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Abstract

The study of multigenerational workforce has been fundamental in the last decades due to the positive impact it has on the wellbeing of the employees. For a long time, companies have focused on different approaches to understand employees' preferences and behaviours inside the workplace. The most important aspects have been: productivity, job satisfaction, motivation and corporate culture.

This research investigates hoe managing a multigenerational workforce in the retail sector, impacts motivation, job satisfaction and productivity. Through a mixed/method approach, using interviews with retail managers and surveys of employees, the study reveals that understating generational differences can foster inclusive workplace and can enhance organizational performance. The findings propose that tailored communication, adaptative leadership styles and recognition contribute significantly to a positive work environment. This study emphasizes the need for retail businesses to implement generation/awareness strategies to retain talent and improve employee engagement.

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Chapter I - Introduction

1.1 Introduction Background research

My research area is about how the study of generations in a retail business can help the improvement of job satisfaction, by exploring the diverse teams (generations) aid productivity, motivation and competitive advantage. Managing a heterogenous group presents challenges when it comes to maintain job satisfaction, motivation and productivity. Employees from different generations bring unique values, varied experiences and expectations, which may influence their work attitude and performance.

The lack of understanding these differences can lead mismanagement, decreased productivity and high levels of turnover. It may make employees feel unappreciated, and they would think that their personal goals are not aligned to the company's.

Having said that, it becomes pivotal to include the generation's study when setting compensations, goals, or in general to create a suitable workplace.

1.2 Rationale for the study

This study supports the idea of incorporating generational studies in companies and it should be considered as an important aspect when deciding on which factors may influence in the motivation, job satisfaction and productivity. The level of these factors can be improved if they are designed or aligned with the generations.

Nowadays, managerial roles are taken by Gen Y and millennials, and this means a different way of managing based on their characteristics and values. So, it should be important to maintain the harmony between generations. A workplace aligned with generational characteristics can lead to improved job satisfaction, better productivity and enhanced motivations. On the whole, this research aims to highlight the importance of such alignment within retail businesses.

1.3 Statement of the research objectives

The purpose of the research is to find how multigenerational workforce is managed in retail businesses. The research seeks to identify if managers consider generational differences when working together in the same environment and how they bridge these differences to avoid ageism. Also, the purpose of these research is to have an overview of the perspective of the different generations towards retail job.

1. What aspects should be considered in the workplace when it comes to study generation?
2. What factors do generations associate with job satisfaction?
3. How does motivation impact productivity?
4. What are the key aspects to manage in order to increase productivity based on generational workforce?
5. What are the implications of not considering generational characteristics in the workplace?

1.4 Information gathering and data collection technique used

The research was made based on qualitative interviews with people who are part of management in the retail business. The objective of this interview is knowing the practices they have related to generational studies and how they measure the job satisfaction focus on the gens. Also, I will conduct a job satisfaction survey to people who had worked in retail. Based on the results, we can identify if retail businesses consider generational studies to approach different aspects such as job satisfaction, motivation or productivity. If so, we can have an idea of which practices they implement to bridge the gap between them.

1.5 Expected outcomes of the study

The study expects to recognize if this retail business studies the dynamic of generations as part of management. The researcher expects to gather information of how management consider generations' characteristics in order to establish practices that engage all the generations inside the company fostering a high levels of job satisfaction.

1.6 Chapter by chapter overview

The following section presents an overview of the entire study. Chapter I gives an introduction of the topic and the aim of the research. It provides the research and outlines the purpose of the research. Chapter II presents the secondary research by a literature review that gives support to the answers that the study looked for. In chapter III it is explain the methodology: different tools used to gather information, the sample and the methodologic paradigm. Consequently, chapter IV presents the findings of the research and the answers to the research questions. Finally, chapter V presents the conclusion, limitations and recommendations based on the results.

Chapter II – Literature review

2.1 Generations in the workplace

It is not new how the workforce changes through the years, and how more generations share this environment. However, it is important to identify them and find effective ways to enhance the workplace while considering the generations' unique traits. A multigenerational workforce has its advantages. Castrillon (2024) states that multiple generations encourage the sharing of diverse perspectives, aiding innovation and problem-solving. This diversity fosters mentorship opportunities, allowing exchange skills and knowledge. Finally, a multigenerational workforce certainly creates a stronger talent pipeline, which makes succession planning easier.

