

Talent Management for Successful Organizations

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Edited by

Shrikaant Kulkarni, Anuj Sheopuri,
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and Volha Rudkouskaya

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A WORK-LIFE BALANCE FOR THE MULTIGENERATIONAL WORKFORCE

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Abstract

In a workforce that covers multiple generations, finding a work-life balance poses a complex challenge that requires smart organizational management. The workforce comprises various generations, each of which has unique expectations, attitudes, and values about life and work. The chapter begins with a discussion of work-related life for each one of the four generations: Baby Boomers, Gen X, Millennials and Generation Z. Baby Boomers presents practical tactics that companies can use to foster happy relationships and a balanced work environment. Millennials and Generation Z often prioritize flexibility, to create a sense of purpose in their professional endeavours by integration of work and personal life. These disparities in generational perspectives can result in conflicting viewpoints and expectations; thus, the creation of a universal approach to work-life balance

is quite challenging. Organizations renewing their focus to assure that employee satisfaction is being achieved often recommend diverse strategic approaches to collectively pace the complex equation of work and personal life for incorporation in the organizational culture. These strategies could include offering flexible work arrangements like job-sharing programs, shortened workweeks, or telecommuting. In addition, this chapter emphasizes how crucial it is to foster a work environment in which work-life balance is valued, open communication is encouraged, and resources are provided so that employees can successfully manage their personal and professional lives. This chapter contains case studies that show how organizations have used these strategies to great effect, emphasizing best practices and illuminating insights gained from their experiences. The chapter also discusses that these issues will focus on technological advances in tools for co-operation, co-working, and communication that will take work-life balance facilitation further. However, let's in a sandstorm on the other side by disclosing that a continuous dependence on technology can, at times, be too severe; thus, among the possible drawbacks, burnout or transgression of boundaries is a potential malaise-ridden consequence in personal as well as work life. In fact, this chapter shows the advocacy towards re-assessing and re-aligning work-life balancing schemes with the current dynamics of the workplace and changes in society. It is recommended that organizations show flexibility and responsiveness to the changing demands of their multigenerational workforce, continuously approaching input and optimizing their approaches to guarantee applicability and effectiveness.

Keywords: Work-life balance, workforce, generation, organisations.

1. Introduction

Every generation tends to have its share of values and expectations from work and life. Hence, managing a diverse workforce across generations is one of the biggest challenges for any organization. This fact makes it necessary for the company to set in place strategies and give a healthy work environment among its employees for collective work-life balance. Work-life balance is a term that indicates the two-way approach of balancing an individual's work responsibilities and obligations toward personal life (Kalliath & Brough, 2008). Organizations must acknowledge and address the diverse needs and preferences of employees across generations to foster a productive and inclusive work environment that values work-life balance as a key driver of organizational success.

The work-life balance is a standard term that has been well known over many years as the dynamic flow of the work and the balance among different commitments of the busy employee. The authors provide different meanings on what work-life means, but in general, they would tend to say that it is the maintenance of balance both at home and in the workplace. This concept encompasses not only personal life obligations but also family duties, leisure pursuits, and engagement in the community (Haar et al., 2014).

This expanded view highlights the multifaceted nature of work-life balance and recognizes that achieving fulfilment in various aspects of life is essential for overall well-being and productivity. By considering a holistic approach that integrates work and personal life responsibilities with other activities and interests, individuals can strive to attain a more enriching and satisfying lifestyle. Through this comprehensive perspective, organizations and individuals alike can foster environments that promote not only productivity and success but also overall happiness and well-being.

Work-life balance has become an extremely important topic to discuss in today's workplace considering various issues. The increasing number of female workers and the growing number of dual-career couples have caused greater trouble for employees in balancing their work with family responsibilities, as found by Allen et al. (2014). Subsequently, technological advancements and the establishment of a 24/7 global economy have effectively eroded the traditional boundaries separating work life from personal life, consequently intensifying work-related demands and stress levels, as indicated by Derks et al. (2014). Moreover, the evolving expectations and values of younger generations, specifically Millennials and Generation Z, have exerted significant pressure on companies to provide more adaptable and supportive work settings, as outlined by Myers and Sadaghiani (2010).

