X are comfortable with both traditional and digital learning. Human Resource managers are impacted in a positive way by Generation X as they will face little pushback when giving out training and development programmes, thus maintaining a positive working environment. They will also be able to use either traditional or digital training methods giving them choice and the option of cost friendly and more efficient digital methods.

According to Naim and Lenka (2018), Generation Y (Gen Y) possess the need for training and development in order to develop their career and themselves with skills and knowledge. This was further found by Paychex Worx (2019) who state that Generation Y are retained in a company with well-built training and development programmes which enhance their leadership skills and therefore progresses their career. This greatly benefits Human Resource management as it will allow them to train and develop members of Gen Y often and without reluctancy. Consequently, this will give the organisation a highly skilled employee and therefore an improvement in productivity. When training members of Gen Y, Human Resource managers should use podcasts, e-learning and simulations (Cheese 2008). This is backed up by a Fond (2019) report who state Gen Y are comfortable using technologies in the workplace and use it to improve their work and efficiency unlike the preceding generations who only partially liked digital learning or preferred fully traditional methods. This impacts Human Resources as managers can train and develop members of this generation all digitally, therefore saving time and resources on these more cost-effective methods.

The Last Generation, Generation Z according to Sanderson (2018) are more difficult to train than other generations due to them requiring a reason and purpose for the training and development programme and they also want a security promise. However, according to

McCrindle and Fell (2019) 52% of Gen Z employees see training and development in their professional careers as extremely important, Gen Z will also stay at a company longer if they invest in them. This is recapitulated by Zoe (2021) who states that Generation Z define themselves by their careers and will do anything to get ahead such as training and developing themselves for their career. Paychex Worx (2019) also repeats this up by stating employers should invest in Gen Z to develop their career with training. Gen Z will impact Human Resource management in positive and negative manners. Human Resource managers may need to persuade members of this generation to be trained and developed due to their scepticism surrounding the purpose of training, managers will need to explain the reasoning and benefits of the training, this may waste time and resources for the department. Zoe (2021) states that Gen Z are true digital natives, because of this they want the latest technologies to be used when they are training, however they also value the traditional aspects of training methods. This results in the Human Resource department being able to train Gen Z digitally which will be more efficient and cost friendly, however they should add some human touch as Gen Z value human interactions with 72% of Gen Z preferring face to face interactions at work (Zoe 2021).

From researching the relevant literature and comparing the generations' thoughts on training and development, it is clear to see that some generations are more open to training and development than others. Human Resource managers may need to persuade some generations to be trained which can waste time and resources. Some generations will also need to be trained in different manners- digital and traditional or blended, due to their ability with technology. The differences and similarities with each generation means Human Resource managers will have to adapt their training and development strategies to each generation's needs in order for them to be a success in terms of training and development in the workplace.

2:7 How has Human Resources been impacted by each Generations views on Authority

Generations differ on their opinions on authority with some generations respecting authority more than other generations. Human Resource management can be impacted by this causing more disputes between managers and employees which greatly affects the employee relations. Employee relations according to CIPD (2022) is creating and maintaining a positive relationship between the organisation and its employees. Not respecting authority leads to poor employee relations and thus Human Resource management will face an increase in staff turnover and increasing costs and time spent on the recruitment and selection process.

According to Smith (2021) the Silent Generation have huge respect for authority in the workplace and the hierarchy system where job titles and seniority are highly valued. This is restated by Coulter and Faulkner (2014) who found the Silent Generation respect authority and do not initiate conflict in the workplace Similarly, the Indeed Editorial Team (2022) suggests that the Silent Generation was happy to answer to authority as they are used to hierarchical management.The Silent Generations view on authority positively impacts employee relations and thus Human Resource management. This generation is accepting task delegations and requests from their managers. Furthermore, disputes with this generation and a manager result in the smaller likelihood of this generation leaving according to the literature. Human Resources will not have to waste time and resources replacing them through the recruitment and selection process.

Baby Boomers according to Gursoy *et al* (2008) respect authority and hierarchy in the working environment. However, according to McIntosh-Elkins *et al* (2007) Baby Boomers will resist authority and question it. Similarly, this is backed up by both Coultner & Faulkner (2014) and Kane (2019) who both state that Baby Boomers will question authority and are not afraid to confront people in authority. It is evident that Baby Boomers have mixed views on authority with some respecting authority and others questioning it. Human Resource management will therefore face an increase in conflict between Baby Boomers and managers or decrease, which can greatly impact the costs of recruitment and selection if a Baby Boomer leaves due to a conflict with authority.

Generation X according to Smith (2021) do not respect authority, he states that Gen X Is unimpressed with authority as they want their knowledge and skills in the workplace to be respected by authority. This is reiterated by Littrell *et al* (2005) who state that Gen X are sceptical of authority in the workplace. Similarly, Gursoy *et al* (2008) states Gen X tends to rebel against authority. Deeken *et al* (2008) states the same thing saying that Gen Xers are not afraid of authority. Generation X as a result of this will have more conflicts with managers, thus negatively impacting employee relations. This will result in a negative working environment and high staff turnover from this generation, resulting in an increase in costs on recruitment for the Human Resource department.

Generation Y according to Hansen (2022), have been raised to question everything and thus are not afraid to confront authority. Hansen (2022) states they want people in authority to trust them to complete their work to a high standard without supervision. Similarly, Alsop (2008) states Generation Y does not like to follow procedures and strict rules in the workplace and do not respect hierarchical authority. Smith (2008) further suggests this by stating Generation Y do not react well to people in authority who demand respect based on their title, age and experience within the organisation. This generation respects authority but is not afraid to challenge and confront them, Generation Y wants to be trusted by authority and not be micromanaged. Human Resources may face an increase in Gen Y challenging their employers and asking questions. Human Resources may face an increase in conflict with this resulting in staff turnover and increased recruitment costs. However Human Resource management will have to train and develop their managers to give feedback and to answer the questions generation Y has for them while trusting this generation to work independently. This will result in an increase in costs in training and development for Human Resource management however, a reduction in workplace conflict.

The last generation according to Smith (2021) respect authority and will respect when managers assign tasks and duties, however they desire to be involved in the process. McCrindle and Fell (2019) echo this by stating that people in authority will thrive with Gen Z if they collaborate with Gen Z. Diard (2022) states that Gen Z will respect their superiors. However, according to Perna (2021), if people in authority do not show respect to members of Generation Z, Gen Z will see no reason to show respect back. Human Resource

management must train and develop their managers in order to involve Gen Z, this will help reduce the risks of poor employee relations in the organisation.

From researching the literature, it is clear to see that generations vary on their respect towards authority. Human Resource management must train their managers to deal with the differences in generations in order to reduce the possibility of poor employee relations and therefore high staff turnover.

2:8 How Does Human Resource Management Keep Every Generation Engaged

Employee Engagement is described as an employee's willingness to give their best in the workplace, their emotional commitment to the organisation's goals and an employee's level of satisfaction in their organisation (Caldwell 2021). According to Gallup employee engagement is important as employees that are engaged with their organisation produce better results than other employees, engaged employees are also less likely to leave their organisation (Gallup 2022).

According to Prashant (2021) the Silent Generation value being needed and useful in the workplace even with their lack of ability with technology. Prashant (2021) states that training and development programmes should be made available to this generation as competency keeps them engaged in their organisation. This is further said by an Klemp (2020) article who also states the Silent Generation care about being useful in the workplace and being able to complete their work is a major engagement factor. Consequently, Human Resource management should offer training and development programmes to keep this generation engaged.

Engaging the Baby Boomer generation can be accomplished in multiple ways such as rewarding them for their work, giving them the ability to mentor younger generations and giving Baby Boomers challenging tasks to keep them engaged (The Employee App 2022). This is further discussed by Lapoint and Lipre-Spence (2017) who state that the Baby Boomer generation lives to work. This means Human Resource management should provide

mentorship opportunities and challenging tasks to keep this generation engaged in the workplace. Klemp (2020) also found that offering mentorship relationships boosts employee engagement with this generation unlike the Silent generation. This can reduce training and development costs for Human Resource Management as their employees would be teaching other employees.

Generation X according to Prashant (2021) need to be engaged through team building exercises and social activities. A report from Hire Velocity (2022) states that employee engagement can be boosted with Generation X by making less biased promotional decisions such as hiring Gen Y over them because they are better with technology, offering benefits, rewarding and recognizing accomplishment and giving constructive and positive feedback. Human Resource management should implement these strategies to engage Generation X in the workplace and reduce the risk of losing them to another company. A Rise (2019) report however states that employers should engage Gen X through benefits such as flexibility to achieve a work life balance, not to micromanage them and allow them to be independent and creative. Similarly, Rise (2019) state they should allow them to teach others which will also increase their leadership skills. Implementing these techniques will result in an engaged Gen X employee, resulting in an increase in productivity, a positive working environment and less staff turnover from this generation. Thus, ultimately reducing recruitment costs for Human Resources.

According to Hartman and McCambridge Generation (2011) Y are very ambitious and want success instantaneously in their endeavours. This means Human Resource management needs to engage Gen Y in order to retain them. Naim and Lenka (2018) state that developing Generation Y's competency is a key aspect in engaging this generation. This is reiterated by Klemp (2020) who state that career pathing opportunities will engage Generation Y. Human Resource should therefore provide ample training and development opportunities to engage Generation Y. Burkus (2010) echoes this by stating growth opportunities engage Gen Y, however Burkus (2010) also states that Gen Y is engaged through mentoring other generations on their knowledge of technology and to give them lots of feedback on their job performance. Schullury (2013) further agrees with this by stating that getting quick feedback on their performance was an important engagement driver for Generation Y. Human

Resource managers should therefore provide opportunities to mentor older generations on their knowledge and give them feedback on their job performance, this will help keep Gen Y engaged and reduce the likelihood of them leaving.