The first step in designing generation-orientated practices is to identify what makes them different and based on that, develop strategies to attract and retain talent. Bret (2014) argues that organizations must make efforts to redesign practices to manage employees from different generations effectively. This author also mentions how important is to avoid treating employees simple as member of generations, by ignoring the fact that these characteristics tend to be a prominent role in workplace behaviours. It is therefore essential to identify how many generations are present in the organization and what roles they occupy. Based on that, we can have an overview of our multigenerational environment and helps cultivate healthy dynamics. Having said that, 'understanding and respecting multi-generational needs isn't just a matter of inclusion, it's a business imperative' (SHRM 2020, p. 3). All workers must feel valued and respected and not be facing age discrimination. These both authors share the idea of the importance to address the study of generations to improve the management.

Nowadays, the youngest generations have a low rate of job satisfaction. In order to evaluate the factors that had influence on it, is important to understand their ambitions, values and thoughts as generations. Companies cannot improve the work environment without a previous knowledge. Generations are facing challenges inside the company, and management should be aware of it to offer a proper training and goal-setting. It has been said multiple times about intergenerational conflicts in the companies, causing tension and misunderstandings in the environment. Lennon (2015) notes that organisations are concerned about the impact of this situation and how it would influence on productivity and creativity.

Lennon (2015) argues that is a myth that each generation should be managed differently, this author highlights the importance of managers to adapt their leadership skills to the need of each individual. In other words, managers should be able to flex their leadership skills to the person and

situation in order to engage and motivate their teams. Even though, understanding the generations in the workplace critical, but leadership is key to synergy. Given this overview, it is essential to develop a few good practices to allow the synergy happen, such as create an open environment, equipping leaders wide range of leadership styles and managing the plunge.

However, there are practices that help build bridges across generations which can support managers in addressing this challenge (Hannam and Yordi 2011). These six trends are: increased use of new technologies to communicate, increased expectation for work-life flexibility, increased expectation for continual development, increased need for new ways to reward and recognize employees, increased need to engage the entire workforce, increased emphasis on innovation. These trends mentioned before, allow not only a correct function of the workforce, but also to manage them in keys aspects that will influence in their development, job satisfaction and the compensation system.

Implementing good practises can ‘improve their own business results, strengthen talent recruitment and retention, and pave the way for future generations’ Collinson et al. (2023, p. 8)

2.2 Job Satisfaction

There are some aspects inside the company that are intangible yet measurable such as job satisfaction, ‘job satisfaction is a central concept in work and organizational psychology as it is associated with important individual as well as organizational outcomes’ (Osbourne 2015, p. 9). The high rate of it, will ensure the well-being of the employees and with it the productivity. Job satisfaction is a subject that has been studied for several years, although there exist many theories about it, it may change gradually as it is influence by external factors that impact the company.

When we talk about job satisfaction, we refer to how motivated the employees are, it is impossible to study the job satisfaction isolated from motivation and productivity. Nowadays, in a competitive world, where the choices are multiple and rewards options are wide, is important to keep the employees motivated and so keep the job satisfaction in an acceptable level. Job satisfaction possesses multidimensional relation with financial and non-financial contents (Bose and Mohanty 2024). However, these are not the only indicator to improve the productivity through job satisfaction, having in mind that job satisfaction is the general attitude that the individual has towards their job, or the emotional inclination they have towards some aspect from their job and disappointed with others.

Speaking from an employee perspective, having an acceptable level of job satisfaction allow me to retain the same job and seek for careers opportunities which will encourage me to increase my

productivity. Is undeniable that ‘one major factor that influences the success of an organisation is job satisfaction’ George and Sreedharan (2023, p. 256)

Organizations ought to be oriented towards treating workers fairly and respectfully, sometimes the assets of job satisfaction might work as a valid pointer of workers effectiveness (Aziri 2011). Job satisfaction has an effect on loyalty, absenteeism and productivity. However, we cannot assume that every satisfied worker will necessarily have the highest rates of productivity, as there are more factors that affect productivity such as salary, rewards, and corporate culture.

