ANALYSIS OF COLLABORATION, COMMUNICATION, TECHNOLOGY, PROFICIENCY, TEAMWORK, RESULTS AND POTENTIAL OF DIFFERENT GENERATION'S JOINT WORK.

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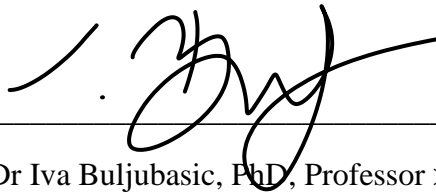DOCTOR OF BUSINESS ADMINISTRATION

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ABSTRACT

ANALYSIS OF COLLABORATION, COMMUNICATION, TECHNOLOGY,
PROFICIENCY, TEAMWORK, RESULTS AND POTENTIAL OF DIFFERENT
GENERATION'S JOINT WORK

Kalpana Bhatwadekar

2025

Dissertation Chair: Dr Iva Buljubasic

\The research seeks to examine how various generations cooperate, communicate, utilize technology, work as a team, and unlock their potential in a multigenerational workplace.

Introduction to Multigenerational Workforce: The research addresses the challenges organizations face with a multigenerational workforce, particularly with the entry of Gen Z into the job market. It aims to provide tools for aligning organizational policies and procedures in accordance with the expectations of different generations.

Generational Definitions: The study focuses on three generations: Gen X (1965-1979), Gen Y (1980-1996), and Gen Z (1997-2012), each with distinct characteristics and expectations that influence their work-life.

Research Objectives: The primary objective is to understand the workplace expectations of these generations concerning leadership, culture, communication, job satisfaction, and compensation benefits.

Methodology: The research methodology includes a literature review, and a survey conducted at Sirmaxo Chemicals Pvt Ltd, a pharmaceutical firm with 240 employees. The survey aims to analyze generational expectations and their impact on workplace dynamics.

Survey Design: A questionnaire with 17 questions is prepared to capture the generational traits and workplace expectations of employees. The survey also considers variables like work location, demography, and total work experience.

Demographic Distribution: The workforce at Sirmaxo is categorized into Gen X (21%), Gen Y (73%), and Gen Z (6%), with a gender distribution of 85% males and 15% females.

Workplace Expectations: The research seeks to understand how different generations perceive organizational support, leadership, value alignment, and job importance, among other factors.

Impact of Work Location: The study also examines how workplace location (corporate office, manufacturing plant, or sales team at Pan India locations) influences generational expectations and satisfaction.

Total experience of employees: the study reviews the influence of total work experience of the employee on the response to the survey.

Preliminary Literature Review: The literature review highlights the importance of understanding multigenerational behavior at the workplace and the need for organizations to adapt to generational changes.

Conclusion and Implications: The findings aim to support MSMEs in India by providing insights into creating a harmonious and productive work environment for a multigenerational workforce, ultimately aiding in talent retention and organizational growth.

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LIST OF ABBREVIATIONS:

Gen X	Generation X
Gen Y	Generation Y
Gen Z	Generation Z
HR	Human Resource
HRM	Human Resource Management
HO	Head Office

CHAPTER I: INTRODUCTION

1.1 Introduction

For a business to grow, it needs a motivated team working towards the same goal. Even if an organization selects good employees, integrating them into its culture and processes can be tough.

Employees are crucial for growth, as they execute the strategy. Their performance can determine the success or failure of the business. With proper guidance, any employee can be developed to perform well by understanding their needs and expectations.

Employee expectations can be discerned through their behavior, communication style, learning preferences, and workplace expectations. The challenge in the current era is heightened due to the presence of at least three different generations in the workforce.

A generation is the mutual set of ideas, behaviors, attitudes, values, and life experiences that influence work-life. It is an age group of people who identified through birth period, location, and significant life events (Lang, 2020). We aim to examine Gen X, Gen Y (also known as Gen Me or Millennials), and Gen Z as three distinct working generations. Their approaches will differ, so organizations need to create policies that address their respective expectations.

Examining various factors, particularly the generation an employee belongs to, can provide valuable insights into their expectations. This approach enables organizations to create a welcoming workplace environment and adopt suitable policies. Consequently, it assists in retaining talented employees, thereby facilitating growth with fewer Human Resource challenges. By correlating these observations with the generational characteristics of employees, organizations can gain a deeper understanding of how to enhance the workplace experience.

The following are generations defined from sources available online for ease of understanding:

Table no 1

Generation details by birth year

Generation	Birth year range
Alpha	2012-2025
Gen Z	1997-2012
Millennials (Gen Y)	1980-1996
Gen X	1965-1979
Boomers	1946-1964
Silent	1928-1945

Our personality, career choices and aspirations are greatly influenced by our family, society, upbringing, education, experiences, etc. The people coming from city and town Vs village can influence the choice of workplace or expectations.

Every generation has unique characteristics and expectations. As a major part of youth life is spent at work, it becomes extremely crucial for organizations to keep up to their anticipations. This will definitely enhance commitment. Better satisfaction will be translated into better performance and support organizations to achieve their goals. (Twenge, 2010).

We intend to examine the interactions of three generations working together: Generation X (GenX, born between 1965 and 1981) and Generation Me (Gen Me, also referred to as GenY, Millennials, n Gen, and I Gen, born from 1982 to 1999). Research has found many generational differences in personality traits, attitudes, mental health, and behaviors (Kessler R C, 2005; Thorton, 2001; Twenge, 2005; Wells, 2005).

Managing multi- generational workforce (Sharma, 2021) is likely to become a major organizational challenge. In the coming future, the challenges of the organizations will not be restricted to focusing on the needs of Generations X and Y alone, but also to foresee the needs of the growing Generation Z at the workplace (Knoll, (2014)) . To improve employee engagement and retention, organizations will need to develop a deeper understanding of the expectations of employees belonging to different generations and modern business best practices that fulfil them. (Sharma, 2021)

Current study would select sample organization with workplace diversity, having minimum 3 generations working together. This may help and empower the Human Resource Department with comfortable workplace planning.

The Indian Pharmaceutical Industry has witnessed a robust growth over the past few years moving on from a turnover of approx. US $ 1 billion in 1990 to over US $30 billion in 2015 of which the export turnover is approximately US $ 15 billion. The country now ranks 3rd worldwide by volume of production and 14th by value, thereby accounting for around 10% of the world's production by volume and 1.5% by value. Globally, it ranks 4th in terms of generic production and 17th in terms of export value of bulk actives and dosage forms. Indian exports are destined to more than 190 countries around the globe including highly regulated markets of US, West Europe, Japan and Australia. It has shown tremendous progress in terms of infrastructure development, technology base creation and a wide range of products. It has established its essence and determination to flourish in the changing environment. The industry now produces bulk drugs belonging to all major therapeutic groups requiring complicated manufacturing technologies. Formulations in various dosage forms are being produced in GMP compliant facilities. Strong scientific and technical manpower and pioneering work done in process development have made this possible. (Anon., n.d.)

Selection of Sirmaxo, a pharmaceutical manufacturing organization, was made based on assumptions of such an opportunistic and growing industry. Growth is sacrosanct with more people getting involved in the business processes. This presents an opportunity to understand their preferences and collaborations with each other. Better the employee expectations are understood by the organization, easier it is to strive in dynamic business environments. Thus, selection of a pharmaceutical firm from India falling in MSME section was made. We also

looked for different generations involved in the organization and sufficient number of respondents to enable a valid survey and conclusion.

Observing the background and distinctiveness of each generation can be valuable in understanding the idiosyncratic talents and challenges every employee brings to the workplace, in addition to identifying long-range trends that are altering the culture of the workplace (Ware, 2013). Generational differences in attitudes toward work, loyalty to employers, and dedication to their occupation have been widespread themes.

The implications of this for management, organizational enhancement, and strategic development are rather wide range. Not only is the workforce now more multigenerational, but it is also multinational (Ware, 2013)

There is an increasing belief that the stereotypes about each generation may not be quite accurate, and there may not be significant differences among Generation X, Generation Y and Generation Z. Larger the group of respondents, higher are chances of accuracy as we can eliminate the variance. Analyzing one organization can confirm many predictions from literature. This study can guide Human Resource Management to enhance branding and talent management. Applying this approach to other organizations in the same industry can strengthen the results.

1.2 Research Problem

Humans are complex creatures, with each individual displaying a unique set of characteristics. Despite this uniqueness, we also exhibit certain behaviors that are common among people born within the same general period. These periods, known as the generations, typically span about 10 to 15 years.

Generational cohorts include individuals born around the same time who share distinctive social or historical life events during critical developmental periods (Schaie, 1965) Each generation is influenced by broad forces (i.e., parents, peers, media, critical economic and social events, and popular culture) that create common value systems distinguishing them from people who grew up at different times. These forces are strongest during an individual's childhood and adolescence; for example, work values remain relatively stable from early adolescence to young adulthood (Lubinski, 1996). The largest diversity of generations is represented in today's workplace than at any other time in history. With this diversity comes new challenges for organizations. Therefore, intergenerational diversity is a timely issue, gathering increasing interest amongst academics, organizations and business executives (Sruk, 2019.). 58% of HR managers have reported conflict between younger and older workers, commonly because of differences in conceptions of work ethics, values and attitudes (Cogin, 2019).

Several studies discuss generational differences concerning workplace expectations. These differences encompass factors such as organizational culture, job satisfaction, and leadership expectations. The research often utilizes broad surveys or industry-specific questionnaires, where one or more of these elements are examined as variables.

Today, about 85% of all incorporated businesses in India are family businesses. They continue to have a massive impact on India's economic growth – including contributing to the national GDP, creating jobs, and assisting in the nation-building process as mentioned by leading newspaper in India. (Anon., 2023)

Generational cohorts working in family businesses across various locations may produce different study results due to developmental status variations. The current study aims to validate these results by considering relevant variables.

The variables considered in the current study are as follows (table no 2)

Table no 2

Generation	Location	Work experience- Total number of years	Demography

Each generation's expectations regarding work roles may vary with location of workplace. For instance, in the manufacturing plants of pharmaceutical companies, tasks are precisely outlined according to statutory or regulatory guidelines. Conversely, corporate offices or sales teams operating in various regions of the country typically encounter less stringent or no fixed guidelines. Consequently, each location will have its own level of flexibility and work culture understanding and requirements. To examine these factors, this study considers generational impact, work location and years of work experience as variables.