Paychex Worx (2019) states that Generation Z are more engaged in their jobs when they are given access to cutting edge technology. This is further researched by Burman (2022) who states technology is an important engagement factor for this generation, he also states that to engage Gen Z clarity on their position in the company is fundamental for engagement. Similarly, Klemp (2020) states that Gen Z struggles with clarity in their organisation due to them being the newest generation on the workforce. Chillakur and Mahanandia (2018) state that Gen Z are engaged with a company more compatibly when the company provides freedom and a competitive salary. Weisback (2021) also states that having training programmes to develop Gen Z and develop their professional career engages this generation. Similarly, Weisback (2021) Gen Z will be engaged in their organisation if the organisation values diversity and inclusion. Human Resources should therefore offer training programmes, be diverse and inclusive and provide clarity on their role in the company. This will help Gen Z be engaged and help keep a positive working environment and turnover low with this generation.

2:9 How Loyal to their Organisation are the Generations and this Impacts Human Resource Management

How loyal generations are to their employer greatly impacts Human Resource Management. a generation that is loyal will lower staff turnover rates and therefore recruitment and selection costs for Human Resources, the opposite can be said for a generation that switches organisations often. According to Matre (2017) the Silent Generation are known to be the most loyal of the generations and often stay and work for one company for their entire careers. This is echoed by Coulter and Faulkner (2014) who state that the Silent Generation are loyal to their employer and will work for their employer for the entirety of their careers. Similarly Simons (2009) backs this up by stating The Silent Generation are extremely loyal employees and during their lifetime they tend to only work for one or two companies. As a result of the Silent Generation being loyal employees to an organisation,

this positively impacts Human Resource Management. Staff turnover will be low in this generation as they will not leave to find more opportunities, thus reducing recruitment costs.

Elsdon and Lyer (1999) state that Baby Boomers are loyal to a company because they believe this is the best way to go about being respected and gaining seniority in the company. Venter (2017) discusses this by stating that Baby Boomers are loyal to their organisation however Venter (2017) also states that they expect loyalty from people around them. Baby Boomers are loyal employees and are also hardworking, goal oriented, very competitive and seek promotion by putting in long hours for the company (Brazeel 2009, Spiro 2006). Similar to the Silent Generation, Baby Boomers are a devoted generation, which positively impacts Human Resource Management, keeping turnover low in this generation and thus, recruitment costs.

Generation X however, are less faithful to their organisations according to research. They will work for themselves and are willing to leave their organisations for opportunities in other companies (O'Bannon 2001, McGuire et al 2007). This is restated by Williams and Page (2011) who found they will not be loyal to their organisation and instead embrace free agency. Gursoy *et* al (2008) also found that Gen X are not loyal employees to their organisation. Contrastingly, according to Neal (2019), Generation X are loyal to their organisations with only 37% stating that they were considering leaving their job for better career opportunities. Human Resource management can therefore be positively or negatively impacted by Gen X's position on loyalty, facing either an increase in staff turnover and recruitment costs or decrease depending on the individual and external factors.

Gursoy *et al* (2008) states that Generation Y is not a devoted employee and will keep their career options open. Giang's (2012) research develops a similar finding saying Generation Y will rarely be loyal to a company. Contrastingly, Eisner (2011) depicts that Generation Y have strong loyalty towards their organisation. Similarly to Gen X, Gen Y will both positively and negatively impact Human Resource management due to their mixed views on loyalty,

resulting in lower staff turnover and recruitment costs in some organisations and higher in others.

Generation Z have shorter periods in jobs which is seen as disloyal by organisations however, Gen Z do not see this as disloyal but just a change in their life (McCrindle and Fell 2019). This is echoed by Whitteberry (2019) who states Gen Z don't view leaving a company as disloyal as they grew up In the world with instability and job layoffs. As a result they do what is best for themselves in terms of their career (Whiteberry 2019). This negatively impacts Human Resource management as staff turnover will be high in this generation due to their disloyalty to organisations, resulting in higher recruitment costs and training costs to train a new employee.

From researching the relevant literature, it is clear to see that loyalty greatly impacts Human Resource management. Each generation differs in their loyalty towards an organisation. Managers must be aware of this and be aware of the possibility of members of generations either staying loyal to the company which will be a positive or leaving to enhance their career.

2:10 Advantages and Disadvantages of an Intergenerational Workforce

Having an intergenerational workforce has advantages and disadvantages for Human Resource Management. A My Careers Future (2022) article states that a multigenerational workforce has the following benefits: it drives innovation between the generations as younger generations can share their expertise on technology and older generations can share their knowledge from experience. It also gives companies a readymade workforce without the need to spend on recruitment and save on training costs, due to older generations sharing their knowledge with younger generation. However, My Careers Future also mention the difficulty with generations communicating with each other in the workplace due to their own preferred methods of communication such as social media and texting and style of communication. Boatman (2022) discusses the benefits of this diversity by stating there are mentoring opportunities for older generations to pass on their knowledge to younger generations and enhances the ability to problem solve efficiently due

to the multiple perspectives the generations have. Similarly, Boatman (2022) states communication is an issue in the workplace as well as generations expecting different things from their employment such as benefits and training opportunities. A report in the World Economic Forum (2020) similarly states that knowledge sharing between generations greatly increases productivity and collaboration thus, creating a positive working environment. The World Economic Forum (2020) also state that older generations give a company more stability than younger generations due to them being less likely to leave the company. Human Resources can therefore save on training and development costs due to knowledge sharing between generations, this will also result in a positive working environment thus reducing the likelihood of employees leaving, thus reducing recruitment costs. However, Generations can expect different benefits from their employer such as flexibility, salary and training opportunities, Human Resource Management must try to appease each of the generation's needs. Failing to do so will increase staff turnover and therefore recruitment costs.

Chapter 3 Research Methodology

3:1: Introduction

In this chapter the researcher will explain their chosen research methodology and the methods used in order to gather information on generational differences and how they impact Human Resource Management. The researcher will outline how the study was designed and the reasoning for it. The researcher will then analyse this data and explain how this was done. The researcher will justify their reasoning for choosing a quantitative method and the researcher will discuss their philosophy and strategy and objectives. The sample size of people who took part in the research will be explained in this chapter. Ethics, limitations and will also be discussed by the researcher in this chapter.

3:2: Research Aim and Objectives

The aim of this research is to investigate the generational differences in the workplace and how this impacts the strategies, practices and techniques used by Human Resource Management. In recent times Human Resource Management believe that there are important differences among employees from different generations and these differences give human resource managers the challenge of effectively managing their intergenerational workforce (Benson and Brown 2011). The researcher will investigate the differences the generations have in the workplace in working with technology, thoughts and expectations on human resource practices such as recruitment and selection and training and development. The researcher will also investigate how different generations impact employee relations, how different generations are engaged in the workplace, how loyal each of the generations to their organisation and how this impacts Human Resource Management. The advantages and disadvantages of an intergenerational workforce for Human Resource Management will also be discussed.

3:3 Research Design and Methodology

The Research Design is the plan and steps the researcher plans to take in order to get answers for their research question or questions (Saunders *et al* 2012). According to Akhtar (2016) the research design should be made once the research question, problem or topic has been decided on, aim and objectives have been made for the research and the hypothesis formed. Furthermore, Akhtar (2016) states a research design features a plan that identifies the sources and information types that will be relevant to the research topic, problem or question. It also features the methods that will be used to gather data and then analyse the data. Furthermore, Akhtar (2016) states that it features the time and costs of the research as well as the sample of the population that will be studied. The researcher decided on adopting a quantitative survey design to conduct the research on generational differences and how they impact human resource management. A quantitative research design is the process of assessing occurrences by gathering data in a quantitative way and then analysing this data in a statistical manner. This allows researchers using this research design to see if there are connections between two variables (Bhat 2020).

According to Kothari (2004) research methodology is the process of systematically solving the research question, topic or problem. Furthermore, research methodology gives the researchers an approach to the chosen research topic, question or problem to make sure the researcher gets valid results. It also gives the research conducted legitimacy and scientific findings. Similarly, it also keeps researchers on track with their research as their plan will keep them focused (Indeed Editorial Team 2022). In order to get scientific, legitimate results and to keep the researcher on track, the researcher adopted the research onion for their research process (Saunders *et al* 2012). According to Saunders *et al* (2012) there are six stages in the research process these include.

- Research Philosophy
- Research Approach
- Research Strategy
- Research Choice
- Time Horizon
- Technique

3:4: Research Philosophy

Research philosophy is depicted as the beliefs and assumptions about the development of knowledge, it is gaining knowledge in a particular area. A credible research philosophy will consist of knowledgeable and consistent assumptions and as a result will support the researchers research strategy, research methodology, and the techniques used to gather and analyse data (Saunders *et al* 2009). According to Saunders *et al* (2012) the research philosophy of a researcher is the assumption the researcher has about the way they view the world. The positivism research philosophy sees the world in an objective way, adopting this research philosophy, the researcher is an objective analyst and as a result of this the researcher will distance themselves from assumptions and views on the world and work independently (Žukauskas *et al* 2018).

The pragmatist research philosophy is a philosophy that deals with the factual nature of research, this philosophy states that the research problem determines the research philosophy as well as that in this philosophy researchers are able to choose the methods and techniques to best meet their research objectives (Žukauskas *et al* 2018).

The interpretivist research philosophy states that it is difficult to grasp the social world and that the social world is seen in a subjective manner. The researcher chooses their research philosophy based on their interests according to this research philosophy (Žukauskas *et al* 2018). Interpretivist depicts that humans have varying differences (Saunders *et al* 2009).

Based on the research being carried out including people from different generations, the interpretivist philosophy is the best suited for the research. The researcher is expecting different views on technology, authority, recruitment, training and development and loyalty from each of the five generations in the workplace. People from different generations will see the world in a subjective manner, therefore justifying the interpretivist philosophy.