Herzberg’s theory proposes that factors that avoid dissatisfaction are different from those that promote satisfaction. Satisfaction or dissatisfaction can coexist in the job context, the job dimensions (achievement, responsibility, recognition) are the key aspects for satisfaction and dissatisfaction than job dimensions such as working conditions, company policies, security (Khan and Ahmad, 2024).

Having said that, it is also fundamental to have a well-designed compensation programme, and the feedback given should be personalized and constructive. These aspects have a different approach depending on the diverse generations present in the organization, especially during feedback sessions.

When delivering the feedback, it’s important to identify the target, and depending on the generation, we must choose a suitable channel to conduct it. In this case, Baby boomers will prefer a structured formal communication channel like annual appraisals, while millennials and Gen Z will go for continuous constructive feedback. As well, the language used must be adapted to the generations in question, it would be different speaking to a boomer than a millennial, due to the different words used, and how courageous the language can be.

Buha (2023) states that baby boomers respond well to clear objectives and recognition of their experience. As they are experienced people there is an opportunity for them to be mentors to young employees, so they can develop their leadership skills. When doing the feedback, it is important for them to highlight their expertise, dedication and achievements.

On the other hand, generation X appreciates autonomy, flexibility and the freedom to board challenges in the way they consider the best. By addressing the problems or challenges, they will have the chance to show their problem-solving skills. The feedback should be conducted with concrete examples to give more credibility and impact on what has been said. While Millennials

and gen Z prefer informal channels and continuous feedback, it is important to deliver it with energy and support.

Brower (2022) sums up four general aspects to consider when it comes to creating a good work experience focused on generations. These aspects are: choice and control, recognition and appreciation, security and value. First of all, choice and control refer to the flexibility in working option, this benefit is more valuable for millennials and gen Z.

Recognition and appreciation are also one of the priorities in their work. People desire recognition and respect; organizations should ensure they are providing plenty of appreciation. Companies are wise to value all kinds of work by avoiding putting emphasis on certain roles. Consequently, employees would feel more engaged, motivated and dedicated when they feel valued by the company. Furthermore, security and value refer to the sense of fairness employees may experience related to their pay and work experience. People need to feel safe about their works and the perks it carries with. (Brower 2023).

2.3 Motivation

Motivation has been studied for centuries and those theories have been shaped through the years in order to understand individuals in different contexts including in the work environment. A renowned theory is from Maslow and the hierarchy of needs. This theory emphasizes the importance of addressing the different employees' needs to boost motivation and job satisfaction (Gechbaia et al. 2023).

As we mentioned before, job satisfaction is influenced by diverse factors, and so is motivation. These factors tend to be similar, such as salary, work conditions, recognition and so on. Understanding and approaching these factors are crucial to develop motivation practices. It is perceptible that an individual's rapport towards their job has a high influence on their success, and so the failure of an individual impacts the organization as well. Moreover, Human Resources identifies the importance of work-life balance and also the well-being of employees to foster motivation, in addition management should promote open communication and encourage employee to make contributions in the decision making (Gechbaia et al. 2023).

Recognition should enhance productivity and reinforce positive behaviour (Cavanaugh, 2014, as cited in Banya 2017). When employees feel treasured, the workplace should present a growth in their job satisfaction and productivity. This incentivises organization to actively reward and acknowledge contributions. Measuring employee performance is a vital to sustaining motivation, productivity contribute with organization's success (Andy, 2010). Not only is about

measurements, but encouraging collaborative spaces can keep motivating employees, as they are perceived as important (Weber et al. 2023)

Another aspect that influences motivation is the organizational environment. Studies have demonstrated that employee engagement is high when the work environment is friendly. A friendly environment makes employees feel comfortable, connected and less stressed. This friendly environment begins with the leaders who motivate and set the tone for the team (Banya 2017)

Bose and Mohanty (2024) agree that considering long-term motivation, is an essential role when it comes to improve their performance. Additionally, it was also found that the objectives set by the company can be motivating factors for workers as long as they are committed with it. It has been claimed that higher motivation levels among workers increase job satisfaction which will positively impact productivity.

On the whole, the authors agree that employees who feel appreciated and are given opportunities to grow, have a high sense of commitment and perform efficiency their roles. Motivation, job satisfaction and productivity can be studied separately but eventually this aspect will connect and work and will cause a chain reaction.