The literature review examines Gen X, Gen Y, and Gen Z working together. It explores their work values, job satisfaction, organizational culture, motivating factors, and preferred leadership styles. These also include communication styles or culture in the organization.

Gen X and Y are built with strong value systems based on their upbringing and social influence. They may look for a value match in the organization in order to perform better. This can be concerning with Gen Z too, however they are more open to changes and adaptations towards the value system. The study would focus on getting some valuable inputs about Generational workplace expectations and perceptions compared to defined traits in the literature.

1.3 Purpose of Research

Humans display a range of complex behaviors. Each individual has unique traits, yet certain behaviors are common among many people born around the same periods. These time periods, called generations, typically span about 10 to 15 years.

Generational cohorts, or groups of individuals born around the same time, share unique social or historical events during critical developmental periods (Schaie, 1965). Each generation is shaped by influences such as parents, peers, media, economic and social events, and popular culture, with these forces being most impactful during childhood and adolescence (Lubinski, 1996). Today's workforce sees an unprecedented diversity of generations, presenting new challenges for organizations. Intergenerational diversity is now a relevant issue, attracting interest from academics, organizations, and business executives (Sruk, 2019). Notably, 58% of HR managers' report conflicts between younger and older workers, often due to differing work ethics, values, and attitudes (Cogin, 2019).

In a rapidly evolving work environment, understanding the workplace behaviors and expectations of Generation X, Generation Y, and Generation Z is crucial. Each generation has been shaped by distinct social, economic, and technological influences, which in turn affect their values, work ethics, communication styles, and leadership preferences. As the workforce becomes more multigenerational, organizations face the challenge of managing and integrating diverse perspectives and expectations to create a cohesive and productive work culture. This study aims to bridge the knowledge gap by providing insights into the unique characteristics and needs of each generation, helping managers and leaders develop strategies to attract, retain, and motivate employees from different generational cohorts.

This research aimed to examine analysis of workplace joint work beliefs across Generation X (1968-1979), Generation Y (1980-1996), and Generation Z (1997-2012), focusing on differences in leadership, culture, communication, satisfaction, learning and development, and compensation benefits.

This study aims to understand the work values of Generation X, Generation Y and Generation Z. There's limited combined and comparable research on these groups compared to Traditionalists, Baby Boomers, and Generation X, which are often viewed negatively. Comparing Gen X, Gen Y and Gen Z's work values can help leaders as Baby Boomers retire, requiring the recruitment of new talent. Knowing generational work values aids in selecting and retaining fitting employees and creating appealing work environments. Additionally, awareness of generational differences can promote teamwork.

The generational expectations can also vary with the changing demographics, work locations, and total work experience of the employees. For example, employees working in urban corporate offices may prioritize flexibility and work-life balance more than those in rural manufacturing plants, where structured tasks and schedules are the norm. In corporate settings, Generation X might seek clear role definitions and stability, while Generation Y might prioritize career development opportunities and Generation Z might look for continuous learning and diversity in their roles.

Moreover, the total work experience influences how employees view their roles and their expectations from the organization. For instance, those with extensive work experience might value job security and defined benefits, while newer entrants to the workforce, particularly from Generation Z, might place a higher premium on innovation, technology integration, and opportunities for rapid growth.

Understanding these nuanced expectations helps organizations tailor their management practices to better align with the values and needs of each generational cohort, ultimately fostering a more inclusive and productive work environment.

The literature reviews the study of three generations – Gen X, Y, and Z – working together in the workplace. It defines the work values of each generation, their expectations regarding job satisfaction, organizational culture, motivating factors, and preferred leadership styles. Additionally, the literature discusses communication styles within organizations, noting that generational preferences for formal or open communication pathways can significantly influence the cooperative environment within an organization.

Generations X and Y often seek a value match in their organizations to enhance their performance, as they are influenced by their upbringing and social environment. Generation Z may also consider value alignment important, but they tend to be more adaptable and open to changes in their value system.

The study aims to assist organizations with multi-generational workgroups in understanding value trends and developing organizational frameworks, policies, and procedures that align with these values. This approach will enhance work culture, attract suitable talent, and retain high-quality employees.

1.4 Significance of Study

Supplementary exploration on the work values of Generation X ,Generation Y and Generation Z is considered necessary because more and more Generation Z's are joining the workforce with Generation X & Generation Y. (Ware, 2013)

Managers and organizations need more information to enhance their management approaches and gain a deeper understanding of their Generation X, Generation Y and Generation Z employees. It is widely believed that generational cohorts influence a collective outlook based on shared experiences.

Observing the background and distinct characteristics of each generation can help in understanding the unique skills and challenges each employee brings to the workplace. It can also aid in identifying long-term trends that are changing the culture of the workplace (Bell Sutton, 2007). Generational differences in attitudes toward work, loyalty to employers, and dedication to their occupation have been common themes (Christina, 2013).

Generation X and Generation Y members were strongly predisposed by the individual experiences of their upbringing (e.g., frequent layoffs since the 1980s and the escalation of short-lived career paths, two employed parents, and divorce; (Westerman, 2007).

Generation Z has experienced a more fulfilling and competitive lifestyle. Their parents are both protective and eager to expose them to diverse experiences, coupled with the generation's inheritance of wealth and comfort. Additionally, Generation Z enjoys easy access to abundant information and skill development opportunities. Due to technological advancements, the traditional methods of working are continually evolving for them.

In investigating the generational differences in the work values of Generation X, Generation Y, and Generation Z, it is fundamental to observe impact of the social and historical contexts of these generations. Each cohort brings a unique set of experiences and perspectives that shape their expectations and behaviors in the workplace. For instance, while Generation X may emphasize stability and loyalty, Generation Y might prioritize flexibility and personal development, and Generation Z could focus on technological integration and social responsibility.

The study is significant due to the increasing presence of Generation Z in the workforce alongside Generations X and Y. Understanding the differing work values, expectations, and communication styles of these generations is crucial for managers and organizations. Insights from the study can help in enhancing management approaches, improving organizational culture, and fostering job satisfaction among employees. Observing the unique backgrounds and experiences of each generation aids in recognizing their distinct talents and challenges, and in identifying trends that transform workplace culture. Ultimately, this knowledge supports strategic development and organizational enhancement in a multigenerational and multinational workforce.

1.5 Research Purpose and Questions

Many believe that stereotypes about generations may not be accurate, and there might be little difference between Generation X, Generation Y and Generation Z. All groups are redefining workplace norms. Generation X, often the most discussed and criticized, and Generation Y were influenced by their upbringing experiences, such as frequent layoffs, changing careers, dual-working parents, and divorce. To understand their work values, considering their social and historical context is essential. Generation Z was born in the world of technology. They feel that there is an irreconcilable gap between reality and desire, and they feel an uncertain state (Bencsik, 2016). Being born and raised with the social web, they are digital centric, and technology is their identity. This generation is entering companies and will be dominating the workplace in terms of numbers in the coming years. They seem to have a different attitude towards work than the previous generation. (Sharma, 2021)

Implementation of the research goal was based on the hypothesis that employees will have workplace beliefs based on common traits presented by cohort. These beliefs would be influenced by location of workspace, demography and work experience.

Survey tools should be selected on a case-by-case basis and take into account the characteristics of Generation X, Generation Y, and Generation Z employees. Differential generations will have different expectations from workplace, so trying to find common ground to support HR for designing a suitable workplace. This study may enhance organization culture and job satisfaction amongst the employees.

Understanding the generational differences between Generation X, Generation Y, and Generation Z can significantly benefit the Human Resource (HR) department in designing effective policies and procedures. By recognizing the unique work values, expectations, and communication styles of each generation, HR professionals can create a more inclusive and harmonious work environment. For instance, policies that emphasize stability and loyalty could appeal to Generation X, while Generation Y might respond better to flexible work arrangements and opportunities for personal development. Generation Z, with their strong inclination towards technology and social responsibility, could benefit from policies that integrate technological advancements and promote corporate social responsibility initiatives.

In light of the above, the following research questions were adopted:

1. **How do employees representing generational cohort respond to surveys compared with traits defined by literature for employees from Generations X, Y, and Z?**
2. **Will generational expectations have impact based on location of work- Head office, Manufacturing plant and out of office / on field working, demography and work experience.**

To answer the goal and research questions, the following methodological stages were adopted:

1. A classic analysis and evaluation of the literature on the subject, including the issues of work values, job satisfaction, leadership expectations, communication and characteristics of Gen X, Gen Y, and Gen Z.

2. The development of a research tool together with an assessment of methodological correctness of the research.

3. The preparation of a standardized questionnaire.

4. The conducting of the survey among 240 employees of MSME organization – M/s Sirmaxo Chemicals Pvt Ltd.

5. An analysis of the results based on 3 variables, viz. Location, Demography and Total experience of the employees and the drawing of conclusions.

Recognizing the generational differences among Generation X, Y, and Z can provide substantial benefits to the Human Resources (HR) department in crafting effective policies and procedures. By understanding the distinctive work values, expectations, and communication styles of each generation, HR professionals can foster a more inclusive and harmonious workplace. This document examines the advantages of accurately aligning the work values of these generational cohorts with the objectives of the HR team within an organization.

By understanding generational differences, HR teams can develop policies that address the distinct preferences and working styles of employees. This inclusivity helps create a work environment where all employees feel valued. For instance, policies focusing on stability and loyalty may attract Generation X, while Generation Y might prefer flexible work arrangements and opportunities for personal growth. Generation Z, who are familiar with technology and social responsibility, could find policies that incorporate technological advancements beneficial.

When HR professionals tailor their strategies to align with the values and expectations of different generations, employees are more likely to feel engaged and committed to their work. Engagement leads to higher job satisfaction, which in turn reduces turnover rates. For example, Generation Y values opportunities for growth and development, so offering continuous learning programs and career advancement opportunities can enhance their engagement and loyalty to the organization.

Effective communication is crucial in any organization. By understanding the preferred communication styles of each generation, HR teams can facilitate better interactions among employees. Generation X may prefer direct and face-to-face communication, while Generation Y and Z might favor digital communication platforms. Adapting communication strategies to suit these preferences can improve collaboration and reduce disagreements.

Each generation brings unique perspectives and ideas to the table. By fostering an environment that values and leverages these differences, organizations can boost innovation and creativity. Generation Z, for example, is known for their tech-savviness and innovative thinking. Encouraging cross-generational collaboration can lead to creative solutions and drive the organization forward.