3:5 Research Approach

According to Saunders *et al* there are two research approaches; these are inductive and deductive approaches to research (Saunders *et al* 2009). The deductive approach according to Ketokivi and Mantere (2010) happens when the result of the research is found through logically finding the result through a set of premises, such as the conclusion will be true if the premises are true. The deductive approach to research is suggested by Bryman and Bell (2007) to be a collection of observations about the research, analysis of the data and then making specific observations. When conducting the deductive research approach the researcher starts with a hypothesis from inductive research and then tests this hypothesis through collecting and analysing data. The limitation of deductive research is that all the premises must be true for the deductive conclusion to be true (Streefkerk 2022).

On the other hand, the inductive research approach has a gap in the logical argument between conclusion and the premises, the conclusion is supported with the observations made (Saunders *et al* 2009). Streefkerk (2022) suggests that the inductive approach is done when there is no theory to test. Within the inductive approach the researcher observes the topic being researched, the researcher observes the pattern on the topic and then comes to a conclusion and develops a theory. Streefkerk (2022) states that the inductive approach to research has limitations, for example, it cannot be proven but on the other hand it can be invalidated. When choosing a research approach, the researcher adopts an inductive approach as the researcher aspires to find patterns and relationships from the data and develop a theory. The researcher aims to develop a theory from the date collected through their research on generational differences and traits on aspects that will impact Human Resource Management. A deductive approach requires everything in the research to be true which would require characterising an entire generation falsely, thus making the conclusion untrue. Therefore, justifying the inductive research approach.

3:6 Research Strategy:

Remenyi *et al* (2003) states that a research strategy provides the direction of the research and also includes the process in how the research will be done. The research strategy must align with the researcher to meet their goals and objectives and to decide the best way to get answers for their research questions According to Saunders *et al* there are multiple research strategies that a researcher can choose from when conducting research inclusive of experiments, action research, archival research, ethnography, grounded theory, case studies and surveys. Saunders *et al* also states that it is how the researcher applies their research strategy to their chosen research topic, problem or question that will make it a success or not. There is no strategy that is superior to another or none that is the best (Saunders *et al* 2009). This research uses a quantitative research strategy of surveys. Quantitative surveys allow the researcher to reach a large number of people and thus gain a lot of data that the researcher desires such as views, opinions and expectations on certain topics. Surveys can also be time effective and easy for people to access making them more likely to do them (DeFranzo 2022). For these advantages, the researcher adopted the survey research strategy.

3:7 Research Choice:

There are three research choices a researcher can choose from when conducting research. These are the mixed method, multi method and mono method (Saunders *et al* 2009). The mixed method approach is when conducting research, the researcher uses both qualitative and quantitative methods to collect and analyse data (Vizcarguenaga-Aguirre and López-Robles 2020). A mono approach is when only one of qualitative or qualitative methods are used to gather and analyse data for research (Saunders *et al* 2009). Lastly the multi method is when multiple quantitative methods or multiple qualitative methods are used to gather and analyse data (Vizcarguenaga-Aguirre and López-Robles 2020). The researcher has therefore chosen to use the mono method for gathering and collecting data as the researcher selected using a singular quantitative method for their research. Quantitative research will allow the researcher to gain multiple people and generations thoughts and feelings towards topics that the researcher wishes to gain knowledge on. Quantitative

research is defined as a research strategy using usually a questionnaire or survey to gather a huge range of data about a specific research criteria. That data is then analysed and the results are interpreted to align with the population (Moutinho and Huarng 2015). This will enable the researcher to analyse the research they gather from the questionnaire they design, divide it into each generation's thoughts on the questions asked and distinguish the differences each of the generations have on the certain topics and on Human Resources. This will allow the researcher to study in depth the impact each of the generations have had on Human Resource management practices, models and strategies.

3:8 Time Horizon

When conducting research there are two time horizon's the researcher must choose between, these include cross sectional time horizon approach and longitudinal. The cross sectional time horizon is when data is gathered for research during a particular time whereas longitudinal gathers data over a longer period of time (Saunders *et al* 2012). When conducting research, the researcher must choose whether they gather data over a period of time or a particular period of time. The researcher, due to this research being carried out for a dissertation paper for education, chooses to use a cross sectional time approach to gather data on how generations are different and how this impacts Human Resource Management.

3:9 Data Collection Techniques

In order to gather and analyse data on generational differences and how they impact Human Resource Management, the researcher used a survey as their technique for this research. Surveys allow the researcher to reach a larger population thus, giving a better description of the population that did the survey. Surveys are also easily accessible, they can be distributed in soft and physical copies through a variety of mediums, meaning surveys will be exposed to a large amount of people, lastly surveys eliminate the possibility of the researchers bias coming across, thus making the results more accurate (Sincero 2012).

3:10: Research Ethics

Informed consent has become an integral and essential part of research ethics (Emanuel, Wendler and Grady 2002). Research ethics are principles that guide the researchers to conduct their research without the intention of harming the sample that took part in the research. Having good research ethics in a research study aims to make the research valid (Editage Insights 2019). Researchers should be aware when conducting research that the participants in the research have the right to informed consent as well as the right to withdraw from the research at any time they desire (Saunders *et al* 2009). During the data collection technique participants were informed on what the research was aiming to find out and the length of time it would take to partake in the research. The participants were also given informed consent on the survey and were made aware of their right to withdraw from the survey at any given time. Lastly participants were not asked any personal questions that would invade their privacy and data such as name and address. Ethical guidelines were followed closely by the researcher to ensure the research was valid and no harm was done to the participants.

3:11: Population

The target population for this research was an even number of participants from each of the generations. The researcher found this difficult as there are more younger generations in the workforce. The researcher made sure that they got enough participants in order to validate the primary research.

3:12: Data Analysis

The data gathered throughout the research will be analysed using quantitative data analysis. The researcher will divide their results into the different generations stating how much percent stated the following. This will give the researcher a clear insight into how each generation took part in the research. Feelings about technology, recruitment, training and development as well as how to keep each generation engaged is apparent. The researcher

will also see from the data how loyal each of the generations are. By using quantitative data analysis the researcher will decipher what percent of the generations feel towards a certain topic. The data was analysed using SPSS.
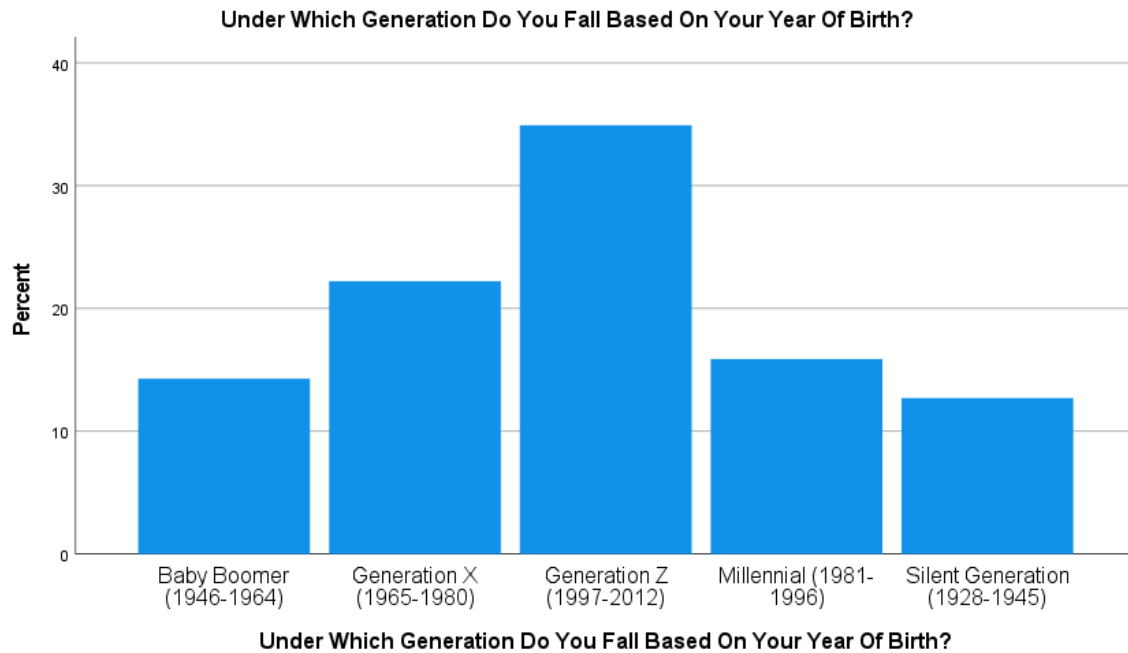
Chapter 4 Findings and Data Analysis

4:1: Introduction

In this chapter the researcher will discuss the data that has been gathered and analysed by the researcher through their survey that they conducted. Data Analytics is the process of analysing data gathered and making conclusions from the information gathered (Frankenfield 2022). The data gathered was analysed through SPSS software. Candidates from each of the five generations were asked a series of questions in the survey that would impact Human Resource Management practices and strategies. These included aspects of technology, recruitment, training and development, authority, loyalty, engagement and intergenerational work.

4:2: Demographic of Participants

The survey conducted by the researcher had 63 participants across the five generations, broken down into 34.9% generation Z, 22.2% generation X, 15.9% Generation Y, 14.3% Baby Boomers and 12.7% Silent Generation. This gave the researcher the information necessary to carry out primary research on how generational differences impact Human Resource Management.

Under Which Generation Do You Fall Based On Your Year Of Birth?

Under Which Generation Do You Fall Based On Your Year Of Birth?