The contemporary workforce force is distinguished by the coexistence of multiple generations collaborating harmoniously. Generation refers to a cohort of persons born over a given time period and who undergo comparable major life events, adopt similar values, and share beliefs (Strauss & Howe, 1991). At present, there are four main generations in the workforce: Baby Boomers, born between 1946 and 1964; Generation X, born from 1965 to 1980; Millennials or Generation Y, born between 1981 and 1996; and Generation Z, born from 1997 to 2012 (Dimock, 2019). The intergenerational dynamics within the contemporary workplace present both challenges and opportunities for organizations seeking to leverage the

diverse perspectives and skills that each generation brings to the table. If companies want to foster a collaborative and inclusive work environment, they need to appreciate and acknowledge the distinct characteristics and contributions of each generation.

Each generation is characterized by unique traits and inclinations that influence their perspectives on both the professional and personal aspects of life. Baby Boomers are said to be industrious, loyal, and competitive, while self-reliant and adaptable Generation X prefers a balanced approach between work and life (Gursoy et al., 2008). In contrast, Millennials are distinguished by their adeptness with technology, aspiration for work that holds significance, and inclination toward flexible work setups (Myers & Sadaghiani 2010). Generation Z, the most recent group to join the workforce, are individuals who have grown up in the digital age, placing value on inclusivity, entrepreneurship, and societal accountability, as emphasized by Schroth (2019)

2. Objectives of the chapter

- To investigate the generational differences in work-life balance preferences faced by them.
- To investigate the generational differences in work-life balance challenges faced by them.
- To identify the key factors that influence work-life balance in a multigenerational workforce.
- To propose strategies for work-life balance in a multigenerational workforce.

3. Generational differences in Work-Life Balance

3.1. Baby boomers (born 1946- 1964)

Baby boomers are identified by mainstream traits like a roughly excellent working ethic, eternally enduring loyalty, and its competitive spirit (Gursoy et al., 2008). They place high importance on diligent labour, direct interpersonal interactions, and well-defined hierarchical systems within organizational settings (Kupperschmidt, 2000). The boomer generation commonly derives a significant portion of their self-concept and sense of self-worth from their professional endeavours and accomplishments in the workplace (Smola & Sutton, 2002). Even though baby boomers are renowned for their strong commitment to their jobs, they also highly cherish

the concept of achieving a harmonious equilibrium between work responsibilities and personal life pursuits. Nevertheless, how they approach this work-life balance aspect may exhibit variances compared with the perspectives held by younger cohorts. Boomers typically give precedence to their professional obligations and might display a greater willingness to forgo personal leisure time in favour of advancing their careers. Moreover, they could encounter difficulties when attempting to adapt to novel technologies and flexible work setups that have become more prevalent in contemporary work environments (Rood, 2010).

3.2. Generational X (born 1965-1980)

Generation X is individuals being independent, adaptable, and sceptical towards authority. Generation X rests a lot on being able to maintain a good work-life balance by valuing autonomy in their jobs while exploring avenues for personal and professional development at work (Bova and Kroth, 2001). Gen X-ers have often been termed the "sandwich generation" because they are more or less the only generation caring for their children and aging parents all at once (Parker and Patten, 2013). Members of that generation thoroughly consider balancing work with their other life interests, so they see flexibility as essential. Therefore, they prefer working arrangements that equip them to juggle several caregiving duties along with the increasingly demanding requirements for work in contemporary society.

3.3. Generational Y (born 1981- 1996)

Millennials are renowned for their adeptness with technology, inclination toward collaboration, and engagement in meaningful work (Myers & Sadaghiani, 2010). Within the workplace, they place a high regard on diversity, openness, and receiving immediate feedback. They have a preference of balancing their job responsibilities with their personal life, and would consider switching companies if they found a more suitable fit for them. They seem to have a preference for a balance between work and personal life and are actively looking for work arrangements that will allow them to integrate both. Nevertheless, millennials may encounter obstacles in attaining work-life balance because of the constant connectivity facilitated by technology and the expectation of being always reachable.

3.4. Generational Z (born 1997-2012)

Generation Z, the most recent addition to the labour force, is distinguished by its innate digital proficiency, enterprising nature, and ethical awareness. Their workplace preferences centre around the importance of diversity, inclusivity, and genuineness. These individuals prioritize achieving equilibrium between their professional responsibilities and personal well-being, emphasizing the significance of mental health and work-life balance. Furthermore, they strongly emphasize flexibility in their work arrangements, as they actively seek environments that promote their overall welfare. This trend is driven by the continuous pressure to enhance their skills and adapt to emerging technologies.