Technological advancements are rapidly changing the workplace. Generation Z, having grown up in a digital era, is particularly adept at navigating new technologies. HR teams can benefit from their expertise by involving them in technology-related projects and encouraging them to mentor older employees. This exchange of knowledge not only enhances the organization's technological capabilities but also promotes a culture of continuous learning. Generation Z places a high value on social responsibility and ethical practices. By aligning HR policies with these values, organizations can enhance their corporate social responsibility initiatives. This not only attracts and retains Generation Z employees but also strengthens the organization's reputation and appeals to socially conscious consumers.

Accurately correlating the work values of Generation X, Y, and Z to the HR team in an organization provides several benefits. It helps create an inclusive work environment by understanding the diverse perspectives and needs of each generation. For instance, Generation X might value job security and traditional hierarchies, whereas Millennials (Generation Y) often seek work-life balance and purpose-driven roles. Generation Z, on the other hand, tends to prioritize technological integration and flexibility.

Enhancing employee engagement and retention is another key benefit. By aligning workplace practices with generational expectations, employees are more likely to feel valued and understood, which increases their commitment to the company. Effective communication and collaboration are also improved when HR professionals tailor their strategies to meet the varying preferences of different age groups. For example, while older generations might prefer face-to-face meetings, younger employees may lean towards digital communication tools.

Encouraging innovation and creativity involves leveraging the unique strengths and ideas that each generation brings to the table. Younger employees often bring fresh perspectives and familiarity with the latest technologies, while older workers contribute years of experience and industry knowledge. Adapting to technological advancements is crucial as well; Generation Z's comfort with new tech can drive digital transformation and keep the company competitive.

Promoting corporate social responsibility (CSR) highlights the importance of aligning organizational values with those of the workforce. Many Millennials and Gen Z employees seek employers who are socially and environmentally conscious. By acknowledging generational differences, HR professionals can implement CSR initiatives that resonate with their employees' values.

Ultimately, recognizing and incorporating these generational differences enables HR professionals to contribute significantly to organizational success. This approach fosters a workplace where employees from all generations can thrive, leading to a more dynamic, innovative, and harmonious work environment.

CHAPTER II: REVIEW OF LITERATURE

2.1 Theoretical Framework

The Human Resource team plays a vital role in understanding employee's behaviors, communication style, learning style, expectations from workplace, etc. To support the HR team, the organization needs to conduct studies and amend policies based on the results.

In 2023, the challenge is that workplaces often have three or more generations working together. A generation shares ideas, behaviors, attitudes, values, and experiences that influence work-life. It is an age group identified by birth period, location, and significant life events (Lang, 2020). We would like to study Gen X, Gen Y / Gen Me/ Millennials and Gen Z as three working generations. Their styles will vary, and organization has to make policies to address their expectations.

We found insightful literature covering workplace expectations, reasons affecting their job satisfaction, motivation factors, etc., for different generations. We would like to study these parameters in Indian context and for a pharmaceutical manufacturing industry specific. India is a culturally rich country, where literally every 200 km you will find different regional language. The infrastructure, economic status and ability of prioritizing education or career differs based on community beliefs and customs. Amongst four zones of India west zone is more involved in industrialization and proudly represents economical capital of the country. Thus, comparatively better developmental approaches and liberated thoughts are seen in the community.

The survey plans to study 3 generations working together. Generation X (GenX; born 1965-1981), and Generation Me (Gen Me, also known as GenY, Millennials, n Gen, and I Gen; born 1982-1999). Research has found many generational differences in personality traits, attitudes, mental health, and behaviors (Kessler R R C, 2005; Thorton, 2001; Twenge, 2005; Wells, 2005).

Organizations need to keep in mind generational differences when they deal with employees. Traditionalists, Boomers, Gen X, Y and Z consider management and workplace differently based on their goals (Perilus, 2020)

GenX and especially Millennials are more individualistic and self-focused (Sessa, 2007; Siris, 2007; Campbell, 2001; Campbell, 2009). Generation Z has different characteristics from the previous generation in accordance with the development of technology and communication. (Fadilah, 2023).

The largest diversity of generations is represented in today's workplace than at any other time in history. With this diversity comes new challenges for organizations. Therefore, intergenerational diversity is a timely issue, gathering increasing interest amongst academics, organizations and business executives (Sruk, 2019).

58% of HR managers have reported conflict between younger and older workers, commonly because of differences in conceptions of work ethics, values and attitudes (Cogin, 2019).

This emphasizes the need for HRM to be conscious of generational dissimilarities and avoid using the same policies to motivate and engage employees from different generations with the same passion.

There are four areas that organizations need to focus on in order to manage generational diversity and ensure that generations work well in workplaces. These four areas are:

1. Adaptation of organizational policies and human resource management policies to different generations,
2. Ensuring communication that is understandable to all generations,
3. Joint decision-making by all generations,
4. Developing internal training programs that focus on generational diversity.

The integrative leadership model suggests that leadership of successful change or organizational development requires a motivation, vision, values and culture. (Sruk, 2019.)

By focusing on exploring the character traits of employees in each generation and identifying types of conflict, managers need to better understand these characteristics and styles of work, and can use them to enhance team and organizational success, all for organizational goals. (Sruk, 2019.)

2.2 Workplace Theory

The 21st Century workplaces offer diversity not just in terms of culture, gender, ethnicity, and race but also in age. Currently, employees from different generational groups are working alongside (Yadav, 2018) in the organizations, showcasing their unique characteristics, beliefs, attitudes and work values (Yadav, 2018). Multi-generational workplaces have always existed, but modern flatter hierarchies bring different age groups closer together, affecting team and organizational success. Hence it becomes significant to comprehend the workplace behavior of a multi-generational workforce, especially when employees of different generational groups come in direct contact to function with one another. Understanding the workplace behavior of a multi-generational workforce will help avoid any unforeseen future situation that may hamper the organization's growth, success, and development. (Yadav, 2023)

Therefore, the study was formulated to understand the Indian working professionals belonging to Gen X, Gen Y, and Gen Z generational groups. As the oldest generation of employees, Baby Boomers, retire and the youngest generation of employees, Gen Z, enters the workforce, there is a greater need for organizations to apprehend how to harness the diversity of the multi-generational workforce and prepare themselves for the challenges associated with it. Since employees of each generational group are distinct from one another, the study also aims to understand the leadership preferences (highly preferred leadership behavioral attributes) of Gen X, Gen Y, and Gen Z employees. (Yadav, 2023)

A generation is generally defined as a group of individuals born in a defined twenty-year period or within a period that offered a shared social experience (Lyons, 2014; Weingarten, 2009). This much-studied topic dates back as early as 1940 with research done by Kingsley Davis who found a factional conflict occurred when different generations worked in the same organization. While the theory is now fully accepted in academia, the media, and the average American, there are also opponents of the theory. Most of the criticisms of the theory include the difficulty in controlling variables in life experiences, familial and religious influences, and the evolution of our personalities in the normal aging and experiential growth processes (Lyons, 2014; Weingarten, 2009).

While research on generational diversity is not new, there has never been a time in history when four generations were in the workplace at one time. This offers both challenges and opportunities for managers and businesses

(Al-Asfour, 2014; Gursoy, 2013). The lack of attention to the generational differences will make any company less efficient and potentially drive employee turnover (Al-Asfour, 2014; Dominguez, 2003)

The published research asserted the keys to strengthening the working relationships among the employees of different generations was to improve management skills and to understand the differences of each generation (Baran, 2014; Lyons, 2014; Salahuddin, 2011). This concept has been embraced by corporations where programs attempt to change management styles, manage employee expectations, and educate employees on how to handle generational diversity (Deepthi, 2013; Gursoy, 2013; Weingarten, 2009; Lorinda, 2017)

Generational differences and their effect on the workforce are prominent in literature with most of the content focusing on the values and traits (Gursoy, 2008; Gursoy, 2013; Lyons, 2014 ; Salahuddin, 2011). These evaluations tended to focus on the differences between the generations as an explanation for the organizational strife experienced in the workplace (Lyons, 2014). The content of the literature addressed the need for new leadership approaches to find common ground (Baran, 2014; Salahuddin, 2011; Weingarten, 2009).

Each generation has been assigned a variety of labels which are provided in Table no 3, along with an exhaustive list of characteristics, values, and the social influences that molded them.

Generation X was born between 1965 and 1979 (Al-Asfour, 2014) and make up the one of the largest (33%) cohort in the workforce (Brown, 2009 ; Lyons, 2014). They were the first generation to enter the workforce after corporate downsizing and grew up as latchkey kids with both parents working and divorced. This generation seeks a balance between work and life and it is comfortable leaving a job if they are not satisfied with the conditions. Change is the norm for them; they are more likely to deviate from rules to perform tasks their own way (Haynes, 2011) and they are known for thinking globally, like to have fun, are informal, self-reliant, and pragmatic (Al-Asfour, 2014 ; Lyons, 2014).

Millennials were born between 1980 and 2000 which means technology is all they have ever known (Al-Asfour, 2014; Kaifi, 2012). Much like Generation X, the Millennials balance work and life but also interweave leisure time with work. These three aspects of their lives are much more intermingling than previous generations, mostly due to technology. They have high expectations, are goal oriented, and because they learned in more creative and collaborative educational systems, they expect to find a similar culture at work (Haynes, 2011)). Their values consist of optimism, civic duty, confidence, achievement, sociability, morality, and street smarts. They demand a

flexible work schedule and want to feel they are contributing to something larger than themselves; an aspect they routinely identify as more important than pay (Smith, 2012).

2.2.1 Understanding the Characteristics of Different Generations – Gen X, Gen Y/Millennials, and Gen Z from Various Literature.