4:3: Findings On Each Generations Views and Comfortability With Technology

Within the survey participants were asked a series of questions on technology in order to analyse how each generation views technology and whether they are comfortable using current and evolving technologies

The Silent Generation when asked if they find technology challenging in the workplace 100% of them said no, and when asked whether they are comfortable with new technologies in the workplace 87.5% of the Silent Generation said no. This depicts that the Silent Generation are not comfortable with technology in the workplace and find it difficult to adapt with new and evolving technologies in the workplace. These results correspond with Kane (2019) and Coulter and Faulkner (2014).
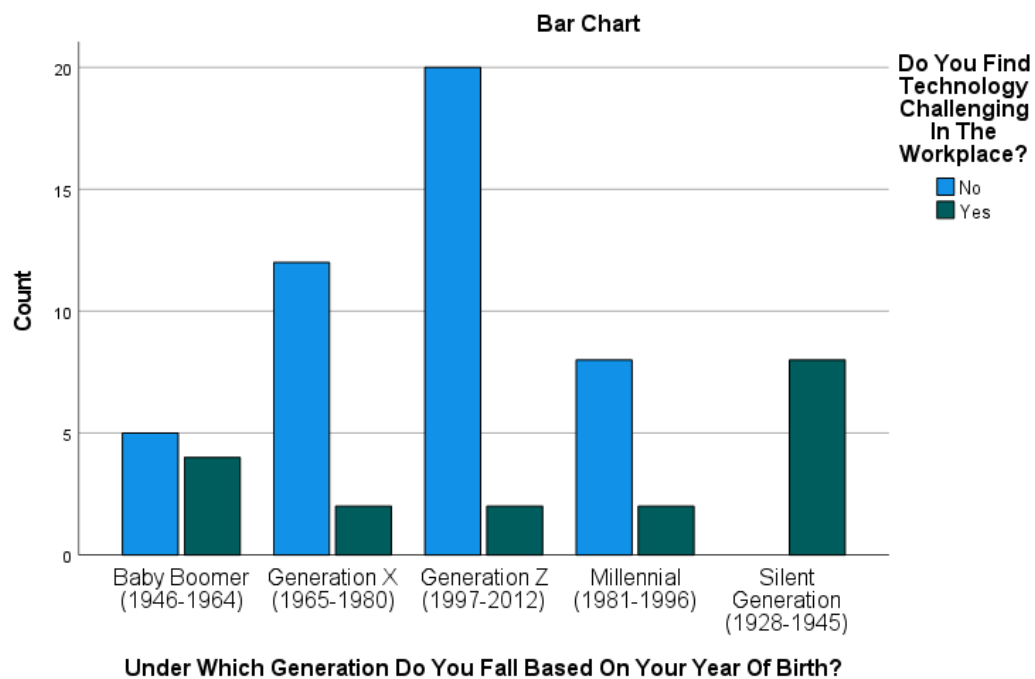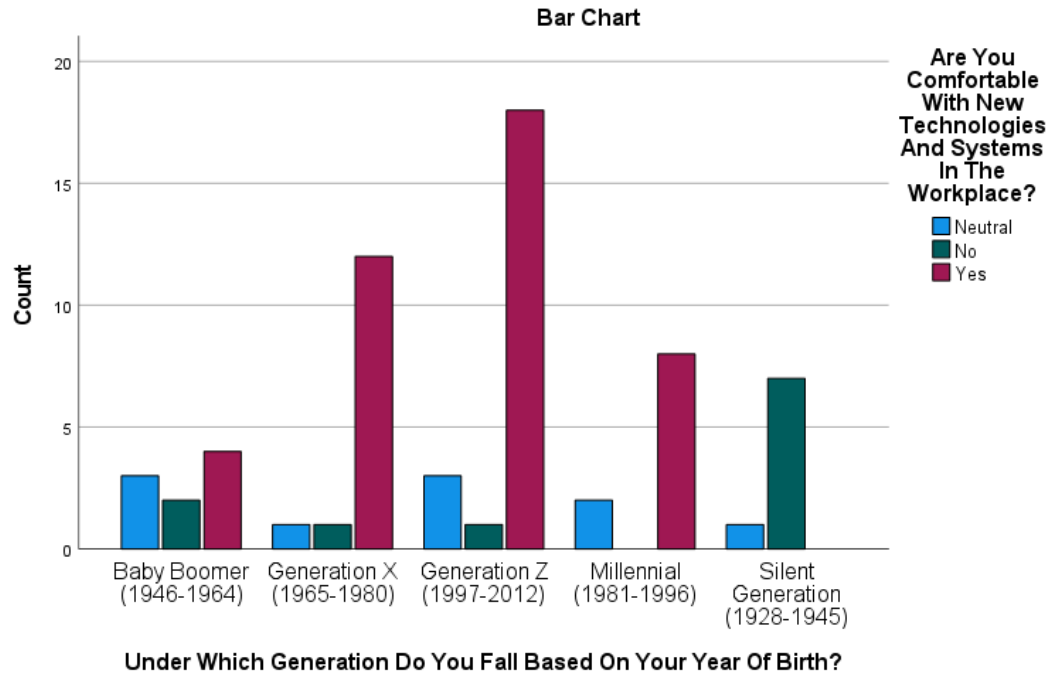
Baby Boomers when asked whether they find technology challenging in the workplace 55.6% of them said no, this depicts that the Baby Boomer generation is comfortable using existing technologies in the workplace and this aligns with Marston (2010). However, when asked whether they are comfortable adapting to new technologies only 44.4% said yes

depicting that Baby Boomers are not comfortable or uninterested adapting to new technologies. This correlated with data researched by Furnham and Macrae (2017).

When Generation X were asked if they find technology challenging in the workplace 85.7% stated no and when asked whether they are comfortable with new technologies and systems in the workplace 85.7% also stated yes. This portrays that Generation X is very comfortable using technologies in their position and also that Generation X is easily adaptable to newer technologies and systems that their company may introduce. These findings align with the information found from scholars Mcintosh-Elkins *et al* (2007) and Glazer *et al* (2018).

A large proportion of Generation Y stated that they were comfortable using technology in the workplace with 80% stating yes. As well as that 80% also stated that they would be comfortable with new technologies and systems in the workplace. From the researchers primary research, it is evident to see the findings are consistent with the literature of Islam *et al* (2011) and Fond (2019) who state that Generation Y grew up with the evolution of technology and therefore are extremely comfortable using technology in the workplace and will easily adapt to newer technologies that come into the company.

Generation Z according to the researcher's primary research are very comfortable with technology in the workplace with 90.9% stating they do not find technology challenging in the workplace as well as 81.8% saying that they would be comfortable adapting to new technologies in the workplace. The research depicts that Generation Z predominantly are not challenged by technology in the workplace and would be comfortable adapting to new technologies in their positions. These results concur with scholars such as Sanderson (2018) and Hackl (2020) who echo similar.

Bar Chart

Are You Comfortable With New Technologies And Systems In The Workplace?
- Neutral
- No
- Yes

Bar Chart

Do You Find Technology Challenging In The Workplace?
- No
- Yes

4:4: Findings on Each Generations Views and Expectations on Recruitment and Selection

Participants in the survey were asked to evaluate various aspects of the recruitment and selection process such as where they search for vacancies in companies, what they search for when searching for a job and whether they research their future employer on social media and on the company's websites.

The Silent Generation when given a multiple option question of what do they search for when searching for a job selected most commonly financial benefits, part time contract, financial security and job security which corroborates with the literature of Reilly *et al* (2010) and Tamme (2017) who state that the Silent Generation do not want to work full time and want an income to supplement their retirement income. When asked where they search for a job the two most answered were newspaper adverts and employee referrals meaning the Silent Generation in general do not use digital methods to search for job opportunities aligning with the secondary research of Tamme (2017).

The most commonly selected options by Baby Boomers in terms of what they search for when looking for a job were financial benefits, flexibility and job security. Baby Boomers according to the researchers' data look for financial benefits as found in the secondary research by Prpic (2019). The researcher also found that Baby Boomers look for flexibility and other incentives as found by Lamb (2021) and Doverspike *et al* (2000). Baby Boomers when asked where they search for vacancies answered job websites, employee referrals and newspaper adverts, both primary and secondary research aligned on where Baby Boomers for vacancies.

Generation X when asked what they search for when looking for a job gave a variety of answers with the most common answers being financial benefits, flexibility, an organization's culture and training and development opportunities. Organisations culture, financial benefits and flexibility align with scholars Gleadwell *et al* (2010) and Mack (2021) who state Generation X look for these when looking for a job. However, according to the researchers' primary research Generation X looks for training and development opportunities when looking for a job which was not found in the primary research. When

asked where they search for job opportunities job websites followed by social media were the two overwhelmingly answered options, This concurs with a lot of the secondary research found by the researcher.

Generation Y when asked what they search for when searching for a job gave varying answers with the two most commonly answered being an organization's culture and training and development opportunities followed by flexibility. This research results concur with scholars Pinzaru *et al* (2017) and Prpic (2021) who state Generation Y look for jobs with good culture and flexibility options. Job websites and social media were predominantly answered by Generation Y when asked where they search for a job which concurs with the research of Reilly *et al* (2010). The shift in priorities for job hunting between the generations is evident from here especially as in the older generations financial security was optimal whereas the younger generations seek a positive workplace culture.

The final generation, Generation Z commonly answered that they value an organization's culture and flexibility the most when searching for a job. This is corroborated by the secondary research of (McCrindle and Fell 2019) and Prpic (2021). However the researcher also found that Generation Z commonly answered financial security and training and development opportunities. When asked where they search for job opportunities job websites and social media were the predominant choices with employee referrals behind. These results agree with Paychex Worx (2019 stating Gen Z search for jobs predominantly on digital platforms.

Lastly when asked whether generations research their future employer on social media and on websites, Baby Boomers and the Silent generation both said 100% no whereas younger generations Generation, X, Y and Z all had high percentages of yes, this concurs with the researchers secondary research. There is a gap in the research to determine whether socioeconomic, cultural and gender based factors affect the research found both in the primary and secondary.

Under Which Generation Do You Fall Based On Your Year Of Birth? * Do You Research Your Future Employer Via Their Social Media, Forums And Their Website? Crosstabulation

| | | | Do You Research Your Future Employer Via Their Social Media, Forums And Their Website? | | | Total |
			No	Sometimes	Yes	
Under Which Generation Do You Fall Based On Your Year Of Birth?	Baby Boomer (1946-1964)	Count	8	1	0	9
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	88.9%	11.1%	0.0%	100.0%
	Generation X (1965-1980)	Count	2	2	10	14
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	14.3%	14.3%	71.4%	100.0%
	Generation Z (1997-2012)	Count	2	5	15	22
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	9.1%	22.7%	68.2%	100.0%
	Millennial (1981-1996)	Count	1	4	5	10
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	10.0%	40.0%	50.0%	100.0%
	Silent Generation (1928-1945)	Count	7	1	0	8
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	87.5%	12.5%	0.0%	100.0%
Total		Count	20	13	30	63
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	31.7%	20.6%	47.6%	100.0%

4:5: Findings on Generations Views and Expectations on Training and Development

Participants of the survey were asked various questions on their opinions of training and development in the workplace.