4. Factors influencing work-life balance in a multigenerational workforce

4.1. Organisational culture and policies

Organizational culture quite influences one's balance of work and personal life. For instance, an organization with a more caring culture towards employees in a healthy or good work-life balance tends to create an environment that resonates well with all employees of different generations (Allen, 2001). Companies that implement family-friendly initiatives, such as offering flexible work schedules, parental leave options, and support for eldercare responsibilities, are more likely to not only draw in but also retain skilled individuals spanning different age cohorts. Such practices help to build a harmonious and supportive work environment to adapt to the diverse needs and preferences of a multi-generational workforce.

4.2. Leadership and management styles

The various styles of leadership and management will have some significant variations in balance of work life across the different ages of employees (Hammer et al., 2009). Leaders who are good at supporting and having compassion while attuning oneself with different generations' needs and preferences, are likely to create a work environment that will promote a better work-life balance in employees, according to Straub et al. (2020). Managers who prioritize outcomes over mere presence in the workplace, consistently offer feedback and acknowledgement, and cultivate a culture of trust and autonomy are more likely to effectively engage and retain employees spanning different generations. Such leadership practices not

only cultivate a harmonious work-life balance but also contribute to increased job satisfaction and overall well-being among employees, thus fostering a positive organizational culture. A leadership strategy that regards an appreciation for the unique qualities and requirements of employees of different ages is more likely to result in increased productivity, creativity, and collaboration among the workforces, which benefits the whole organization in the end. Therefore, such leaders and managers should use approaches that could be useful in addressing the different requirements and preferences of generations in developing a work environment conducive to well-being and sustained employee participation among age groups formed in different cohorts.

4.3. Technology and digital transformation

Technological advances and changing ongoing digitization induce a paradigm shift in almost every aspect of work-life balance for employees, regardless of their generational differences. The impact of technology is twofold. First, advancements in technology have facilitated increased flexibility and the provision of remote work opportunities, thereby assisting employees in better harmonizing their professional responsibilities with their personal lives. Conversely, perpetual connectivity and the establishment of a 24/7 work culture, both made possible by technology, can obscure the boundaries that separate work from personal life. Consequently, this phenomenon may result in heightened levels of stress and burnout among individuals (Derks et al. 2014).

4.4. Globalization

Globalization and the emergence of remote work have aptly influenced the employees' work-life balance across the various age cohorts (Poelmans et al., 2013). The surge in global teams and cross-border collaborations has presented significant challenges in maintaining work-life balance, owing to issues such as differences in time zones, diverse cultural norms, and obstacles in effective communication, as emphasized by Nurmi and Hinds (2016). Nevertheless, remote work has opened up new avenues for increased flexibility and independence, enabling workers to effectively juggle their professional obligations and personal commitments. These opportunities for autonomy have empowered employees to take charge of their schedules and strike a harmonious balance between work and life demands.

4.5. Socio-economic

Economic and social factors can significantly influence the work-life balance of employees across different generations, as discussed by Ollie-Malaterre et al. (2013). One important case in point is the influence of the state of the labour market, social policies, and changing family formations on the ability of individuals to balance work and personal life effectively. Factors such as rising costs of living and student debt levels impose pressure on the younger generations to devote themselves to work rather than their well-being. Besides, the phenomenon of dual-career couples and single-parent households in society creates an additional obstacle against achieving a work-life balance. Individuals in these situations are often faced with competing needs and limited support systems, thereby making it difficult for them to address the responsibilities of the workplace and commitments to their personal lives.

5. Strategies for promoting work-life balance in a multigenerational workforce

5.1. Flexible work arrangements

In a multigenerational workforce, various ways to encourage work-life balance. These arrangements include flexible schedules, tell community and remote work, compressed workweeks, and job-sharing

5.1.1. Flexible schedules

A flexible schedule does not mean not flowing the organization's hours but starting and ending their work with the completion of work hours of the organization as their suitability (Moen et al., 2011). Flexible work arrangements can enable employees from different generations to manage work and family responsibilities, such as childcare, eldercare, and personal appointments (Moen et al., 2016).

5.1.2. Telecommuting and remote work

Remote work gives an opportunity to employees to work at home, any other quiet location, or in company offices. Different generations can have the necessary flexibility and independence through this set up; it saves the time and cost of commuting; it will be easy.