2.2.1.1 Characteristics of Generation X from various Literatures:

People born between 1965 and 1979, who are okay with authority and give more importance to work-life balance. (Sharma, 2021). Gen X has its "focus is on self rather than society (Sinha, 2016). Gen Xers have a much higher level of loyalty to their jobs. (Fadilah, 2023). Many Generation X adults grew up in dual worker families which gave rise to the new term, latch-key kids. Thus, they are self-reliant, fun-loving, and independent (Lyons, 2008). They are also less loyal than the Boomers, having witnessed high numbers of divorces and corporate downsizing. (Crampton, 2007). Unable as a generation to enjoy the career success of their predecessors, the Generation X population are more concerned with career options, balance of work and non-work lives, and express cynicism toward Corporate America (Crampton, 2007)

At work, Gen X are computer literate and want a fun environment (Patota, 2007) but they are far more mobile than the Baby Boomers, moving from job to job to improve their careers (Johnson, 2008) Generation Xers experienced economic uncertainties, the beginning of the AIDS epidemic and the end of the Cold War, as well as corporate and government scandals, all feeding into their distrust of authority. (Johnson, 2008). Instead, they rely on personal entrepreneurial effort, independence & creativity at work, they demand fulfilling work (Merrill, 2008). Merrill, D. mentions, Generation X may be seen by their Baby Boomer bosses as ―slackers who lack loyalty. (Rottier, july 2001)

Table no 3

Generation X	description
Latch-key kids	Entrepreneurial
Lack of loyalty	Fun-loving
Reactive	Life-long learning
Self-reliant	Creative
Work/life balance	Want fulfilling work

Computer savvy	Career options
Cynical/skeptical	Independent

Generation X, however, reflects the independence and self-reliance they earned as children and tend to be suspicious and cynical. They value family-work balance more than the other two generations and are not particularly loyal to their employer because they don 't expects their employer to be loyal to them. Managers should try to make work meaningful and fun for this cohort and understand their skepticism for what it is: a reflection of their honest observations about the relationship between employer and employee. (Edward, 2009).

2.2.1.2 Characteristics of Generation Y / Generation Me/ Millennial from various Literatures:

The Millennials are considered to be digital natives (Pinzaru, 2016) they are pointed out as individualistic and too much cantered on their own needs (Twenge, 2009). But on the other hand, they are presented as activists who are interested in the general good (Greenberg, 2008).

The influence of families on their evolution should be discussed. At this level, many research reports show that Generation Y members have had helicopter parents, who educated them to believe that they are better than others, while they got to control many aspects of the lives of their children the effects of the helicopter parenting and of the focus on self-discovery lead them to building high levels of self-trust, but also to be dependent on others (Lythcott, 2015) Here, the most important generation feature is narcissism (Twenge, 2009) leading to the "Generation Me" synonym for the Generation Y. This also led them to be more extravert and more anxious and prone to depression (Twenge, 2009)

The social and cultural changes that Gen Y faced during their formative years have been described as a good medium for a high IQ to develop, but it is believed they also influenced them to become less disciplined and to generally reject formal hierarchy (Twenge, 2009). A generation that stresses upon the importance of sustainability, peace and cultural diversity. (Pinzaru, 2016).

(Huntley, 2006) But they want things to develop only as they wish, and they have a sense of entitlement, which is obvious in their demands from the educational institutions and from the employers. They reject strict rules, and they are willing to innovate and to use the workplace not as a safety belt, but as a launch platform. They like to be provoked, to be allowed to make their own decisions, to implement and test their own decisions, to be listened to and to receive positive feedback regarding the successful initiatives they have.

Fair Do not accept inequality (Pinzaru, 2016). Millennials face a paradoxical situation at work: 45% of them have a utilitarian approach to work, while other research results underline the fact that they need to find the purpose of

their work related to the purpose of their life (Havas, 2011). Millennials need to find balance in their personal and their working lives (Huntley, 2006 ; Zopiatis, 2012) They prove to be more mature in their approach to handling money than other generations (Mihalcea, 2014).

In their view, the traditional workplace does not exist; they prefer horizontal communication and collaborative working, based on projects and clear objectives, not on a strict working schedule (Ericson, 2008). They prefer to work in teams, they expect their manager to be their mentor, but not in an intrusive way; they believe in meritocracy, although they do not believe in formal hierarchy, they ask for transparency from the companies they work for, they promise more than they deliver and sometimes they use the companies they work for as launching platforms for their careers. (Pinzaru, 2016).

Millennials' key motivational drivers are recognition, comfort and Interaction. They need a large variety of tasks and are easily bored in the absence of diversity, new people around, new opportunities (Pinzaru, 2016). Millennials will challenge the status quo; they will show adaptability, openness to change and ideas. Being less focused millennials feel challenged with the processes, rules and work procedures, they are not appealed by projects and tasks involving details and monotony, (Pinzaru, 2016).

When Millennials joined the workforce, they considered money to be the most essential motivating factor (Pinzaru, 2016; Mitchell, 2016; Horeczy, 2012) conducted a study to determine the preferred leadership styles and the particular leadership characteristics which are valued by Generation Y. The study results that Gen Y population prefers proficient, hardworking, unwavering and responsible leaders. This in turn indicates their own inherent personality transformational leadership (Sinha, 2016)

Gen Y "demonstrates a balance between a bigoted affinity toward self-satisfaction and social betterment". Millennials are critical to the workforce both from the current and futuristic point of view. They not only hold high expectations both from the work organization and the leaders, for their own success, however their expectations are also very unpredictable. Organization, work and communication styles used at the work premises, compensation, values, career development and growth path and harmony between work and personal

life. i.e. work life balance which employer whose work values matched theirs. They prefer employers to give importance to corporate responsibility. The preferred employer will offer Job security, Challenging job profile, reputation of the organization or the brand name, the salary being paid for the work and the location of the job for the millennials. (Sinha, 2016).

Millennials are three times more likely to experience anxiety and Gen Z are four times more likely, compared to baby boomers. Millennials prioritize performance improvements such as playing facilities, sleeping, and other stress relievers (Fadilah, 2023; Otieno, 2019) shows that millennial employees (Generation Y) have many of the same expectations and demands as their older coworkers. Gen Y employees won't be the only problem businesses will face in the workplace. Employees of the post-millennial generation (Generation Z), as well as other factors such as global economic challenges, political issues, and the fourth industrial revolution, all cause upheavals in different workplaces. The findings of research conducted by (De Boer, 2021).

2.2.1.3 Characteristics of Generation Z from various Literatures:

Generation Z was born in the world of technology, and they feel comfortable in that world, so it is very important for them to be surrounded by that environment. The virtual world is a natural thing for them, but many of them are unable to adapt their online life to their offline life. They feel that there is an irreconcilable gap between reality and desire, and they feel an uncertain state (Bencsik, 2016)

Being born and raised with the social web, they are digital centric, and technology is their identity. This generation is entering companies and will be dominating the workplace in terms of numbers in the coming years. They seem to have a different attitude towards work than the previous generation. (Sharma, 2021)

Gen Z is clever, quick, and more open-minded than previous generations. They are very technically innovative (Sharma, 2021)

Below is the personality description of Gen Z youths.
• 	The Gen Z population is more enthusiastic and believes in teamwork. (Iorgulescu, 2016)

• 	(Roseberry, 2017) remarked curiosity and challenges as key attributes of Z-generation.

• 	They want their tutors to have a practical approach in teaching. They aspire to convert theories to practice.

• 	Gen Z has serious expectations and probabilities of how to save the world, which was lacking in the previous generations (White, 2019)

• 	They show more concern towards the environment, are more reliable and serious customers.

• 	These youths prefer to communicate openly with everyone in the similar way and in every direction, be they be their best friend or office manager.

• 	(Tapscott, 2010) considers that this age group is very energetic and dynamic. They have become accustomed to speed and liberty in all aspects of life.

The vast majority of Gen Zs are also looking for security, the most desirable form of employment is an employment contract for an indefinite period The situation of young people in the labor market results from many different factors, demographic, educational, economic and social. Unfortunately, these are increasingly complex and difficult to predict. (Chomatowska, 2022).

The study of (Bascha, 2011), revealed that openness, autonomy, flexibility and self-determination are drivers of motivation for Gen Z and overlooking them could cause disappointment, low efficiency, shrinking confidence level and withdrawal behavior amongst employees; they may quit easily. In research by (Schawbel, 2014) it was concluded that they prefer direct talk with others and expect transparent environment in the organization. They want themselves to have a say in organizations' decision making.

They expect their supervisor to be trustworthy and straightforward and would like them to be open to all information and not hiding any organizational secrets from them just because they are fresher's and have newly entered corporate world (Schawbel, 2014). Gen Z students asserted that they would rather go for speed than accuracy.

Table no 4

Summary of the Gen Z characteristics Generation Z (Sharma, 2021)	
Incentive/motivation	Individual freedom of movement, opportunity to make decisions, competition, self-realization
Performance evaluation	Future-oriented, direct feedback, discussion, talent management
Training, learning, development	Rapid, individual, based on IT, alternative, just in time
Conflict management	Opposes

While Gen Z considered finding a true meaning of life. (Mitchell, 2016) examined that Gen Z appreciates non-monetary incentives like growth opportunities, career advancement etc. Additionally, an investigation done by the Millennial Branding Website quoted in Mitchell (2016) established that only 28% of Gen Z rated money as their most important reward in contrast to 38% declaring on job growth prospects. Another research conducted by Kathy Gurchiek (Gurchiek, 2016) . Discovered that Gen Z is more interested in non-financial social remuneration like mentorship, counselor or advisor and feedback method. Another analysis on Gen Z done by (Henley, 2019), resulted in an uncommon declaration. It showed that Gen Z were more motivated by money-

oriented perks—education loan repayment, safe insurance schemes, modest salary package, superannuation income etc. High expectations with respect to pay package. This trait also directs towards self-development motive. Generation Z is highly career oriented. (Kessler, 2018)

Typical expectations of Gen Z from their leaders at workplace (Sharma, 2021):
- Flexibility
- Be their guardian at work.
- Give well defined targets.
- Good rapport with co-workers
- Build a friendly and lively environment.

the youngest generation of employees aims for employment stability, they have an 'idea for themselves' that will allow them to meet the needs that are important to them. (Chomatowska, 2022). The youngest employees are skeptical of employers and have limited trust in them. Such behavior has its roots in the period of adolescence of this generation in times of high disinformation, which they encountered in social media so popular among them. This accompanying skepticism explains their potential caution in the workplace. They are afraid that they will be exploited and that their work will not be important. (Chomatowska, 2022). The lack of attachment to one employer, which clearly distinguishes this from older generations. To sum up, the youngest generation is focused on meeting their own needs and expectations also in the workplace. (Chomatowska, 2022).