The results of the Silent Generation when asked whether they have any resistance to training and development put forward to them by their organisations was 75% no, this agrees with Sanderson (2018). However the researcher also found that 37.5% of the Silent Generation disagrees with training and development being essential to for career progression. Furthermore the researcher found that 74.6% of the Silent Generation wanted to be trained using both digital and traditional methods, differing from the literature.

Looking at the results 55.6% of Baby Boomers said they would have resistance to training and development programmes put forward by their organisation. This nearly 50/50 split concurs with the literature with Sanderson (2018) stating that Baby Boomers are reluctant to training and development and the Boston College Center for Work & Family (2013) stating that training and development programmes show Baby Boomers that they are investment worthy. Furthermore, 55.6% of Baby Boomers disagree that training and development is essential to career development. The researcher also found that 88.9% of Baby Boomers prefer a blended methods approach to training and development, using both traditional and digital methods which contradicts the research of Cook and MacAulay (2017) who state that Baby Boomers prefer traditional methods.

When analysing the results of Generation X, 100% stated they have no resistance to training and development programmes as agreed by scholars Cook and MacAulay (2017) and Sanderson (2018). 50% of Generation X stated that they agreed that training and development was essential for career development which further agrees with the literature. Generation X's preferred method of training was a blended approach with both digital and traditional training methods. This was made evident through the survey with 85.7% stating this in agreeance with scholar Deeken *et* al (2008).

Similar to Generation X, 100% of Generation Y stated that they would have no hesitation to training and development programmes put forward by their organisation agreeing with the secondary research of Naim and Lenka (2018). 60% of Generation Y strongly agreed that training and development is essential for career progression with 20% stating that they agreed, concurring with the literature. Blended approach to training was the most popular choice in this generation with 70% selecting this option corroborating with Fond (2019).

The last generation, Generation Z, overwhelmingly answered no with 95.5% stating they would not have any resistance to training and development programmes in the workplace as agreed by scholars McCrindle and Fell (2019). However, this differs from Sanderson (2018) research. 40.9% stated that they strongly agree that training and development is essential for career development with a further 27.3% agreeing, this concurs with Zoe (2021). A blended approach was heavily selected as the preferred way of training this generation with 90.9% selecting this option. This strongly aligns with Zoe (2021) who echoes the same.

Under Which Generation Do You Fall Based On Your Year Of Birth? * Do You Have Any Resistance To Training And Development Programmes Proposed To You By Your Organisation? Crosstabulation

			Do You Have Any Resistance To Training And Development Programmes Proposed To You By Your Organisation?		Total
			No	Yes	
Under Which Generation Do You Fall Based On Your Year Of Birth?	Baby Boomer (1946-1964)	Count	4	5	9
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	44.4%	55.6%	100.0%
	Generation X (1965-1980)	Count	14	0	14
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	100.0%	0.0%	100.0%
	Generation Z (1997-2012)	Count	21	1	22
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	95.5%	4.5%	100.0%
	Millennial (1981-1996)	Count	10	0	10
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	100.0%	0.0%	100.0%
	Silent Generation (1928-1945)	Count	6	2	8
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	75.0%	25.0%	100.0%
Total		Count	55	8	63
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	87.3%	12.7%	100.0%

4:6: Findings on Generations Views on Authority

Participants in the survey were asked a series of questions about their views on authority, whether they respect authority and whether they are likely to challenge authority or not.

The Silent Generation agrees with the literature of Coulter and Faulkner (2014) who state they greatly respect authority. The researcher found similar with 87.5% stating they respect authority in the workplace. Similarly, when asked how likely they are to challenge authority on a scale of 1-5 with 1 being the least and 5 being the most, 2 and 3 were the most frequently answered options from the silent generation, reiterating how much they respect authority and how unlikely they are to challenge authority in the workplace.

Baby Boomers greatly respect authority according to the researchers survey with 77.8% saying they respect authority in the workplace. This contradicts with the literature of McIntosh *et al* (2007) and Coulter and Faulkner (2014) who state Baby Boomers question authority in the workplace. However, the research aligns with scholars Gursoy *et al* (2008) who state Boomers respect authority in the working environment. When asked how likely they are to question authority on a scale of 1-5 with 1 being the least, 4 was the most commonly answered with 66.7% of Boomers answering this. This primary data aligns with the researcher's secondary research.

When analysing the results of the survey 100% of Generation X stated that they respect authority in the workplace. These results greatly contradict scholars Deeken *et al* (2008) and Littrell *et al* (2005) who state Generation X do not respect authority and will rebel against it in the workplace and also are not afraid of authority. When asked how likely they are to question authority on a scale of 1-5 with 1 being the least and 5 being the most, 3 was the most common answer among Generation X stating meaning that they may depending on the situation.

When evaluating the data on authority according to Generation Y 80% stated that they respect authority in the workplace. This differs from the secondary research the researcher gathered with both Hansen (2022) and Alsop (2008) who state Generation Y do not respect hierarchical authority. 3 and 4 were the two most commonly answered options meaning that Gen Y is more likely to question authority than stay quiet and roll over to authority, this corresponds with the researcher's secondary research.

Analysing the last generation, Generation Z 100% stated that they respect authority in the workplace. This agrees with McCrindle and Fell (2019) and Diard (2022). However Generation Z expect to be respected in return. Similarly to Generation Y, 3 and 4 were the two most commonly answered options meaning that Gen Y is more likely to question authority than not.

Under Which Generation Do You Fall Based On Your Year Of Birth? * Do You Respect Authority In The Workplace? Crosstabulation

			Do You Respect Authority In The Workplace?		Total
			No	Yes	
Under Which Generation Do You Fall Based On Your Year Of Birth?	Baby Boomer (1946-1964)	Count	2	7	9
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	22.2%	77.8%	100.0%
	Generation X (1965-1980)	Count	0	14	14
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	0.0%	100.0%	100.0%
	Generation Z (1997-2012)	Count	0	22	22
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	0.0%	100.0%	100.0%
	Millennial (1981-1996)	Count	2	8	10
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	20.0%	80.0%	100.0%
	Silent Generation (1928-1945)	Count	1	7	8
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	12.5%	87.5%	100.0%
Total		Count	5	58	63
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	7.9%	92.1%	100.0%

4:7: Findings on How to keep Each Generation Engaged in the Workplace

Participants were asked a series of questions about how organisations can best keep each generation engaged in the workplace and thus increase motivation, productivity, efficiency and maintain and positive working environment. The results are as follows.

The most common answers when asked what keeps them engaged in the workplace by the Silent Generation were competency and financial benefits. This shows that this generation want to be able to do their tasks and supplement their retirement income as agreed by Prashant (2021). 62.5% of this generation stated that they work harder when they are engaged with their organisation with a further 50% stating that they may be less likely to

leave if they are engaged with their organisation. These figures highlight the importance of keeping the Silent Generation engaged with competency and financial benefits.

When scrutinising the data on engagement among the Baby Boomer generation, the most commonly answered options were challenging tasks, financial benefits, mentoring employees and flexibility. These results concur with the researchers secondary research. Furthermore, 77.8% stated that they work harder when engaged at work, with 88.9 stating that they are less likely to leave their organisation if they are engaged, amplifying the importance of employee engagement with this generation.

Promotion opportunities, training and development opportunities and a diverse and inclusive culture were the most selected options within Generation X when asked what keeps them engaged in the workplace which agrees with a Hire Velocity (2022) report. Organisations should have these within their workplace to keep Generation X engaged as 85.7% stated they are more motivated to work harder if engaged at work and a further 78.6% stating that they are less likely to leave if engaged.

Feedback on job performance, promotion opportunities, training and development opportunities and social activities were the most frequent answers among Generation Y when asked what keeps them engaged in the workplace as agreed by scholars Hartman and McCambridge (2011), Naim and Lenka (2018) and Burkus (2010). Organisations should have these within their companies to keep Generation Y engaged as 90% state that they work harder when engaged and a further 80% state that they are less likely to leave if engaged at work.

Diverse and inclusive culture, flexibility, promotion opportunities, training and development opportunities and feedback on job performance were the most selected options among Generation Z. This is further illustrated by Burman (2022) and Weisback (2011). Furthermore, 90.9% of Generation Z stated that they work harder for their organisation if they are engaged in the workplace with a further 86.4% stating that they are less likely to leave their organisation if they are engaged. This exemplifies the importance of having the above to engage Generation Z.

Under Which Generation Do You Fall Based On Your Year Of Birth? * Do You Work Harder When You Are Engaged With Your Organisation? Crosstabulation

			Do You Work Harder When You Are Engaged With Your Organisation?		Total
			No	Yes	
Under Which Generation Do You Fall Based On Your Year Of Birth?	Baby Boomer (1946-1964)	Count	2	7	9
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	22.2%	77.8%	100.0%
	Generation X (1965-1980)	Count	2	12	14
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	14.3%	85.7%	100.0%
	Generation Z (1997-2012)	Count	2	20	22
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	9.1%	90.9%	100.0%
	Millennial (1981-1996)	Count	1	9	10
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	10.0%	90.0%	100.0%
	Silent Generation (1928-1945)	Count	3	5	8
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	37.5%	62.5%	100.0%
Total		Count	10	53	63
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	15.9%	84.1%	100.0%

Under Which Generation Do You Fall Based On Your Year Of Birth? * If You Are Engaged With Your Organisation Are You Less Likely To Leave? Crosstabulation

			If You Are Engaged With Your Organisation Are You Less Likely To Leave?			Total
			Maybe	No	Yes	
Under Which Generation Do You Fall Based On Your Year Of Birth?	Baby Boomer (1946-1964)	Count	0	1	8	9
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	0.0%	11.1%	88.9%	100.0%
	Generation X (1965-1980)	Count	1	2	11	14
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	7.1%	14.3%	78.6%	100.0%
	Generation Z (1997-2012)	Count	1	2	19	22
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	4.5%	9.1%	86.4%	100.0%
	Millennial (1981-1996)	Count	1	1	8	10
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	10.0%	10.0%	80.0%	100.0%
	Silent Generation (1928-1945)	Count	4	1	3	8
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	50.0%	12.5%	37.5%	100.0%
Total		Count	7	7	49	63
		% within Under Which Generation Do You Fall Based On Your Year Of Birth?	11.1%	11.1%	77.8%	100.0%

4:8: Findings on Each Generations Loyalty Towards Organisations

Participants were asked a series of questions on their loyalty in the workplace in order to see how this would affect the turnover within organisations.