2.4 Productivity

Productivity can be improved by three crucial components that are human capital, working conditions and technology (Firdaus et al. 2023). Performance can be measured by the decrease in absenteeism or the decline in the portions of employees who leave early, are not able to finish their tasks by the end of workday or take long breaks. Productivity depends also on how effective is the workforce, communication and the proper given training.

To foster the productivity companies, have a reward system, these rewards can be tangible and intangible. These rewards recognise employee's contributions toward companies' objectives. If productivity is not equilibrated with recompenses, it will produce a diminishment in work efficiency in the future (Kelechi et al. as cited in Firdaus et al. 2023). Work productivity is not only linked to accomplish work outcomes, productivity is also influence by skills, work attitude and motivation.

Understanding how valuable the talent is in the work environment, management will start making productive relationships with the employees, then the employee engagement would be above average and as a result there will be a great jump in productivity, establishing productive relationships with the employees is the highest priority (DeMartini 2023)

The authors mention how rewards and compensations are important in a certain point, but work conditions are the most important factor and how reachable are the objectives. Ultimately it needs to be considered that employee's job is aligned with the company vision and what are the chances to grow inside the company.

Stanchak (2024) mentions that there are challenges when it comes to balance productivity and work-life balance. To keep productivity, it is vital to provide flexible work arrangements, currently we can find hybrid/remote job modalities. In a certain way this will support how employees manage stress and keep a healthy work-life integration. As it was mentioned before, providing flexible schedules is something global that all generations look nowadays in a job, and with it the autonomy.

2.5 Multigenerational workforce management

Managing a multigenerational workforce has become a challenge for current managers, each generation requires different ways to approach them. But as it was mentioned before, the style of leadership is what makes this management successful and possible (Lennon 2015). So, it is opportune to identify and accept how effective it is to work in a multigenerational environment.

It is important to state that generational characteristics are neither positive or negative. However, preferences over other generations, may create a tense place becoming evident the bad practice of ageism and likewise a negative relationship between generations (McNally 2017) Also, an important aspect is to leverage the assets of each generation to build bridges between them. It is also viable to consider in which areas we can evidence tension between them, as a result we can manage these issues and develop a unique way of communication with each generation

Multigenerational management not just includes leadership skills, but also employees that have generationally sensitive. Both, leaders and workers should have emotional intelligence in order to respect generational diversity. Mutual understanding will reduce the misunderstanding and miscommunication. This mutual respect can be built by engaging the members to have a constructive conversation about their main differences and to make them aware of stereotypes, and highlight the strengths of each generation.

One of the best ways to overcome and ward off conflict is to get past generational stereotypes and discourse elemental issues, cooperation; this demands effective perspective-taking skills (Johnson and Anderson 2016). These authors mention that this called 'perspective-taking' means to understand a situation from the perspective of another person and recognize the emotions that are involved. McNally (2017) also mentions practices to involve all generations in the workplace,

such as build a culture that endorse all generations to share ideal contributions, generate a multigenerational leadership team and finally build learning and development strategies with generations in mind.

Generational characteristics are reflected in the work environment through work habits, attitudes, and these differences emerge in how individuals think about leadership, problem solving, decision making and so on. 'To ignore the various expectations, assumptions, priorities and approaches to work and communications held by the four generations is to invite misunderstanding and conflict' (McNally 2017, p. 1). Nevertheless, when generational factors are involved and properly managed, they can offer opportunities to collaborate and allow the synergy as a result give the organization a competitive edge. All generations hope for fulfilling work opportunities to learn and develop, fair and respectful.

'Each generation brings unique values, attitudes, career goals, and work ethic to the workplace' (Brown 2012, p. 5) that is what makes rich a multigenerational workforce because there are different contributions that can enhance job performance. As managers, they are called to establish the successful relation between each member regardless of the generation they belong to, leaders are meant to identify and take advantage of commonalities.

Corporate culture

Organizational culture in retail companies stands for the values, behaviours, and work environment, they have a significant impact on teamwork and overall business success due to distinct values, work ethics, and expectations by guiding how teams engage with each other and customers.