5.1.3. Compressed workweeks

It allows employees to work longer hours per day in exchange for a shorter workweek, such as four days and 10 h per day. This arrangement is suitable for employees to manage their work and personal time across generations and to reduce commuting time and costs.

5.1.4. Job Sharing

It allows two or more employees to share the responsibilities of one full-time position. This arrangement can give employees across generations greater flexibility and work-life balance, as well as opportunities for skill development and knowledge sharing.

5.2. Leave policies and benefits

Leave policies and benefits are another key strategy for promoting work-life balance in a multigenerational workforce. These policies and benefits include:

5.2.1. Paid time off (PTO)

It allows employees the right time away from work to take vacations, personal days, or sick leave while still being compensated (Muse et al., 2008). Such benefits across the generations allow employees to cope with their work versus personal time, stress, and burnout (Allen et al., 2014).

5.2.2. Parental leave

Employees are allowed time off to care for a newborn child born of their own, adopted, or in due time of foster care. This benefit can help employees across generations, particularly Millennials and Generation Z, better manage their work and family responsibilities.

5.2.3. Eldercare support

Employees can take time off or accept help maintaining their ageing relatives. These benefits can help employees across the generations, particularly Generation X and Baby Boomers, better manage their work and caregiving responsibilities.

5.2.4. Sabbaticals and career breaks

It allows employees to take an extended period off work for personal or professional development (Davidson et al., 2010). These benefits can help employees across generations, particularly Millennials and Generation Z, better manage their work and life priorities, as well as pursue their interests and passions.

5.3. Employee well-being programs

Employee well-being programs are a key strategy for promoting work-life balance and overall health and happiness in a multigenerational workforce. These programs include health and wellness initiatives, mental health support, financial well-being resources, and stress management and resilience training.

5.3.1. Health and wellness initiatives

Health and wellness initiatives, such as fitness classes, healthy food options, and smoking cessation programs, can help employees across generations improve their physical health and well-being. Furthermore, these initiatives may set an example for promoting health and wellness culture in the environment in the workplace.

5.3.2. Mental health support

Across generations, employees need mental health support in various forms like Employee Assistance Programs (EAPs), counseling, and mindfulness training as means of helping manage their stresses, worries, and other mental health-related problems. The measures also work to eradicate stigma regarding mental health while encouraging an open and supportive culture at work.

5.3.3. Financial well-being resources

Financial well-being resources, such as financial education, retirement planning, and student loan repayment assistance, can help employees across generations manage their financial goals. These resources can also promote a culture of financial well-being and security in the workplace.

5.3.4. Stress management and resilience training

Workshops, coaching, e-learning among other similar stress management and resilience techniques could be used to adapt coping strategies and agility tactics across generations for effective stress management and building resilience skills. These trainings can also foster a culture of resilience and adaptability.

5.4. Multigenerational engagement and inclusion

Promoting balance within one's work and life, which creates a positive work environment for all generations, hinges on two strategies: multigenerational engagement and inclusion (Pitt-Catsouphes et al., 2015). These strategies include:

5.4.1. Generational Diversity Training

It can help employees and managers across generations understand and appreciate the unique perspectives, values, and work styles of each generation (Hillman, 2014). This training can also promote a culture of inclusion and respect in the workplace.

5.4.2. Mentoring and reverse mentoring programs

It can help employees across generations share knowledge, skills and experience, as well as build cross-generational relationships and networks. These programs can also promote a culture of learning and development in the workplace.

5.4.3. Employee resource groups (ERGs)

Employee resource groups (ERGs) are employee-led voluntary groups that assemble employees with a common characteristic, such as age, gender, or ethnicity (Welbourne et al., 2017). Generation groups not only provide opportunities for employees to network and advocate for themselves but also contribute to an inclusive and welcoming workplace culture.