The Silent Generation have not worked for many organisations throughout their career with 62.5% stating that they have worked for 2 organisations as agreed by Matre (2017). This is backed up by 87.5% stating that they consider themselves loyal to their organisation. This generation therefore keeps turnover low as found by the researcher's secondary research.

The majority of Baby Boomers have worked for 3 organisations in their career. This depicts that they are loyal to organisations as agreed by Elsdon and Lyer (1999). This is backed up with 66.7% stating that they consider themselves loyal to their organisation. This generation therefore help to keep staff turnover low in organisations as agreed by the literature.

When reviewing the data on loyalty for Generation X the majority 28.6% stated they have worked for 5+ organisations in their career. This portrays that Generation X are not loyal employees and will change organisations to further their career as found by Williams and Page (2011) and Gursoy *et al* (2008). However 92.9% state in the survey that they consider themselves loyal to their organisation contradicting the secondary research. However 42.9% stated that they are may leave their organisation for career opportunities. This generation can increase staff turnover in organisations.

Generation Y is similar to Generation X with 50% stating they have worked for 5+ organisations in their career, portraying that Generation Y are not loyal employees which is backed up by the researcher's secondary research. 50% also stated that they are likely to leave their organisation for career opportunities. The researcher's research therefore states that Generation Y are not loyal to their organisation.

Generation Z despite being the youngest of the working generations, showed 40.9% state that they have already worked for 3 organisations. This depicts that Generation Z are not loyal employees to their organisation as found by scholars Whiteberry (2019) and McCrindle and Fell (2019). This is further amplified with 31.8% stating that they may leave their organisation for career opportunities. Generation Z therefore are not considered a loyal employee.

Under Which Generation Do You Fall Based On Your Year Of Birth? * Would You Consider Yourself Loyal To Your Organisation? Crosstabulation

Count

		Would You Consider Yourself Loyal To Your Organisation?			
		Maybe	No	Yes	Total
Under Which Generation Do You Fall Based On Your Year Of Birth?	Baby Boomer (1946-1964)	0	3	6	9
	Generation X (1965-1980)	0	1	13	14
	Generation Z (1997-2012)	4	0	18	22
	Millennial (1981-1996)	0	0	10	10
	Silent Generation (1928-1945)	1	0	7	8
Total		5	4	54	63

Under Which Generation Do You Fall Based On Your Year Of Birth? * How Many Organisations Have You Worked For In Your Career? Crosstabulation

Count

		How Many Organisations Have You Worked For In Your Career?					
		1	2	3	4	5+	Total
Under Which Generation Do You Fall Based On Your Year Of Birth?	Baby Boomer (1946-1964)	2	1	4	0	2	9
	Generation X (1965-1980)	3	3	2	2	4	14
	Generation Z (1997-2012)	2	6	9	3	2	22
	Millennial (1981-1996)	0	3	1	1	5	10
	Silent Generation (1928-1945)	0	5	1	0	2	8
Total		7	18	17	6	15	63

4:9: Findings on The Intergenerational Workforce

Participants were asked questions on how they find working with other generations, whether it can be beneficial or a hinderance.

The older generations, the Silent Generation and Baby Boomers both find communicating with other generations difficult with 62.5% and 55.6% stating this. Whereas, the younger generations find it easy to communicate with other generations. The highest scoring younger generation with only 10%, the millennials, proves researcher's secondary research to be accurate. However, all generations enjoy working with other generations with the lowest being 87.5% (The Silent Generation) stating they enjoy working with other generations. Contrastingly, Generation Z is the lowest number who stated yes to giving knowledge to another generation in the workplace. This will help companies have trained

employees and future proof their staff as well as create and maintain a positive working environment. These figures agree with My Careers Future (2022).

Chapter 5 Discussion

5:1: Introduction

In this chapter the researcher will discuss the findings from both primary and secondary research that were conducted as part of the research. The research will aim to align both forms of research in order to portray how each generation impacts Human Resource Management in the following areas.

5:2: Technology

The Silent Generation are technologically challenged and find it hard to adapt to new technologies in the workplace (Coulter and Faulkner 2014). This is echoed by Kane (2019) who states that technology is challenging for this generation in the workplace. This was found to be true by the researcher's primary research with 100% of the Silent Generation participants saying that they find technology challenging in the workplace with a further 87.5% stating that they struggle to adapt to newer technologies in the workplace. This results in members of this generation leaving due to their discomfort with current and new technology, thus forcing Human Resource Management to increase their recruitment costs and training costs.

Baby Boomers are comfortable with some technologies such as emails but not as comfortable with newer technologies entering the workplace (Marston 2010). This is echoed by the researcher's primary research with 44.4% stating that they find technology challenging in the workplace. This literature and the researchers primary research portray the Baby Boomers as comfortable with some technologies but not the newer technologies entering the workplace today. Human Resource Management can be impacted with a reduction in productivity due to the reluctancy of this generation with new systems, this can result in a negative working environment leading to an increase in staff turnover and therefore an increase in recruitment and selection costs for Human Resource Management. 44.4% however, also stated that they are comfortable adapting to new technologies in the

workplace and Ryback (2016) reiterates this by stating that Baby Boomers grew more comfortable with technology as they got older. From these findings Human Resource Management can implement new systems and technologies to this generation in the workplace with no negative impact, thus maintaining productivity and a positive working environment.

Generation X are extremely comfortable using technology in the workplace as they were the first generation to be exposed to the widespread use of computers in the workplace (Glazer *et al* 2018). Generation X also believe technology skills are essential in order to be successful in the workplace (Mcintosh-Elkins *et al* 2007). This was consistent with results from the researcher's survey with 85.7% of this generation stating they do not find technology challenging in the workplace and a further 85.7% stated they are comfortable adapting to new technologies in the workplace. Human Resource Management will therefore face little to no reduction in productivity when implementing new technologies thus maintain a positive working environment for employees to operate.

Generation Y, similarly to Gen X are very comfortable with technology and use it to improve productivity and efficiency (Fond 2019). This was displayed in the primary research. 80% stated they do not find technology challenging in the workplace as well as having ease in adapting to new technologies in the workplace. Human Resource Management will therefore face little to no reduction in productivity when implementing new technologies as well as little pushback from this generation, therefore, maintaining a positive working environment for employees to operate.

Generation Z is also extremely comfortable using technology in the workplace. This generation wants to work with the latest and best technology (Dell 2022). They also see technology as the best way to getting a high paying job (Hackl 2020). These findings were also portrayed in the results of the survey with 90.9% stating that they do not find technology challenging in the workplace and a further 81.8% stating that they would be comfortable adapting to new technologies in the workplace.

Generation Z according to the researcher's findings are very comfortable with technology in the workplace with 90.9% stating they do not find technology challenging in the workplace as well as 81.8% saying that they would be comfortable adapting to new technologies in the

workplace. Employees from this generation will therefore be quick to adapt to newer technologies as well as be less frustrated with learning new technologies thus maintaining a positive working environment. Furthermore this results in less staff turnover, benefiting Human Resource Management. This generation will also maintain productivity and efficiency when implementing new technologies.

5:3: Recruitment and Selection

The Silent Generation when searching for a job search for a part time job to supplement their retirement fund as a full-time job is not their priority at this stage in their career (Reilly *et al* 2010). Tamme (2017) also states that this generation want job security and financial security. This generation is not tech savvy therefore generations should focus on non-digital methods to attract this generation to their organisation (Tamme 2017). These findings were also evident in the researchers survey with two of the most commonly selected options selected by this generation of what they search for when looking for a job being job security and a part time contract. The research also found that this generation search for jobs in traditional ways such as newspaper adverts and employee referrals. Human Resource Management should therefore advertise to this generation with the benefits of job security and a part time contract through newspapers and employees to best attract this generation.

Baby Boomers according to Prpic (2019) are attracted to companies who reward them financially for their vast experience in the workplace as well as flexibility. This was echoed in the researchers survey results with financial benefits and flexibility being the most frequently selected options when asked what do they search for when searching for a job. This suggests Human Resource Management should clearly advertise these benefits in their job description in order to attract the Baby Boomer generation. When recruiting this generation recruiters should use newspapers and employee referrals (Tamme 2017). This was also seen in the researcher's primary research as well as job websites. As a result, Human Resource Management should attract this generation through these mediums in order to successfully recruit this generation.

Generation X search for flexibility, tangible rewards and a positive working environment when searching for a job (Gleadwell *et al* 2010). This was also portrayed in the survey

results. Therefore Human Resource Management should offer these benefits in order to recruit Generation X. Recruiters to entice this generation should advertise on job websites and bulletin boards (Jurkiewicz 2000)." Job websites" was predominantly answered in the survey by Generation X in terms of where they search for jobs. Therefore, job websites and bulletin boards should be used by Human Resource Management to advertise their vacancies and attract Generation X.