They do not care about longer work in a given company or even industry. If they don't get what they care about most at work, they will certainly give it up. How long they will work with a potential employer depends on many factors. Lack of the desired remuneration (as shown by PWC research, the financial expectations of young people have increased compared to, for example, last year), opportunities for personal development, and a friendly atmosphere at work will result in a change of employer. As they underline, they can do various jobs, but preferably those that provide them with a lot of independence (Chomatowska, 2022).

The money and ambition are the engines that drive Gen Z. Three priorities that Gen Z: sees in their workplace: health insurance (70%), competitive pay (63%), and a respectful boss (61%). Gen Z enjoys face-to-face interactions at work, even in the digital age. (Fadilah, 2023). Melisa Soentoro as Principal, Advisory, Korn Ferry

Indonesia said the survey results show that two-thirds of respondents or 60% believe that Gen Z is more optimistic about the future compared to the millennial generation. (Dewi, 2019). Gen Z will not respect their manager if they feel they are not valued. Not appreciating means not listening to or belittling their ideas. They will also perceive employment decisions as unfair if they do not fully understand the processes and procedures used to make those decisions, such as project assignments and promotions. (Bencsik, 2016).

Lack of experience in interpreting verbal communication that occurs because most rely on social media makes them somewhat less able to speak directly (verbal). Meeting many people at an event even makes them uncomfortable because they tend to prioritize privacy, live on social media, take selfies without caring about their surroundings, even laugh to themselves while eating at restaurants. Furthermore, verbally, this generation tends to use informal language and has difficulty in expressing their intentions. They usually speak unconventionally and like to abbreviate words and phrases. Nonverbally, Generation Z has a lot of slang (Tika, 2019).

When the complete focus of organizations is on employees' happiness and satisfaction, it becomes utterly important for them to understand the workplace expectations of the coming generations and device HR practices accordingly. Companies may need to rethink their existing practices to accommodate Gen Y and give them the comfort level to help them perform their best in the organization. Gen Z is slowly entering their first jobs with their own set of expectations and preferences (Sharma, 2021)

Organizations should strive to make employee schedules as flexible as possible at the organizational level and establish practical policies. Concrete regulations, such as providing training for the division of work between two or more employees, empowering members to manage flexible schedules and opening up easy communication channels are needed (Jung, 2021)

The literature overviews study of 3 generations – Gen X, Y and Z working together in the workplace. We can find work values of individual generation, expectations generalized with respect to job satisfaction, organization culture, motivating factors, etc. also about the preferred leadership styles. However, the socio-economic effect on workplace expectations is not studied. This can be studied using a questionnaire giving details about the location of our hometown, educational background as well as family background. We can also study preferred culture based on their preferences for corporate or more structured culture in manufacturing. This is a very major factor and has impacts which would be challenging to quantify, hence we have not considered this factor as variable in the present studies.

Globalization has affected not only the economy and international trade but has also caused labor mobility and international migration to rise, which has contributed to the transformation of global careers and the emergence of transnational forms of human capital. (Sharma, 2021). This is also applicable in Indian industry, as employees specially Gen Y and Z are ready to travel from their native place to different cities, towns or states in pursuits of dream workplace. As mentioned earlier each state of India has different social and cultural impacts. This can have an effect on the workplace expectations of these generation employees. The study plan will include this variable

during the survey planned for around 240 employees already working in an organization, Sirmaxo Chemicals Pvt Ltd.,

Corporate culture is typically more independent and formal, with less monitoring. In contrast, manufacturing units follow strict Standard Operating Policies, rules, and regulations, featuring less flexibility and more supervision. Studies often highlight common expectations across generations, which can influence policy design. However, research that captures actual generational expectations in the workplace can assist HR teams in crafting customized policies that consider employee strength, demographics, and industry specifics.

2.3 Summary

Workplace trends have significantly shifted due to rapid technological advancements, globalization, and unforeseen global events, such as the COVID-19 pandemic. These changes have accelerated the adoption of hybrid work models, increased reliance on artificial intelligence (AI), and heightened awareness of mental health and work-life integration. As a result, organizations must rethink traditional workplace structures and create adaptable, inclusive, and technology-driven strategies to meet the diverse needs of a multigenerational workforce. (Sawant, 2024)

Technological transformation has also redefined how employees interact, collaborate, and perform tasks. Older generations, who initially relied on in-person meetings and paper-based documentation, have had to adapt to video conferencing, cloud-based collaboration tools, and real-time project management systems. Meanwhile, younger employees who grew up with social media and instant messaging expect seamless digital communication, flexible work arrangements, and data-driven decision-making. (Sawant, 2024)

It is essential to understand the workplace behaviors, expectations, and preferences of a multi-generational workforce, particularly when employees from different generational groups interact and collaborate with each other. However, there has been limited research concerning the workplace behavior, expectations, and preferences of the latest addition to the workforce, Gen Z, especially in India (Singh, 2016).

It has been identified in the literature that organizations must design team structures to engage members of various generational groups optimally and strategically (Rudolph, 2017). The findings of this research will assist organizations in creating a healthier work environment, enhancing team formations and working norms, and developing managerial strategies to oversee employees more effectively.

Human nature and behavior are inherently complex, and achieving complete understanding may be elusive. However, by implementing a structured approach to professional behavior, organizations might achieve

reproducible results. In order to understand if the organization is ready for handling diverse working expectations, studying of the following parameters can help.

1. Different generations with different workplace expectations.
2. Different workplaces e.g. corporate office and Manufacturing plant will have an impact on their choices.
3. Organization culture will have impact on their expectations.
4. Leadership style will have an impact on their choice.
5. Cooperation and communication will have an influence on their expectations.
6. A good match of personal values and organizational values will have an influence on their workplace expectations.

To get more insights we need to chalk out the generic building of the three generations under study for their common traits, which are important for the workplace expectations. Each generation shows different traits as presented in Table 5 below, (Gibson, 2009)

Table no 5

Characteristics of generations based on literature.

Sr no	Generation X	Generation Y	Generation Z
1	Latch-key kids	Digital Natives	Digital centric
2	Lack of loyalty	High self-trust	Clever and quick
3	Reactive	Innovative	Open minded
4	Self-reliant	Fair	Enthusiastic
5	Work/life balance	Work/life balance	Teamwork
6	Computer savvy	Prefer communication and collaborative working	Serious expectations to save the world
7	Cynical/skeptical	Teamwork	More concerned towards environment
8	Entrepreneurial	Adaptable	Dynamic

9	Creative	Job satisfaction	Energetic
10	Career oriented	Importance of location of job	Need security
11	Independent	Challenging job profile	Openness
12	Stability	Brand of organization	Flexibility
13		Stability	Prefer autonomy
14		Ambitious	Transparent environment
15			Straight forward
16			Money minded
17			Ambitious
18			Highly Career oriented
19			Stability

Comparing the three generations and their workplace expectations will be valuable and a complement to the knowledge that is presently available. The very purpose of enabling different generations to collaborate, effectively communicating with great teamwork will have very positive impact on the performance as well as efficiency of the organization. (Christina, 2013)

Comparing the differences that may exist in expectations from organization between Generation X, Generation Y and Generation Z can be of value to leaders in several ways.

First, when Baby Boomers retire, they will leave behind a significant gap in the knowledge of each organization. Organizations will have to recruit the best talent to replace these experienced workers. If the work values or expectations most important to a specific generation are known, leaders are more likely to fill the empty spots with the appropriate personnel. Additionally, if an organization can determine what a future employee may value in a job, that organization is more likely to offer the kind of work environment and work benefits that will help that organization retain their best workers. Second, when managers are aware that generational differences exists,

then they can find a way to align those differences so that employees are working together rather than against each other. (Christina, 2013)

This data on characters from each generation, derived from literature, will help the organization understand the expectations and perceptions of employees from different generations.

Figure 1 (Hanju Lee, 2022)
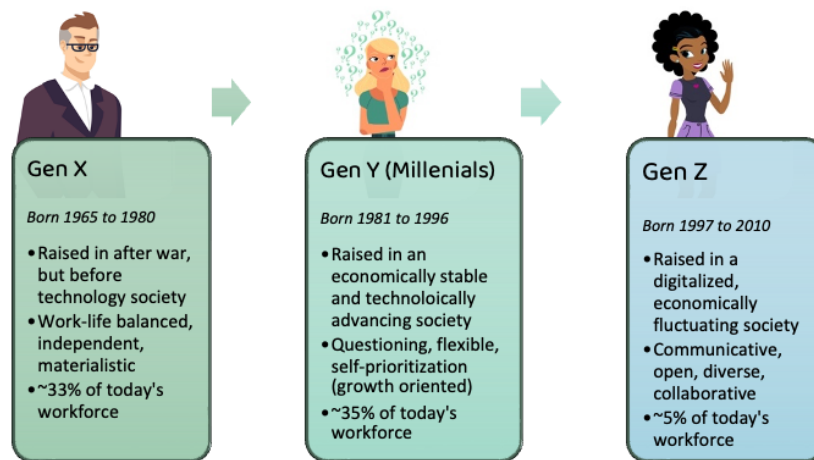
The study of multigenerational workforce management has gained prominence in recent years, with scholars and business leaders exploring the impact of generational diversity on organizational effectiveness, communication, and leadership. Several researchers have proposed theories to explain generational differences and their impact on workplace dynamics. (Lancaster, 2002) introduced the concept of generational personalities, arguing that societal and technological changes shape each generation's expectations and behaviors (Zemke, 2000) emphasized the importance of adaptability in leadership, proposing that organizations must tailor management approaches to meet the needs of different generations.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

An organization takes shape from the vision of a visionary. As the business becomes established, a team forms. This team consists of individuals who believe in the vision and aim to help expand it.

A business's success relies on having a strong team. Each member needs to be motivated and driven. Initially, the visionary is closely connected with the team, but as the business grows, distance and hierarchy can increase. Challenges such as attrition, setbacks, and motivation issues may arise.

Human minds are complex, making it difficult for corporate policies and HR activities to meet everyone's needs. It's impossible to keep all employees happy with a single policy. Thus, researchers developed the concept of generation cohorts.