Retail companies hire people from various generation, each of whom contribute with unique perspectives and work styles. In the next table we see the important characteristics which are defined to each generation.

Generations	Characteristics
Baby Boomers	Stability, Discipline, emphasize customer service and long-term career permanency
Generation X	Independents, Adaptable, bridge between traditional and modern retail practices
Millennials	Flexibility, Technological, collaboration and feedback are essentials
Generation Z	Online Training, Technology integration, Frequent recognition

Table 2.1 Generations' characteristic

Dealing with generational diversity presents challenges such as communication gaps, differing expectations for career growth, and resistance to change, while older employees can struggle with digital advancements, younger ones can request recurrent feedback and career progression. Retailers have to keep an eye on inclusive culture, offering tailored training, and implementing new technology without isolating generations. Balancing generational needs ensures a productive, engaged workforce and a successful environment.

Chapter III – Methodology

This chapter outlines the research methods that were used for this study. The following chapter carried out the approaches, data collection and sampling. The information was gathered by mixed methods which are interview questionnaires and surveys.

3.1 Theoretical paradigm

This research adopts a constructivist paradigm with an inductive approach which suggests that individuals construct meaning through their interactions and interpretation. Under this paradigm, the study explores how generational differences impacts motivation, job satisfaction and productivity.

The qualitative component comprises semi-structured interviews, while the quantitative aspect includes a structured survey, creating a mixed-method framework for data triangulation. The implementation of surveys and interviews helped the study to gather information about the different perspectives retail staff have inside their workplaces. How the feel towards multigenerational management and how it repercuss their productivity, motivation and job satisfaction. This study explores how retail staff perceive their experience under generational scope.

3.2 Justification for the adoption of method

The tools that were used to collect the primary data are surveys and interview. The surveys were conducted to people who have worked in retail businesses and possess a better understating of how this environment works. The questions were tailored based on the key aspects from the literature review which are: motivation, productivity, job satisfaction and perceptions of staff management in the context of diversity. The surveys were designed with closed-ended questions. Their purpose was to capture quantifiable trends in employee satisfaction and motivation.

In contrast, the interviews, used as a qualitative tool, were conducted to retail supervisors and the aim of the interview was to get deep insights of how the corporate culture can encourage the implementation of multigenerational practices that can create an inclusive workplace. The questions were semi structured, allowing interviewees to share more ideas and let me delve more into the topics. These interviews allowed to better understand how the corporate culture can influence the management of multigenerational workforce as well as the specific practices

managers adopt to create a fair environment regarding opportunities among generations in the workplace.

3.3 An outline of sampling technique and sample size

The sample included retail sixty retail employees within a minimum of six months of experience. The survey consisted of fifteen questions across four main themes: job satisfaction, motivation and perceptions of generational diversity in management.

Managerial roles were considered for the interviews. The interview was based on corporate culture, leadership and multigenerational management.

Position	Setting	Experience
Supervisor	ALFA	2 years
Supervisor	BETA	5 years

Table 3.1 Stakeholder table

3.4 Thematic Coding Analysis

The thematic code showed that ALFA emphasized inclusive training, development ang growth opportunities, while BETA highlighted a rigid structure valuing experience over innovation. These contrasting perspectives demonstrate how corporate culture shapes generational interactions.

Themes	Keywords
Corporate Culture	**Alfa:** Our culture is based on inclusion and encouraging the development of talent inside the company. That means that everyone has the chance to be trained as they were managers and also, they are given challenges during these periods so we are able to identify potential talents **Beta:** Our Culture is based on norms; this culture has helped to be cleared with employees' roles and be more flexible and open to new ideas
Multigenerational Conflict	**Alfa:** Millennials are the bridge between generations, they are able to deal with any differences across the internal structure at store. **Beta:** Talent tends to be valued if you have years of experience, otherwise you are not considered.

Communication	**Alfa:** Due to working in a store there just verbal communication. However, informal channels of communications are used, due to they are practical and easy to use. **Beta:** Formal and informal communication channels. Employees can use the one that suits them the best.
Training	**Alfa:** All the training in the company is the same for all the employees, it is a combination between practical and digital training. **Beta:** The innovation of existing strategies to make them efficient and generate continuous improvements, so all employees can share their ideas and feel included
Leadership	**Alfa:** adapting leadership is important but this practised is ignored **Beta:** transformational leadership suits the best in every business sector.