Generation Y when searching for a job value an organisations culture, ethics and flexibility (Lamb 2021). These were predominantly selected in the survey with training and development opportunities being prioritised too. Therefore, Human Resource Management should advertise these benefits in their job advertisements in order to successfully attract Generation Y. This generation search for job vacancies on the internet (Reilly *et al* 2010). This was found to be true by the researcher in the primary research. Therefore in order to attract Generation Y Human Resource Management should advertise their positions on the internet, on job websites and social media.

Generation Z value ethics and flexibility (Lamb 2021). McCrindle and Fell (2019) also state 63% of Gen Z value a company's culture. These findings were also found in the researcher's primary research as well as training and development opportunities and financial security. Therefore, Human Resource Management should develop recruitment strategies that clearly advertise these benefits in order to attract Generation Z. Paychex Worx (2019) states that recruiters should have a strong online presence in order to attract Gen Z. This was backed up in the researcher's primary research with job websites and social media being the predominant answers to "where do you search for job vacancies". Therefore, Human Resource Management should advertise their positions on these platforms to attract Generation Z.

5:4: Training and Development

The Silent Generation have little resistance to training and development (Sanderson 2018). This was echoed in the researcher's primary research with 75% of the Silent Generation stating they have no resistance to training and development. This will allow Human Resource Management to implement training to this organisation with little pushback

therefore, maintaining a positive working environment and having a highly skilled employee. This will result in low staff turnover and a reduction in recruitment costs. The Silent Generation likes to be trained with handouts and step-by-step guides (Reilly *et al* 2010). This differs from the researcher's primary research with 74.6% stating they like to be trained with digital and traditional training methods. Human Resource Management can therefore train this generation with both techniques.

Baby Boomers are reluctant to change therefore can be hesitant to partake in any training and development (Sanderson 2018). This was reiterated in the survey results with 55.6% stating that they would have resistance to training and development. Human Resource Management will therefore face resistance to training and development from this generation, resulting in a negative working environment. This can result in an increase in staff turnover creating an increase in recruitment costs for Human Resources. Marston (2010) states that Baby Boomers are comfortable with emails but not newer technologies. However the primary research states that 88.9% of Baby Boomers prefer a blended approach to training and development using both traditional and digital methods. Human Resources can therefore train this generation using both methods and therefore save time and resources.

Generation X appreciate training and development from their organisations (Cook and MacAulay 2017). This was agreed with the researcher's primary research with 100% stating they have no resistance to training and development. Human Resources will therefore face very little hesitancy to training and development resulting in a positive working environment and a reduction in recruitment costs as well as a highly skilled employee.. Both digital and traditional training techniques are effective when training Generation X (Reilly *et al* 2010). 85.7% stated the same in the researchers survey. Human Resources can therefore use a blended approach to training with this generation, therefore saving time and resources.

Generation Y want to be trained and developed by their organisations to develop their career and skills (Naim and Lenka 2018). This was backed up by the researcher's primary data with 100% stating they would not have any resistance to training and development as well as 60% strongly agreeing that training and development is essential for career development with a further 20% agreeing. Human Resource Management therefore will be

able to implement training to this generation with minimal delay. creating a highly skilled employee increasing productivity and efficiency. Generation Y are comfortable using technology to improve their work life (Fond 2019). 70% of this Generation selected a blended approach to training in the survey. Therefore, Human Resource Management can use both methods to train this generation resulting in less costs spent on more expensive training methods.

Generation Z will do anything to enhance their career which includes training and development (Zoe 2021). This was echoed in the primary research with 40.9% strongly agreeing that training and development is essential for career development with a further 27.3% agreeing. Human Resource Management can therefore train this generation with no pushback. Zoe (2021) states that this Generation wants to be trained with the latest technologies. This differs with the survey results with 90.9% of this generation stating that they prefer a blended approach to training. Human Resource Management can therefore use both methods resulting in a fast-training scheme as well as cheaper options with digital methods.

5:5: Authority

The Silent Generation greatly respect authority in the workplace and do not initiate conflict with authority in the workplace (Coultner and Faulkner 2014). This is consistent with the results of the survey with 87.5% stating they respect authority in the workplace and further results stating the Silent Generation are unlikely to challenge authority in the workplace. Therefore, Human Resource Management will see a reduction in conflict between authority and this generation.

Secondary research the researcher conducted found mixed results with some scholars stating that they respected authority and other stating that they resist authority and will challenge it. This was also evident with the researcher's survey with 77.8% of Baby Boomers stating they respect authority. However, 66.7% stated they are likely to challenge authority in the workplace.

Generation X are sceptical of authority in the workplace (Littrell *et al* 2005) and will rebel against it (Gursoy *et al* 2008). The researchers primary research greatly contradict this with

100% stating they respect authority in the workplace. This is Similar to Generation Y with the secondary research stating they do not respect authority (Alsop 2008) contradicting the primary research where 80% stated they respect authority in the workplace. The primary and secondary research contradicts each other on Generation X and Y's views on authority.

Generation Z respect authority in the workplace if they are respected in return (McCrindle and Fell 2019). This corresponds with the survey results with 100% stating they respect authority in the workplace.

5:6: Employee Engagement

The researchers primary research found that competency and financial benefits keep the Silent Generation engaged. This was echoed by Prashant (2021) wo stated competency keeps this generation engaged in the workplace. Human Resource Management should therefore offer training to make this generation competent as well as offer financial benefits. This will keep this generation engaged and therefore increase productivity and reduce the likelihood of this generation leaving.

Baby Boomers from the secondary research are engaged through challenging tasks, mentorship and financial benefits. This was also found in the primary research. Therefore, Human Resource Management should offer these benefits in order to engaged this generation which will increase how hard they work and reduce the chance of them leaving.

Generation X from the secondary research are engaged through promotion opportunities, social activities and financial benefits. These were also seen in the primary research along with training and development opportunities. Human Resource Management should offer the discussed to Generation X in order to engage them in the workplace.

Similarities occur between Gen Y and Z with keeping them engaged in the workplace. The secondary research suggests that these generations are engaged through promotion opportunities, training and development opportunities, feedback on job performance, flexibility, social activities and a diverse and inclusive culture. This was also found when analysing the primary data on these generations. Therefore, Human Resource Management

should offer these benefits in order to keep these generations engaged. Resulting in high productivity and low staff turnover among these generations.

5:7: Loyalty

From the primary research every generation considers themselves loyal to their organisation. 66.7% was the lowest figure who consider themselves loyal and this was from Baby Boomers. This is complementary of the secondary research as older generations, the Silent Generation and Baby Boomers are considered loyal employees. These generations see working hard and staying loyal to their organisation as the best way to climb the ladder and further their careers. Human Resource Management will therefore see low staff turnover rates with this generation thus, saving time and resources on recruitment and training costs. However, the secondary research states that younger generations are not loyal employees and will leave their organisation for career opportunities. These generations see this as the best way to further their career. The primary research contradicts the secondary research on generations X, Y and Z. Therefore, Human Resource Management may see differing levels of staff turnover with these generations, resulting in an increase or decrease in staff turnover and therefore an increase or decrease in recruitment and training costs.

5:8: Intergenerational Work

Human Resource Management benefit from intergenerational in terms of knowledge sharing between generations (My Careers Future 2022). This is backed up with primary research with 90.9% the lowest percent stated when asked to have you ever given knowledge to another generation in the workplace (Generation Z). Human Resource Management will therefore save time and resources on training and development costs as well as maintaining a positive working environment. According to My Careers Future (2022) communication is difficult between generations. This was only found in the Silent Generation with 62.5% and 55.6% of Baby Boomers stating it was difficult communicating with other generations. Human Resource management therefore may find their older

generations becoming frustrated with younger generations communication styles and methods.

5:9: Conclusion

This chapter focused on finding patterns between primary and secondary research and from this decipher how each generation impacts Human Resource Management practices and strategies. It is evident that each generation effects Human Resource Management in positive and negative ways in a variety of areas.

Chapter 6 Conclusion and Recommendations

6:1: Introduction

Within this chapter the researcher will discuss and summarize the research found, discuss future recommendations and discuss the implications of the research from the findings that have been found through both extensive secondary and primary research.

6:2: Summary of Research

The purpose of this research was to see how generational differences impact Human Resource Management. This research was chosen as the researcher works in Human Resource's and can see first hand how different generations have to be managed differently.

The researcher aimed to research how generations impacted Human Resource Management in a variety of areas that concern Human Resources, such as technology, recruitment, training and development, authority, employee engagement, loyalty and intergenerational work. The researcher began researching generational differences and their attitudes towards Human Resource practices through secondary research and then conducted their own primary research through surveys. The researcher found that each generation benefits and hinders Human Resource Management in different areas such as loyalty and authority. Each generation can either positively or negatively impact the working environment. Which in turn impacts turnover rates which effect recruitment and training costs. Each generation is also different in terms of pushback to training and development which again impacts the working environment. Generations differ in terms of what they search for in job and where they search for it. Technology is vastly disagreed upon, this impacts Human Resources ability to change systems as some generations are more comfortable with technology than others.

It also impacts training generations with digital or traditional tools and lastly it impacts their recruitment strategies as generations search for jobs in different areas. These differences greatly affect Human Resource Management with generations positively influencing Human Resources in some areas and negatively in others.