A generation may be identified as a group of people born in the same time span who are most likely to share the same life events and experiences (Smola, 2002). Hence, people belonging to the same generation are most likely to share common values, beliefs and view the world in similar way (Smola, 2002). In order to understand what is driving the expectations of different generation cohorts, one must examine the historical and cultural context that shaped them (Sprague, 2008 ; Sharma, 2021) A generation, then, is acknowledged not purely as a statistical relic, but as a sociological authenticity, of whose members have experienced philosophical, historical, or societal life events (Ware, 2013)

This study aims to understand work values among Generation X, Y, and Z. While much research exists on Traditionalists, Baby Boomers, and Generation X, there's little on the newer generations. Comparing their work values will add valuable insights. Understanding these differences can help organizations replace retiring Baby Boomers, attract and retain talent, and foster collaboration among employees.

(Smola, 2002.) sought to determine whether generation or age contributed more to differences in work values by comparing their 1999 data with data from a 1974 study conducted by a different author. Smola (Smola, 2002) found that work values are influenced more by generation than by maturity or age, but these data had serious

limitations. Means for scales were not available from the 1974 data, preventing any statistical analyses of scales, and although means for individual items in 1974 were provided, standard deviations were not available, making comparisons across time difficult. In addition, the response rate for the 1999 survey was only 8%. Finally, the invariance of the scales to the generation of the respondent was not investigated, making substantive interpretation of any observed generational differences tentative. Thus, although prior research in this regard has taken an important first step in investigating generational changes in work values, additional work is needed. (Twenge, 2010)

The limited research on generational differences in work values has often relied on non-Empirical data (anecdotes, interviews) or problematic methods (cross-sectional studies, which cannot separate the effects of age and generation). Thus, many of the recruiting techniques used recently for Gen Me are on shaky empirical ground due to the very limited scholarly work on this topic, any hypotheses would be speculative. The problem of most research, which is insufficient, is awareness of organization management on the "new system of work" and the "existence of new generations" and the lack of measurement of the influence of millennial work on organizational growth performance. (Sruk, 2019.)

Managing a multigenerational workforce effectively is crucial for organizations aiming to achieve sustainable growth and innovation. The significance of this study lies in its ability to provide organizations, HR professionals, and business leaders with actionable insights and strategies to foster a cohesive and high-performing workforce. The study contributes to the existing body of knowledge in the following ways (Sawant, 2024):

1. Enhancing Workplace Productivity
2. Bridging Communication Gaps
3. Improving Employee Engagement and Retention
4. Promoting Inclusive Leadership
5. Adapting to Technological Advancements
6. Supporting DEI Initiatives

As per specified by (Sawant, 2024) the Generational Characteristics give indications for the changing Workplace Expectations. This can pose challenges to manage the multigenerational workforce.

While generational diversity can be a strength, it also presents unique challenges in leadership, communication, and workplace policies. Some of the common difficulties organizations face include:

1. Communication Gaps – Each generation has distinct preferences for communication. While Baby Boomers may prefer phone calls and formal emails, Millennials and Gen Z favor instant messaging and collaborative platforms. This difference can lead to misunderstandings and inefficiencies if not managed effectively. (Sawant, 2024)

2. Workplace Expectations and Job Loyalty – Baby Boomers often equate professional success with long-term commitment and hierarchical advancement, while younger generations prioritize career mobility, flexibility, and personal development opportunities. This divergence can cause friction between different groups and requires organizations to create policies that balance stability with innovation. (Sawant, 2024)

3. Adapting to Hybrid and Remote Work Models – The shift towards remote and hybrid work has further highlighted generational disparities. While Gen X and Millennials may embrace remote work for its flexibility, older employees may struggle with digital adaptation and prefer traditional office environments. Bridging this gap requires organizations to invest in digital training programs and inclusive remote work policies. (Sawant, 2024)

4. Leadership and Management Styles – Traditional leadership structures emphasize authority and experience, often aligning with Baby Boomer expectations. However, Millennials and Gen Z favor participative and collaborative leadership, where mentorship, feedback, and inclusivity are prioritized. Leaders must develop adaptive strategies that cater to both traditional and contemporary management styles. (Sawant, 2024)

5. Diversity, Equity, and Inclusion (DEI) – The modern workforce demands more than just generational inclusivity—it requires organizations to address broader issues of diversity, equity, and inclusion. Different generations have varying perspectives on social responsibility, gender equality, and corporate ethics. Companies must implement DEI initiatives that align with evolving societal values while maintaining intergenerational cohesion. (Sawant, 2024)

3.2 Operationalization of Theoretical Constructs

Strategically managing the multi-generational workforce to create a strong organization poised to meet the uncertainties of a turbulent market economy is a formidable challenge, now more than ever (Robert, 2016). In the next few years, the increased retirement of Baby Boomers will undoubtedly lead to a shortage of workers. It is estimated that in 2010, 64 million Baby Boomers, who make up 40 percent of the workforce, will be poised for retirement ("Gen Y population Changing" 2007). A combination of retiring Baby Boomers and Traditionalists leads to the prediction that there will be a lack of individuals in place for upper management positions (Lancaster, 2002). This prediction is based upon the fact that Generation X consists of slightly more than half the total number of Baby Boomers (Lancaster, 2002). In addition to Baby Boomers retiring, members of Generation X are also choosing to leave the workforce in favor of spending time with family or reducing long work hours (Trunk, 2007). This leads to the census data prediction that as each new hire enters the workforce, two employees will be leaving (Gerdes, 2006).

While the number of employees decreases, it is expected that the demand for them will increase. Over the next 25 years, predictions show that "demand for bright, talented 35 to 45-year-olds will increase by 25 percent, while supply will decrease by 15 percent" (Lancaster, 2002). Clearly, the business world will have to rely on the Millennial generation to fill in the void left behind by retiring Traditionalists and Baby Boomers. Although each generation is important, understanding the characteristics, behaviors, and expectations of the Millennial generation is the key to future success. As the other generations have been present in the workforce for a longer period of time, managers have already established a knowledge base and managerial techniques for these cohorts. In order to provide managers with the most pertinent information concerning the workforce today and that of the future, this book will dedicate significant attention to Millennials but will also focus on the issues associated with clashing values, beliefs, and attitudes inherent in a multi-generational workforce. (Robert, 2016)

It has been well documented by the researchers that multi-generational organizations carry the advantage of having vast and varied experiences of the seniors (Baby Boomers and Gen X) and the techno-savvy expertise of

the youngsters (Gen Y and Gen Z). Multi-generational organizations leverage creativity and innovation by harnessing and blending the enduring experience of seniors and the energetic expertise of young employees into a formidable launching pad. On the contrary, there is evidence that if not handled effectively, there are higher chances of conflict, frustration, misunderstanding, and, consequently, decreased work performance in multi-generational organizations (Hillman, 2014; Yadav, 2022)

Literature also points out that organizations scuffle to actively engage and retain the multi-generational workforce because of generational groups' varying needs and aspirations and unclear organizational practices (Jain, 2020). Hence, generational studies remain a continuous need as every new generation differs from the previous one, bringing unique challenges and opportunities for organizations. Moreover, it is predicted that the gap (now existing) between generations will narrow shortly, and the changes will have to be accepted and absorbed more quickly than ever. Therefore, acclimatizing rapidly to generational change is a critical component of organizational competency. (Jain, 2020; Reynolds, 2008)

The youngest employees are skeptical of employers and have limited trust in them. Such behavior has its roots in the period of adolescence of this generation in times of high disinformation, which they encountered in social media so popular among them. This accompanying skepticism explains their potential caution in the workplace. They are afraid that they will be exploited and that their work will not be important. (Chomatowska, 2022) Therefore, conducting a survey of a working organization is essential to either confirm existing assumptions or support new hypotheses.

Organizations should be guided by human values. Such organizations treat workers fairly and with respect. In such cases, the assessment of job satisfaction may serve as an excellent indicator of employee effectiveness. High levels of job satisfaction may be a sign of a good emotional and mental state of workers. The behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this, it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will cause in negative performance of employees. Job satisfaction may serve as indicators of organizational activities. (Molla, 2015) Due to perceptual difference different people may view the same situation differently (Hollenbech, 1996) . In fact, job satisfaction is mainly a psychological issue which, if expressed

verbally or through employee behavior can be understood by all concerned and be measured. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to the rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers (Molla, 2015)

Generation X are known to be more obliged to their personal career goals than to a certain institution, they take a fancy to organizations that enhance skills development, efficiency, and work-life balance through status and length of service. Additionally, Generation X responds very well to feedback, progression opportunities and challenges. Individuals from this generation prefer flexible work timetables, independence, pleasant work and personal development. They advocate the idea that managers should give instructions relating to the task, then allow employees to work independently (Akdogan, 2020).

Generation Y is different, socially and culturally, they are motivated to succeed, besides needing their effort to have meaning and direction. They comfortably ask authority regarding administration decisions if they feel unreasonable. Generation Y is recognized by economic growth, depending on technological development in connections over the Internet, social networks, and globalization (Yinghui, 2020)

Generation Z, it has been also known as the sharing Generation and Gen Edge. Being a digital native, make them bring both their expectations and technological experience to the workplace. They have experienced a notable rise in higher education rates. their college registration rates surpass those of older generations, which makes them the most educated generation but the least experienced one (Venessa Hughes,2020). Dissimilar the previous generations, Generation Z members are not perfect listeners, they lack the interpersonal skills. They prefer using the world wide web to Communicate with others, because of their interest to the new technology, individuals of Generation Z can typically be located where the advantages of being hooked up to the internet. (Kirchmayer, 2018).

3.3 Research Purpose and Questions

The research plans to conduct a qualitative survey in an organization from pharmaceutical industry, Sirmaxo Chemicals Pvt Ltd among representatives of each generation cohort Generation X, Y and Z to validate the variable like expectations, org culture requirements, job satisfaction, reward & recognition expectations, etc.

Selection of the research goal was based on the hypothesis that employees will have workplace beliefs based on common traits presented by cohort. Based on the location of workspace, demographic and work experience it may vary. Survey tools are selected on a case-by-case basis and take into account the characteristics of Generation X, Y, and Z employees.

Based on the literature studied the following research goals were planned:

1. Different generations have varying workplace expectations, necessitating the identification of common ground to assist HR in designing a suitable environment. This approach aims to enhance organizational culture and job satisfaction.
2. Current workforce feedback on leadership, organizational culture, job satisfaction, learning and development initiatives, and compensation benefits should be utilized to assess generational cohort stereotypes.
3. It is important to consider whether generational expectations differ based on the location of work—Head office, manufacturing Plant, or Pan India.