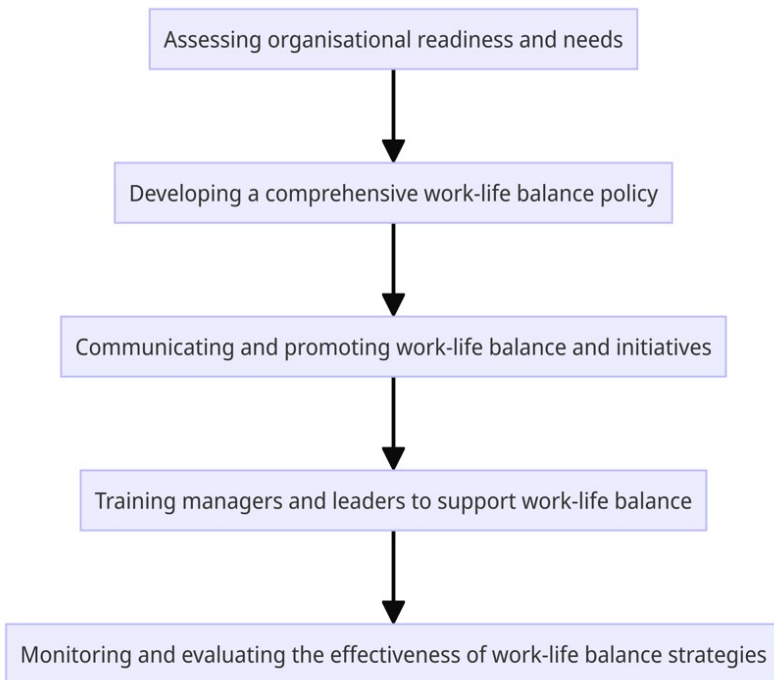
5.4.4. Inclusive communication and collaboration tools

Inclusive communication and collaborative tools can help employees across generations communicate and collaborate effectively, regardless of location or work arrangement. The tools are messaging, email, video conferencing

and software for project management and these tools can also promote a culture of transparency, trust, and teamwork in the workplace.

6. Implementing work-life balance strategies in a multigenerational workforce

It requires a systematic and comprehensive approach (Korabik et al., 2017). This section outlines the key steps in implementing work-life balance strategies, including:



6.1. Assessing organisational readiness and needs

The first step is to assess the organisation's readiness and needs for implementing the strategies for work-life balance. The process involves collecting information on the demographics, work-life balance preferences, and workload difficulties of employees while taking the current situation of organizations' policies, practices, and cultures toward work-life balance

(Allen et al. 2014). The evaluation may be carried out using surveys, focus groups, interviews, or a combination of the methods.

6.2. Developing a comprehensive work-life balance policy

After, assessing organizational readiness and needs, the next step is to develop a comprehensive work-life balance policy. It indicates the commitment of the organization to perform work-life balance and the specific plans and programs that will be put in place within the guidelines and obligations applicable to managers, staff, or other stakeholders. (Beauregard & Henry, 2009). It should also be customized to different needs and preferences for the organization's multigenerational workforce.

6.3. Communicating and promoting work-life balance and initiatives

Once the work-life balance policy is developed, it is important to communicate and promote the initiatives to all employees (Kossek et al., 2014). This communication should be clear, consistent, and ongoing, using multiple channels such as email, intranet, posters, and meetings (Beauregard & Henry, 2009). Elemental communication would be utilized to highlight the specific benefits of a good work-life balance to staff and the organisation; it would further explain how all the alternative schemes are accessible and how they can be utilised.

6.4. Training managers and leaders to support work-life balance

The strategies need the action of people, such as leaders or managers, to advocate for and promote work-life balance in the workplace. Training and resources need to be available to equip the managers and other leaders with the understanding of work-life balance benefits, possible practices or schemes that can be geared towards achieving the balance, and ways of supporting staff in practicing or achieving that balance. Workshops, online classes, mentorship, and entry-level employment opportunities are a few examples of these offerings.

6.5. Monitoring and evaluating the effectiveness of work-life balance strategies.

It is equally important to continue to observe and evaluate the effectiveness of work-life balance strategies. This serves to evaluate the actual uptake and

general satisfaction with each initiative as well as to evaluate the effect that work-life balance strategies have on key organizational outcomes such as engagement, productivity, retention, and well-being. The evaluation also needs to propose areas for improvement as well as suggestions for modification or enhancement of the work-life balance strategies (Allen et al. 2014).

7. Case Studies

Company	Objective	Situation
A	Successful implementation of flexible work arrangements	Acme Inc., a mid-sized marketing firm, implemented flexible work arrangements in 2019 to address high turnover and long commutes. They provided clear guidelines, invested in collaboration tools, and trained managers. The result shows that employees are happier, have lower turnover, and have no productivity dip. Their key to success is transparency, trust, technology, and adaptability.
B	Challenges and lessons learned in promoting work-life balance	Zenith Tech, a software development company, attempted a work-life balance initiative and faced hurdles in 2021. Managers feared remote work meant less work done, while some employees struggled to disconnect from work. Through open communication, training on boundaries managing remote teams, and a shift to outcome-based performance evaluations, Zenith is fostering a more positive environment with reduced stress and improved communication. They acknowledge it's an ongoing process, but their learnings offer valuable steps for companies aiming to create a healthier work-life balance for their employees.