Table 3.2 Thematic coding analysis table

3.5 Ethical Issues

Ethical protocols were strictly followed, while performing this study. The survey was made in an online tool, all participants were informed of the research objectives and consent was obtained. Surveys were also anonymous and did not request sensitive data.

Regarding the interviews, the managers were sent a form in which they agreed to participate and stated the protection of anonymity and confidentiality. After the interviews took place, the transcripts were sent to them so they could discuss any detail before it was submitted. Finally, the secondary research was obtained from articles, peer review papers, books, official reports and repositories.

Chapter VI – Finding and Results

4.1 Introduction

This chapter presents the results obtained from the surveys and interview. The surveys respond to the following topics in the literature review: job satisfaction, motivation and productivity. While the interviews helped to gather information about the generations in the workplace and how management deal with this diversity in the companies.

4.2 Generations in the workplace

To approach this topic, it was necessary to conduct interviews with individuals in management positions in retail business. 'Understanding and respecting multi-generational needs isn't just a matter of inclusion, it's a business imperative' (SHRM 2020, p. 3). According to the primary research, it is important to involve all generations in shared goals through equal treatment. equally. Alfa mentions that is important to encourage mentorship in order to bridge skills and knowledge gaps. On the other hand, Beta agrees on the importance of training everybody based on their potentials and predisposition. Both interviewees, mention the importance of tailoring training depending on their generations, due to learning processes are different.

Alfa and Beta mentioned the importance of identifying the different ways that generations communicate. Alfa mentioned that their organization uses both informal and formal channels, to suit each employees' preference. However, Beta applies informal channels to engage younger employees and keep the formal channels for senior staff. Both interviews shared interesting opinion about feedback and performance. Beta said that the ability to prioritize task and duties is not strong in young staff, they tend to obey or follow the lead, whereas older employees demonstrate more initiative and are willing to mentor younger colleagues Alfa highlights the big difference in feedback session: younger employees perceive them as a continuous improvement to know how they are doing, while older generations considerer it as a control or monitoring session to see if they are reaching the goal or not. Having said that, communication, leadership and team dynamic are key aspects to consider when creating an inclusive environment for all generations.

4.3 Job Satisfaction

There are some aspects inside the company that are intangible but measurable such as job satisfaction, ‘job satisfaction is a central concept in work and organizational psychology as it is associated with important individual as well as organizational outcomes’ (Osbourne 2015, p. 9).

According to the surveys, 51.7% of the participants reported feeling neutral about their job. The primary factors influencing job satisfaction are salary benefits, work-life balance and career development. Of the respondents, 31.7% of the participants identified work-life balance as an aspect that influence on their job satisfaction, while 30% selected salary benefits. Satisfaction and dissatisfaction can coexist in the workplace. According to Khan and Ahmad (2024) intrinsic factor such as achievement, responsibility, recognition are the key aspects for satisfaction and dissatisfaction than extrinsic factors like working conditions, company policies, security

Interestingly, only the 15% of the respondents picked recognition as a factor related to job satisfaction. Having said that, salary benefits and work-life balance are the factors that all generations consider when they evaluate their job satisfaction.

4.4 Motivation

Although the survey didn’t include specific questions related to motivation, it assessed the link between job satisfaction and motivation. These factors are interconnected, because they influence each other somehow. When employees feel valued by the company, they are more likely to be engaged, motivated (Brower, 2023). The delivery of feedback also plays a crucial role in this dynamic. As highlighted in the literature review, baby boomers prefer structure feedback, while young generations prefer more continuous and informal approached.

Approximately 42.4% of respondents prefer face to face conversations when it comes to feedback sessions with most responses coming from Generation X and Generation Y. As it was mentioned in the literature review, these two gens will go for a continues constructive feedback. Which means, they look for constant evaluation to make sure they are in the right path or they are aligned to what they are set to. On the other hand, 30,3% of the respondents prefer a real time feedback, the difference between this feedback is that is not merely an evaluation, but a communication cycle when they share their improvements. On the whole, these finding suggest that implementing both types of feedback need to be implemented, as they are valued and appreciated for most of the generations.