The literature outlines the various generational values and behavioral expectations as presented in Table No. 6. This can be taken into account while designing and assessing the survey.

Table no 6

Traits of generations based on values as per literature.

	Generation X	Generation Y	Generation Z
Birth year			
Main inputs	• Affair Watergate • Cold war • The fall of berlin wall • crisis	• Globalization • Development of technology	• Care for environment. • Development of smart phones and social networks • War on terrorism
Performance	Pragmatic Thinking globally Technologically written. Informed Trust in yourself They work to live	Serve the community informatically written. Tolerant Reliable Moral Optimistic Socially aware	Internet and technology minded. Caring for the environment Globally linked
On work	Customizable Independent Impatient Cynical	Excellent Reliable Demanding	Capable of performing multiple tasks at same time Flexible Smart Tolerant on diversity
Consumption style	Cautious	You spend your parent's money as fast as you can	You spend your parent's money as fast as you can

Ref from (Zemke, 2000)

In the current study we would be interested in validating the workplace behaviors of employees representing different generations via a systematic approach.

3.4 Research Design

We selected one medium scale enterprise, M/s Sirmaxo Chemicals Private Limited, working in space of pharmaceutical and selling. The organization has one corporate office in Mumbai, India and two manufacturing plants in Tarapur MIDC near Mumbai. They have their own sales and marketing team distributed pan India and in Latam.

The total employee size is average to 230-250 employees. Distributed in three generations – Generation X, Generation Y and Generation Z.

The table below gives the details of the questionnaire for the survey.

Table no 7
Questionnaire with options

Sr no	Question	Options				
1	My organization gives me mentor support	yes, commonly	yes, as per my need	yes, when its urgent	yes, not every time	no
2	My organization provides me leadership with complete guidance	yes, commonly	yes, as per my need	yes, when its urgent	yes, not every time	no
3	My organization values and my personal values match	yes, all of them	yes, most of them	it is not important to me	I don't think about it	no
4	My organization makes me feel comfortable at workplace	yes, generally	yes, as per my need	yes, when it's a	yes, not every time	no

				compliance requirement	
5	My organization makes me feel that my job is important	yes, generally	yes, sometimes	yes, during compliance	yes, not every time	no
6	My organization gives me work life balance	yes, commonly	yes, as per my need	yes, I am allowed to take leaves	yes, not every time	no
7	My organization makes me feel proud to be part of its growth journey	yes, commonly	yes, occasionally	yes, when its urgent	yes, not every time	no
8	My organization offers me the designation and package as per social norms / expectations	yes, generally	yes, as per my expectations	yes, when I ask for it	yes, not every time	no
9	My organization gives me support in orientation and clear working plan	yes, generally	yes, occasionally	yes, when it's a compliance requirement	yes, not every time	no
10	My organization provides open conversation opportunities - like intra / inter departmental	yes, generally	yes, occasionally	yes, as per my need	yes, not every time	no

11	My organization is actively present on social web	yes, largely	yes, occasionally	yes, it doesn't bother me	no, it doesn't bother me	no, it bothers me

12	My organization shares goals and achievements with everyone	yes, commonly	yes, occasionally	yes, when its urgent	yes, not every time	no
13	My organization gives me controlled access to safeguard the information and knowledge	yes, commonly	yes, as per my need	yes, it's unnecessary	yes, not every time	no
14	My organization gives me flexibility at working hours and work plan	yes, commonly	yes, occasionally	yes, as per my need	yes, not every time	no
15	My organization gives me opportunity asper my skills and abilities	yes, commonly	yes, occasionally	yes, as per my need	yes, not every time	no
16	My organization gives me job stability	Yes, generally	yes, occasionally	yes, not enough	yes, not every time	no
17	my organization gives me appreciation for every possible opportunity	yes, commonly	yes, occasionally	yes, not every time	yes, not enough	no

Based on scientific approach the survey responses would be analyzed, and conclusion would be drawn on multigenerational expectations for the joint work in organization having corporate set up and manufacturing plant. How can the Human Resources department be supported for the collaboration and better communication?

Initially the survey will be given to corporate office, followed by sales team present pan India. The last group will

be from manufacturing plant as location represents maximum strength of employees.

The survey is given in English and local language Marathi for ease of understanding. Members were requested to submit sheets online or offline in the form of printed sheet. The members are given the option to disclose their names.

Once all surveys are received, data will be converted into excel format and analyzed based on variables as mentioned in Table no 8.

Table no 8

Generation	Demography	Location	Experience

The study is expected to support MSME industry in India to be able to guide Human resource department to enable joyful workplace experience to all members of the organization.

3.5 Population and Sample

The Human Resources department of the organization was contacted after the HR department gave their approval for the research.

They were requested to provide employees with details without any confidential information. Employee data was collected and categorized into three groups based on their birth year or the generation they represent. Seventeen questions, each with five options, were prepared (As mentioned in Table no 5) and circulated according to the research objectives.

Each team from each location was given the option of revealing their name, however gender, birth year and total experience disclosure was made mandatory. Before distributing the questionnaire, the topic and purpose of the survey was clearly explained. A request was made for honest and unbiased feedback.

The corporate office and sales team were more enthusiastic than the manufacturing unit. Respondents submitted the survey online and offline. To ensure understanding, the survey was available in English and Marathi. Participants could ask questions if needed.

3.6 Participant Selection

The Pharmaceutical manufacturing organization, Sirmaxo Chemicals Pvt. Ltd., with employees around 230-150, was selected for the study. The study proposal and goal were discussed with board members of the organization through HRD.

Once they approved the study, the Human Resources department was approached. Data was collected about the employees. Focus was given on the following information about the team.

Total employees were segregated in groups of generations they represent. Table no. 7 represents the data.

Table no 9

Generation definition	Birth year	total count	Percentage contribution	Females	Males
GEN X	1965-1979	52	21%	7	45
GEN Y	1980-1996	173	73%	25	149
GEN Z	1997-2012	15	6%	7	8
TOTAL	-	240	100%	37	203

The sample size was found sufficient for performing statistical analysis and the organization offered full support in conducting the survey.

After conducting the survey, a response was received from 199 employees representing the organization out of 240. Table no 10 denotes analysis of the actual generation representation like table no 9w.

Table no 10

Generation wise distribution of population who submitted survey for Sirmaxo…

Generation definition	Birth year	total count	Percentage contribution	Females	Males
GEN X	1965-1979	47	23%	7	40
GEN Y	1980-1996	137	69%	21	116
GEN Z	1997-2012	15	8%	7	8
TOTAL	-	199	100%	35	164

3.7 Instrumentation

The study was planned through the survey methodology. It is a qualitative study where all employees were given a common survey form comprising of 17 easy questions. Each question represents the research goals. Prior to distributing the questionnaire, the topic and objective of the survey were clearly communicated. Participants were requested to provide honest and unbiased feedback. Separate meetings were held for the corporate office, sales team – Pan India, and manufacturing Plant to explain the research purpose and address any doubts. Respondents were asked to complete and submit the survey both online and offline.

To ensure comprehension, the survey questions were available in two languages—English and Marathi (the native language for most residents of Mumbai, Maharashtra). Participants were encouraged to seek clarification for any questions or uncertainties they might have.

3.8 Data Collection Procedures

The Sirmaxo Human Resources team facilitated meetings with three teams. The corporate and manufacturing unit teams were met in person. The sales team was met both online and offline, depending on their availability.

The research goal and intention were explained to each team. Doubts raised by a few members were resolved. The main concerns were about the anonymous survey and sharing personal data such as gender, birth year, and experience. The team was informed about generational cohorts and how common values and traits represent each generation. This data can help HR in policy making and their approach towards employees. The team was informed that these are hypothesis or expected outcomes, which may not be factual.

A common email was sent to all employees with access to an email ID in both English and Marathi. For the manufacturing plant employees without email access, a meeting was held in the training hall of Sirmaxo at their E35 and E130 units. Employees took 10-15 minutes from their work time to complete the offline survey by selecting the best option for each question.

Corporate office employees were provided with printed survey question sheets and were asked to submit the completed forms in the same folder. The number of printed sheets versus submitted sheets was tracked to ensure the authenticity of the survey.

All online data and offline survey results were collected in an Excel sheet for analysis. Each option for question was rated a score for ease of quantitation of the data. It was an assumption made for ease of validation and verification of data. The numbers were allotted to 5 options from 5 to 1. These were considered as scores for each option of individual question.

With the help of these scores, we calculated the score of each respondent. This quantitation was analyzed statistically for the support to hypothesis of this research study.

3.9 Data Analysis

The questionnaire was assessed via ideal answers expected from each generation on ideal answer selection by applying all the knowledge from literature and research work done. Each answer was given a hypothetical score from 5-1. Thus, each generation got an ideal score. (as presented in table no 11)

The scores for each respondent were calculated. These scores were used for analysis of data. Table no 9 shows the selection of ideal answers and representing scores. It is observed that the scores of respondents fall in the range of 55-85. Thus, we assume this range to be lowest to highest range in which responses shall be considered valid.