C	Innovative approaches to multigenerational engagement and inclusion	Hilton Worldwide, a hospitality giant, tackled multigenerational engagement through various methods. Recognising generational differences, they offered blended learning (online and in-person) and reverse mentoring programs. Flexible work arrangements and a user-friendly communication platform catered to diverse work styles. Employee Resource Groups fostered a sense of belonging. The result of these strategies is improved communication, happier employees, and a more innovative workforce. The example of Hilton demonstrates how a well-thought-out plan can produce a flourishing company where everyone feels valued
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8. Future trends and challenges in work-life balance for a multigenerational workforce

As the nature of work and the workforce continue to evolve, organizations will face new trends and challenges in promoting work-life balance. This section explores some key future trends and challenges, including:

8.1. The impact of AI (artificial intelligence) and automation

The rapid advancement of AI and automation technologies is expected to significantly impact the work and skills required in the future. These facilities may also bring its clouds along with sunshine. Meaning they may open up options on their flexibility and balance between work and life, such improved working hours and possibly remote work facilitation. This, however, may also port submission to displacements and a sense of greater job insecurity. Organizations will be required to take deliberate courses in preparation for managing the incidence of AI and automation in their workplaces while also offering training and support to employees in embracing new roles and acquisition of new skills.

8.2. Rise of the gig economy and alternative work arrangements

Gigs, along with alternative working arrangements like freelancing, contracting, and platform work, have gained enormous popularity now, especially with the younger generation. These methods do create a lot more flexibility and independence but also often present some problems, including instability and a lack of benefits as well as not so clear demarcation for work and personal. Emerging new approaches towards allowing access to improve engagement for gig workers while ensuring their well-being and work-life balance.

8.3. Changing family structures and caregiving responsibilities

With the increase in the diversity and complexity of family structures, single-parent households, dual-earner couples, and employees who find themselves in the role of both child and elder care person (Allen et al., 2014), many other forms of caregiving develop. These changes may create new challenges for work-life balance, such as increased time pressures, role conflicts, and mental health strain. Organizations will need to provide more comprehensive and flexible support for employees with diverse family and caregiving needs, such as paid parental leave, eldercare benefits, and family-friendly policies.

8.4. Increasing importance of lifelong learning and career adaptability

Despite rapid technological change and longer working lives, lifelong learning and career adaptability are becoming increasingly important for employees across generations (Moen et al., 2016). For the sake of employability, it becomes more and more necessary for employees to upgrade their skills and knowledge to become adaptable to volatile occupations or industries. Organizations will need to provide more opportunities and support for lifelong learning and career development, such as training programs, mentoring, and sabbaticals. These incentives can help employees maintain work-life balance while also enhancing their job security and career prospects.

9. Conclusion

This chapter emphasizes the significance of achieving a harmonious work-life balance within a diverse multigenerational workforce. Such an approach

encompasses the acknowledgement of varying generational requirements, implementation of adaptable work schedules, and advocacy for programs that enhance overall well-being. By adhering to these outlined procedures and drawing insights from others' experiences, organizations can establish a mutually beneficial scenario for both their employees and the overall company operations. Despite the existing knowledge, further exploration through research is imperative to deepen the understanding of this subject matter. Emphasizing work-life balance as a paramount need is a must to attract and engage top-tier talents in today's cutthroat job market.

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MULTIGENERATIONAL WORKFORCE & WORK-LIFE DYNAMICS: A BIBLIOMETRIC ANALYSIS AND FUTURE RESEARCH AGENDA

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Abstract

The primary objective of the present study is to examine the current academic research on multigenerational workforces in firms and their likely effects on work-life balance. 787 relevant research papers were extracted from the Web of Science (WoS) database, covering the years 2015–2023. The authors employed the statistical programme "R" and VOSviewer software for conducting bibliometric analysis using methods such as scientific mapping (citation analysis, co-word analysis, bibliographic coupling) and performance analysis (most influential authors, publications, nations, journals). The study reveals that previous research has primarily concentrated on significant niche topics, including generational consumer dynamics and digital adaptation, millennial consumption patterns and influences, trust dynamics and engagement in the digital economy, social media engagement and ethical consumerism among millennials. This study

contributes to the expanding literature that recommends further investigation into the impact of demographic factors on career aspirations and other generational cohorts, including trust, emotional biases, commitments, and cross-generational dynamics. The findings of the study may aid corporate executives and HR professionals in formulating effective strategies to lead intergenerational teams and maximise their performance for the purpose of fostering sustainable business growth.