6:3: Implications and Recommendations of Findings

From the research there are numerous implications for Human Resource Management. First of all, the Silent Generation and Baby Boomers are less comfortable with technology meaning productivity can be affected and staff turnover can be effected due to intolerance of this change. Therefore, managers need to be aware of this to minimise the frustrations and slowly implement technological changes as welcomed.Failing to do this will force Human Resource Management to increase their recruitment and training costs or overwhelm these generations causing dissatisfaction. Each generation also has different attitudes towards training and development with some resisting it and others embracing it, this again impacts the working environment for Human Resource Management which impacts staff turnover and productivity. Mangers must be aware of generations attitudes towards this with some expecting training and others not wanting this, adapting to each generation's attitudes will result in maintaining a positive working environment. Furthermore, offering further training but not making it mandatory will allow for balance. Each generation also search for varying things when looking for jobs such as promotion opportunities, training and development opportunities, feedback, flexibility and so on. Each generation differs also in terms of where they search for jobs with some preferring job websites and others newspapers. Human Resource Management must therefore advertise the benefits each generation desires and through various mediums in order to appeal to every generation, focusing primarily on the generation they aim to approach. Each generation also respects authority differently with some not respecting it as much as others. This can cause an increase in conflict between them and managers. Human Resource managers must be aware of the generations who are more likely to challenge authority in order to plan to minimise the negative effects of conflict between employees and authority. Each generation is also different in terms of loyalty to their organisation. Older generations

tend to be more loyal with younger generations leaving companies for career opportunities. Human Resource managers must be aware of this and implement incentives to try convincing younger generations to stay in the company. This can be done through engaging these generations. Each generation is engaged through different methods such as financial benefits, training and development opportunities, promotion opportunities, diverse working environment and flexibility. Managers should know each generations preferences in order to engage them and therefore motivate each of the generations Human resource managers should also be aware older generations find it difficult communicating with younger generations in the workplace due to their communication style and methods, managers should therefore train each generation in how to communicate better to differing generations. Training Human Resource managers in how each generation differs and how this impacts Human Resource strategies and practices can take up to three months with two trainings sessions a week on each generation. This can cost above €2.000 as each session would be €200 and above.

6:4: Recommendations for Future Research

The researcher has researcher generational differences and how they impact aspects of Human Resource Management. Further research could be done on if one member of a generation leaves a company does this spiral and the company lose more employees who are members of this generation. This would greatly hinder a companies growth and highlight the importance of adapting to each generations needs in order to keep staff turnover low. There is furthermore a gap in the research to determine what other factors contribute to employees preference I.e culture, race, location of work (nurse, retail etc.). I would also recommend more research be done into whether one generation dominating a work place impacts how the minority generations view it.

CIPD Personal Learning Statement

Upon deciding to study a Ma in Human Resource Management, I greatly underestimated the time and effort it would take in order to complete. Working part time alongside studying and then back to four days a week in the summer made it difficult to juggle studies and work. However, I am very glad I did, it is a great sense of achievement. This research paper helped me develop skills needed in the workplace using both primary and secondary research as well as structuring work. This course also helped me with other skills such as time management and organisational skills which will help in my career and in my personal life. The most challenging parts of my masters was juggling all the assignments, the dissertation along with work. As well as gaining references from a variety of sources and keeping document of these sources. The survey was also challenging as my research required data from all generations which made It difficult to reach certain generations as they either do not work in the areas I approached or worked part time. Although challenging this dissertation upon completion has provided me with a great sense of pride.

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Generational Differences And How They Impact Human Resource Management

Dear Participant,

You are invited to take part in a research study. This research is being conducted as part of a masters degree in Human Resource Management In National College of Ireland. The purpose of this survey is to find out the generational differences and how this impacts Human Resource Management. Please read the following information on the survey carefully.

You are eligible to complete this survey if you are over 18 and have worked for an organisation. In the survey you will be asked which generation you are categorised into and your thoughts on factors that impact Human Resource Management. The survey will take between 5-10 minutes to complete.

Participation in this survey is voluntary and you have the right to withdraw from the survey at any point. This survey is anonymous, anything you answer cannot be traced back to you, personal information (name and address) is not collected. There is no reward for participation.

If you have any queries about the survey, your participation or the research, please contact the researcher via the email below.
Researchers: x16442834@student.ncirl.ie

Please tick the box if you consent to participate in this survey.

Thank you.

* Required

1. Tick Box To Consent To Survey

Check all that apply.

☐ Yes, I agree to participate in this survey

2   Under Which Gene ation Do You Fall Based On Your Year Of Birth?   *

Mark only one oval.

- ( ) Silent Generation (1928-1945)
- ( ) Baby Boomer (1946-1964)
- ( ) Generation X (1965-1980)
- ( ) Millennial (1981-1996)
- ( ) Generation Z (1997-2012)

Technology

3.   Do You Find Technology Challenging In The Workplace? *

Mark only one oval.

- ( ) Yes
- ( ) No

4.   Do You Think Technology Has Improved Productivity In The Workplace?   *

Mark only one oval.

- ( ) Yes
- ( ) No
- ( ) Sometimes

5   Technology Has G eatly Benefited The Workplace *

Mark only one oval.

◯ Strongly Agree

◯ Agree

◯ Strongly disagree

◯ Disagree

◯ Neutral

6.   Do You Mind Technology Monitoring Your Performance In The Workplace? *

Mark only one oval.

◯ Yes

◯ No

◯ Neutral

7.   Are You Comfortable With New Technologies And Systems In The Workplace? *

Mark only one oval.

◯ Yes

◯ No

◯ Neutral

Recruitment And Selection

8   Where Do You Sea ch For Job Opportunities? *

Check all that apply.

☐ Job Websites
☐ Newspapers/Magazine Adverts
☐ Employee Referrals
☐ Bulletin Boards (In Shops, Cafes etc.)
☐ Social Media

9.   Do You Research Your Future Employer Via Their Social Media, Forums And Their   *
Website?

Mark only one oval.

◯ Yes
◯ No
◯ Sometimes

10.   What Do You Search For When Searching For A Job? *

Check all that apply.

☐ Financial Benefits
☐ An Organisations Culture
☐ An Organisations Ethics
☐ Flexibiliy
☐ Remote Working
☐ Training And Development Opportunities
☐ Financial Security
☐ Job Security
☐ Part Time Contract
☐ Full Time Contract

Training And Development

1   Do You Have Any Resistance To Training And Development Programmes
       Proposed To You By Your Organisation?

Mark only one oval.

( ) Yes

( ) No

12.   Training And Development Is Essential For Career Progression *

Mark only one oval.

( ) Strongly disagree

( ) Disagree

( ) Neutral

( ) Agree

( ) Strongly agree

13.   Do You Feel Training And Development Gets In The Way Of Your Work Routine? *

Mark only one oval.

( ) Yes

( ) No

14. What Is Your Preferred Method Of Training And Development? *

Mark only one oval.

○ Digital Methods (e-learning and online courses)

○ Traditional Methods (Handbooks and coaching)

○ Blended Approach (Mix Of Digital And Traditional)

5   Should Training And Dev lopment P ogrammes Include Mini Milestones And Goals?

Mark only one oval.

○ Yes

○ No

Authority

16. Do You Respect Authority In The Workplace? *

Mark only one oval.

○ Yes

○ No

17. How Much Do You Respect Authority In The Workplace? (1 Being The Least, 5   *
Being The Most)

Mark only one oval.

	1	2	3	4	5
	○	○	○	○	○

98

18.   How Likely Are You To Challenge Authority In The Workplace? *

Mark only one oval.

	1	2	3	4	5	
Very Unlikely	◯	◯	◯	◯	◯	Very Likely

9   Do You Prefe   Managers Leaving You To Do Your Work Or Checking In Often To
        See How You Are Getting On?

*

Mark only one oval.

◯ Leaving You To Do Your Work

◯ Checking In Often

20.   Do You Think People In Authority Should Be Respected Because They Have
        Worked In The Company For Longer Than You?

Mark only one oval.

◯ Yes

◯ No

Employee Engagement

21. What Keeps You Engaged In The Workplace? *

Check all that apply.

- [ ] Diverse And Inclusive Culture
- [ ] Financial Benefits
- [ ] Flexibility
- [ ] Training And Development Opportunites
- [ ] The Latest Technology
- [ ] Competency
- [ ] Challenging Tasks
- [ ] Mentoring Other Employees
- [ ] Social Activates
- [ ] Team Building Exercises
- [ ] Promotion Opportunities
- [ ] Feedback On Job Performance

22   Are You Currently Engag d With You Organisation? *

Mark only one oval.

◯ Yes

◯ No

◯ Maybe

23.   Are You Happier At Work When You Are Engaged With Your Organisation? *

Mark only one oval.

◯ Yes

◯ No

24.   Do You Work Harder When You Are Engaged With Your Organisation? *

Mark only one oval.

◯ Yes

◯ No

25.   If You Are Engaged With Your Organisation Are You Less Likely To Leave? *

Mark only one oval.

◯ Yes

◯ No

◯ Maybe

Loyalty

26   ow Many O ganisations Have You Worked For In Your Career? *

Mark only one oval.

◯ 1

◯ 2

◯ 3

◯ 4

◯ 5+

27.   Would You View Leaving Your Company As Disloyal? *

Mark only one oval.

◯ Yes

◯ No

28.   Would You Consider Yourself Loyal To Your Organisation? *

Mark only one oval.

◯ Yes

◯ No

◯ Maybe

29.   How Loyal Are You To Your Organisation? *

Mark only one oval.

	1	2	3	4	5	
Very Loyal	◯	◯	◯	◯	◯	Very Unloyal

30   ow Likely A e you To L ave Your O ganisation For Career Opportunities? *

Mark only one oval.

	1	2	3	4	5	
Very Likely	◯	◯	◯	◯	◯	Very Unlikely

Intergenerational Work

31.   Do You Find It Difficult Communicating With Other Generations In The Workplace? *

Mark only one oval.

◯ Yes

◯ No

◯ Sometimes

32.   What Are Your Preferred Methods Of Communication In The Workplace? *

Check all that apply.

☐ Email
☐ Phone
☐ Face-to-face
☐ Video Call (Microsoft Teams)
☐ Text

33.   Do You Enjoy Working With Other Generations? *

Mark only one oval.

( ) Yes

( ) No

34   ave You Eve Given Knowledge To Another Generation In The Workplace To Help *
Them?

Mark only one oval.

                                                                                    *

( ) Yes

( ) No

                                                                                    *

35.   Do You Find Older Generations or Younger Generations Than You To Be More
Receptive To Getting Help From You In The Workplace?

Mark only one oval.

( ) Older Generations

( ) Younger Generations

36.   Have You Ever Taught Another Generation How To Use Technology In The
Workplace?

Mark only one oval.

( ) Yes

( ) No