4.5 Productivity

Productivity in typically measured by results or performance evaluations. However, there are some aspects that can lead the boost of productivity or facilitate a smoother flow among employees. Clear communication is essential in any business, but it becomes especially important in a multigenerational environment, where preferred channels, the langue and frequency vary. These differences directly impact productivity and teamwork.

Despite this, 48,3% of survey respondents rated communication between employees and management as neutral. This finding aligns with the similarly neutral levels of job satisfaction observed. Poor communication may lead to reduced motivation, unclear directions and ultimately low productivity. On the other hand, 21,7% consider the communication between these two parties as good. Nevertheless, productivity needs to be balanced with rewards, otherwise it may produce a diminishment in work efficiency in the future (Kelechi et al. as cited in Firdaus, et al. 2023). Across all generations monetary incentives were preferred to encourage productivity. Some key aspects to increase productivity is to foster efficient communication and go over barriers, this will enhance feedback sessions and of course, the clarity of the goals can boost productivity.

4.6 Multigenerational workforce management

The style of leadership is what makes this management successful and possible (Lennon, 2015). Both interviewees were asked how to they adapt their leadership style in a multigenerational context. Alfa talked about transformational leadership. This style of leadership promotes employees' empowerment and autonomy, it was also mentioned that every corporate culture ought to have this leadership style or to be implemented, so young employees develop based on it.

Beta highlighted the importance of placing millennials in mid-senior positions to act as bridges between Baby Boomers and Generation Z. Millennials possess strong communication skills that allow them to serve as neutral connectors, helping to facilitate smoother team dynamic.

One of the best ways to ward off conflict is to avoid stereotypes and change the perspective that we have towards them (Johnson and Anderson, 2016). Beta had not encountered any generational conflict, but he mentioned the importance of be clear with job roles and encourage communication across departments and create an environment where everyone feels confident enough to share

their ideas or thoughts. In contrast, Alfa had experienced a generational conflict but it was solved quickly due to the good communication and relationships within the team. Alfa and Beta mentioned the importance of offering equal opportunities to all employees so no one feels threatened or excluded. Recognizing generational diversity and understanding each groups contribution can help foster productivity and long-term organizational sustainability.

Failing to acknowledge these differences may result in ageism, resentment and a negative work environment. If they feel that they needs are not considered or they don’t feel with purpose inside they job, the rates of turnover can increase. Be aware of the characteristic can foster productivity, innovation and a sustainable organization.

Chapter V

5.1 Conclusion

On the whole, this research explored the understanding of generational dynamic within the retail sector and how these business fosters improvements in job satisfaction, motivation, and productivity. Through management interviews and employee surveys, it was possible to acknowledge that addressing distinct characteristics and preferences of the different generations is not merely a matter of inclusivity but a pathway to enhance organizational effectiveness.

The insights gathered from managements perspectives highlighted a growing awareness of generational diversity in retail sector. Alfa and Beta emphasized on tailored training session, the use of different communication channels (formal and informal) and the divergent perceptions of feedback as their continuous development or performance monitoring. Identifying and recognizing these nuances allows the creation of a more inclusive environment where employees feel valued and understood.

On the other hand, the surveys provided a broader perspective on job satisfaction and the different aspects that influence on it. While neutrality was the overall feeling, the prominence of salary benefits and work-life balance across generations as key determinant of satisfaction. Surprisingly, the relatively low importance attributes to recognition as a satisfaction driver. Furthermore, the research exposed the intricated relationship between job satisfaction and motivation especially through the lens of feedback preferences. The obvious preference for face-to-face feedback among Gen X and Y, coupled with the value on real time feedback by Gen Z, underscored the need to restructured the feedback strategy. This will help to improve communication and tailored the different channels and ways to approach them.

The perception of communication between employees and management is neutral and this needs attention. Given the acknowledge importance of clear and effective communication for production and collaboration among generations, this neutral perspective may indication an area for improvement in retail business. As it was expected, economic incentives are the main motivating factor for boost productivity and this provides a tangibles lever for management to consider when it comes to rewarding all generations. However, for all generations its important to have a work-life balance to maintain their satisfaction inside their job and of course these important factors may