Keywords: Multigenerational workforce, Gen Z, Bibliometric Analysis, Work-life balance, cross-generational dynamics.

1. Introduction

In today's business landscape, organizations often encounter challenges from a diverse workforce of different age groups. These difficulties can be attributed to current affairs, encompassing political, social, economic, and health-related disruptions (Mulvie, 2021). Age diversity and generational differences in the contemporary workforce are a new phenomenon that businesses face for the first time (Singh, et al., 2021). Various studies have showed that the work behavior of a generation can be shaped by the values and attitudes they hold (King, Murillo, & Lee, 2017). Experts argue that differences in work values across generations can have a significant impact on various aspects of managing people, such as hiring, fostering career growth, providing compensation and benefits, and facilitating training and development. These differences can also lead to conflicts in the workplace (Parry & Urwin, 2011). In this ever-changing environment, influenced by the varying perspectives of different generations, it's clear that no one approach to work can guarantee the desired results (Urick, 2017).

2. Theoretical Background

Generation: A Multilayered Concept

Human Resources Development identifies four significant periods of historical development that distinguish these groups from one another. The specific periods that are being referred to are World War II, the post-war period until the early 1970s, the decade from the early 1970s to the early 2000s, and the current period starting from 2000. Workforce participation has a significant impact on racial/ethnic and sexual diversity, leading to changes in social norms, legal protections, and economic conditions (Shultz & Adams, 2007). Research has classified the workforce with multiple

generations into four groups: The traditionalists, Baby Boomers, Gen X, and Gen Y (also referred to as Generation Me, Millennials, iGen) (Rodriguez and Rodriguez, 2015). A generation or generational squad is, like, a sociological concept that's all about a group of peeps who share similar vibes and ideals cause they went through the same historical stuff or situations within, like, 15-20 years (Smeak, 2020). The squads are, like, labeled as the Silent Generation (1928–1945), also known as the Traditionalists, Baby Boom generation (1946–1964), Generation X (1965–1980), Millennial Generation (1981–1996), and Generation Z (1997–2012) (Chun & Evans, 2021).

Work Values and the Self Determination Theory (SDT)

According to (Wesner & Miller, 2008), the multigenerational workforce exhibits variations in various aspects such as work values, work attitudes, communication styles, commitment to employers, and the influence of technology. Despite extensive research on work values, scholars have not reached a consensus on how to define this construct (Gursoy, Maier, & Chi, 2008). Researchers have primarily examined work values from a structural perspective by categorizing them into various work features. (Yang, Yu, & Wu, 2018) have criticized previous research on generational differences in work values for its lack of theoretical orientation, which is necessary to understand the underlying causes of these differences. In his study, (Twenge, Campbell, Hoffman, & Lance, 2010) investigated the impact of generational differences on work values. While baby boomers prioritized social values (friendship) and intrinsic values (challenging assignments), Generation Z did not seem to favor altruistic values. Generation Z exhibited a greater preference for extrinsic values, such as status and money, when compared to baby boomers (Yang, Yu, & Wu, 2018).

Researchers have conducted systematic reviews of literature and meta-analyses on studies in the last 10 years due to the increasing number of publications about generations. Some examples of these studies are (Anderson, Baur, Griffith, & Buckley, 2017; Costanza, Badger, Fraser, Severt, & Gade, 2012; Lyons & Kuron, 2014; Rudolph, Rauvola, & Zacher, 2018; Sakdiyakorn & Wattanacharoensil, 2018; Appelbaum, et al., 2022; Badar & Lasthuizen, 2023). The conducted reviews present qualitative studies that specifically examine generational differences, as well as the values and attitudes of different generations in the workplace. Hence, conducting further research in this field could provide valuable insights into the impact of intergenerational differences on individuals' daily work-life balance. With this perspective in mind, the objective of this research is