Table no 11

Sr no	Questions	Options to choose from					x	y	z
		5	4	3	2	1			
1	My organization gives me mentor support	yes, commonly	yes, as per my need	yes, when its urgent	yes, not every time	no	4	5	1
2	My organization provides me leadership with complete guidance	yes, commonly	yes, as per my need	yes, when its urgent	yes, not every time	no	5	4	3
3	My organization's goals and values match with my personal expectations and values	yes, all of them	yes, most of them	it is not important to me	I don't think about it	no	5	4	3

4	My organization makes me feel comfortable at workplace	yes, generally	yes, as per my need	yes, when it's a compliance requirement	yes, not every time	no	3	4	5
5	My organization makes me feel that my job is important	yes, generally	yes, sometimes	yes, during compliance	yes, not every time	no	2	3	5
6	My organization gives me work life balance	yes, commonly	yes, as per my need	yes, I am allowed to take leaves	yes, not every time	no	3	4	5
7	My organization makes me feel proud to be part of its growth journey	yes, commonly	yes, occasionally	yes, when its urgent	yes, not every time	no	3	5	4
8	My organization offers me the designation and package as per social norms / expectations	yes, generally	yes, as per my expectations	yes, when I ask for it	yes, not every time	no	3	4	5
9	My organization gives me support in orientation and clear working plan	yes, generally	yes, occasionally	yes, when it's a compliance requirement	yes, not every time	no	3	4	5
10	My organization provides open conversation	yes, generally	yes, occasionally	yes, as per my need	yes, not every time	no	3	4	5

	opportunities - like intra / inter departmental							
11	My organization is actively present on social web	yes, largely	yes, occasionally	yes, it doesn't bother me	no, it doesn't bother me	no, it bothers me	2	3	5
12	My organization shares goals and achievements with everyone	yes, commonly	yes, occasionally	yes, when its urgent	yes, not every time	no	3	2	5
13	My organization gives me controlled access to safeguard the information and knowledge	yes, commonly	yes, as per my need	yes, it's unnecessary	yes, not every time	no	4	5	5
14	My organization gives me flexibility at working hours and work plan	yes, commonly	yes, occasionally	yes, as per my need	yes, not every time	no	3	4	5
15	My organization gives me opportunity as per my skills and abilities	yes, commonly	yes, occasionally	yes, as per my need	yes, not every time	no	3	5	2

16	My organization gives me job stability	Yes, generally	yes, occasionally	yes, not enough	yes, not every time	no	5	3	4
17	My organization gives me appreciation for every possible opportunity	yes, commonly	yes, occasionally	yes, not every time	yes, not enough	no	4	3	5
	ideal score of X's, Y, Z generations.						58	66	72

3.9.1 **Determination of criteria for the Data analysis**

Sirmaxo team was gracious to receive the questionnaire very positively. The data was received within 15 days of submission of the questionnaire. Data was received electronically and in hard copy, then converted into a master Excel sheet showing distribution by generation, respondent count, responses, and ranges of acceptability. The questionnaire was assessed to calculate ideal scores based on traits of Gen X, Gen Y, and Gen Z, shown in Table 11. Data quantification, including ideal and total scores for each respondent and variable consideration, is detailed in Table 12 below.

Table no 12

Sr no	Data	Gen X	Gen Y	Gen Z
1	Total respondent count	47	137	15
2	Ideal score	58	66	72
3	Ideal score range ($\pm$10%)	51-63	59-73	65-79
4	Total responses giving ideal score range	3	41	9
5	Total responses Head Office location	10	27	3
6	Total ideal responses Head Office location	1	13	2
7	Total responses Plant location	31	89	12
8	Total ideal responses Plant location	1	19	7
9	Total responses Pan India location	6	21	0
10	Total ideal responses Pan India location	1	9	0
11	Total Male respondent count	40	116	8

12	Total Male respondent count giving ideal score range	2	35	5
13	Total Female respondent count	7	21	7
14	Total Female respondent count giving ideal score range	1	6	4
15	Respondent with total experience 0 yr-5yr	-	-	12
16	Respondent with total experience 0 yr-5 yr giving ideal score range	-	-	7
17	Respondent with total experience 5yr -10 yr	-	-	3
18	Respondent with total experience 5 yr-10 yr giving ideal score range	-	-	1
19	Respondent with total experience 0 yr-10 yr	-	40	-
20	Respondent with total experience 0 yr-10 yr giving ideal score range	-	13	-
21	Respondent with total experience 10 yr-20 yr	13	82	-
22	Respondent with total experience 10 yr-20 yr giving ideal score range	1	24	-
23	Respondent with total experience 20 yr-30 yr	29	15	-

24	Respondent with total experience 20 yr-30 yr giving ideal score range	1	4	-
25	Respondent with total experience 30 yr-40 yr	5	-	-
26	Respondent with total experience 30 yr-40 yr giving ideal score range	1	-	-

The table gives us overall values for the parameters considered for the analysis of the data. The table represents Total count per generation X, Y and Z. ideal scores as per assumptions considered for each generation based on literature explained in section 3.3 and table no 9. The selection of a range for acceptable scores, rather than using actual scores, is about setting a threshold or criteria that permits some flexibility or variation in performance. This approach can be applied in various contexts, including grading systems, evaluations, and assessments.

The approach can be explained as below:

1. Accommodation of Variability: A range provides flexibility by accounting for natural variations in performance. It acknowledges that no two individuals are exactly alike, and responses may differ due to various factors (e.g., bias, not able to understand the survey intent, day-to-day performance, or testing conditions). By defining a range, you allow for this inherent variability, which can make the system fairer and less rigid.

2. Standardized Thresholds: Instead of focusing on one specific score (which could be arbitrary or too stringent), a range allows for a standardized approach that is easier to apply consistently across different populations. For example, an "acceptable range" could be defined as scores between 90% and 110%, meaning anyone who scores within this range meets the minimum performance criteria.

3. Minimizing Unfairness: If you only use actual scores, minor differences in performance could result in a significant impact on eligibility or assessment results. Range helps mitigate the effect of small variations. It provides a buffer, so someone who scores just below an ideal score isn't unfairly excluded or penalized.

4. Encouraging Improvement: By defining a range of acceptable scores, there is room for improvement with flexibility to select a specific score. This encourages individuals to focus on 'what they feel than trying to hit an arbitrary "perfect" score'.

In summary, the selection of a range rather than actual scores makes the evaluation process more flexible, fair, and reflective of real-world performance variations.

Detailed discussion about the data mentioned in table no 10 in the following sections. The ideal scores are converted into an acceptable range of $\pm10\%$ as mentioned in Table no. 10.

There were 3 additional variables applied to the data representing each generation X, Y and Z-

1. Location: Sirmaxo organization has a team of respondents working from 3 locations.

    a. Head office / Corporate office – this is located in Mumbai.

    b. Plant – this is located in Boisar which is around 120 Km away from office at Mumbai, India.

    c. Sales – Pan India team, who work in sales and regularly travel for job.

2. Demography- Sirmaxo has 15% Female population, and 85% Male population. Out of total population 14% Females respondents and 68% Male respondents shared their feedback. Hence, we received responses from 82% of total strength of Sirmaxo.

3. Total work experience – Sirmaxo has employees working for longer lengths of time. For ease of analysis, we divided them into groups based on years of experience ranges. 0-5 years, 5-10 years, 10-20 years, 20-30 years, 30-40 years. Generation X and Y had three groups with overlapping experience.

3.9.2   Data analysis based on Generational response.

3.9.2.1 Data Analysis with Standard deviation method:

3.9.2.1.1   About the method:

A simple method using descriptive statistics involving mean and standard deviation can be applied in questionnaire surveys. By focusing on reliability and validity assessment, items should have roughly equivalent means and standard deviations within a Likert scale with the rule of thumb of 2:1 (ratio of the maximum standard deviation to the minimum standard deviation). (Othman, 2011) Simple descriptive statistics involving mean and variance can be used for construct validation in a questionnaire. Item means and item standard deviation were applied to test whether the items in each hypothesized group contain approximately the same proportion of information about the construction being measured. It is also used to examine whether the items have roughly equal standard deviations, such that they contribute equally to the total scale score. (Othman, 2011)

3.9.2.1.2   Analysis:

The responses were scored as per the assumptions discussed in section 3.8.1. The scores were imparted for responses selected by each employee participating in the survey. Their scores were plotted against the standard expected score.

Based on the experience while collecting the data, Gen Y participants were less inclined to share data, while Gen Z participants showed enthusiasm for submission. This indicates that Gen Z is keen to provide input, whereas Gen Y tends to be more cautious. Gen X respondents provided expected responses. There were five rejections due to incomplete mandatory fields or undisclosed identities, and some questions were left unanswered. These responses are already excluded from analyzed data. Both Gen X and Gen Y respondents left certain questions unanswered, necessitating follow-ups for clarification, where responses were accepted once completed survey sheets were resubmitted.

It was observed that scores given by respondents had high variance with standard deviation of Gen X – 7.3, Gen Y – 7.4 and Gen Z – 8.9. Standard deviation shows how data points spread around the mean; a low value indicates tight clustering, and a high value indicates wider distribution.

Table no 13

Data for generation X, Y, Z response to questionnaire

Sr no	Data	Gen X	Gen Y	Gen Z
1	Total respondent count	47	137	15
2	Ideal score value	58	66	72
3	Ideal score range (±10%)	51-63	59-73	65-79
4	Total responses giving ideal score range	3	41	9
5	Standard deviation	7.3	7.4	8.9

Graph represented in figure no 2 shows the relation between responses given by Generation X. Generation X is the most experienced team.

Figure no 2.
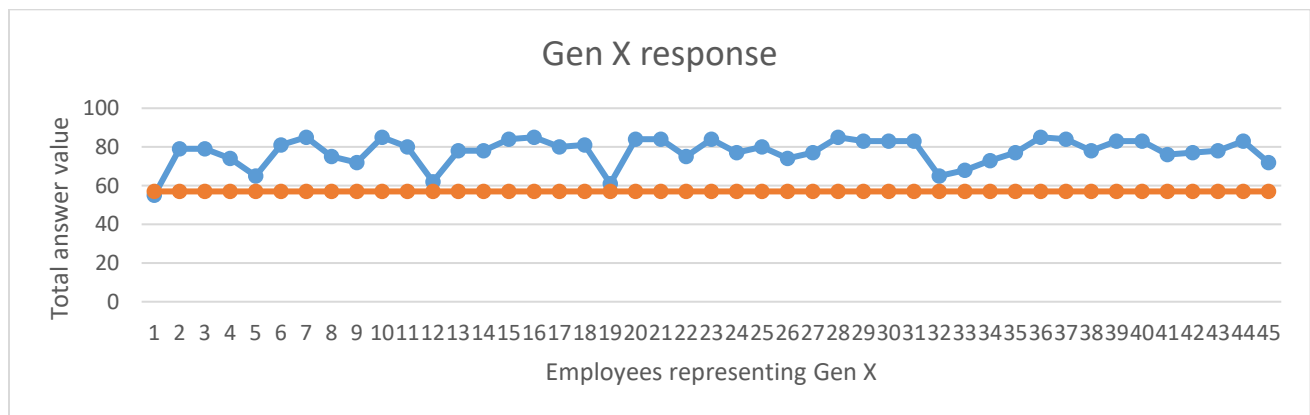
The majority of responses exceed the expected score. Scores between 51 and 63 are considered ideal; however, only 3 out of 47 respondents fall within this range, representing 6% of Gen X employees. There may be bias in the responses. On a positive note, no scores are below expectations. The data shows a standard deviation of 7.17, indicating independent selection of answer options.

Figure no 3.
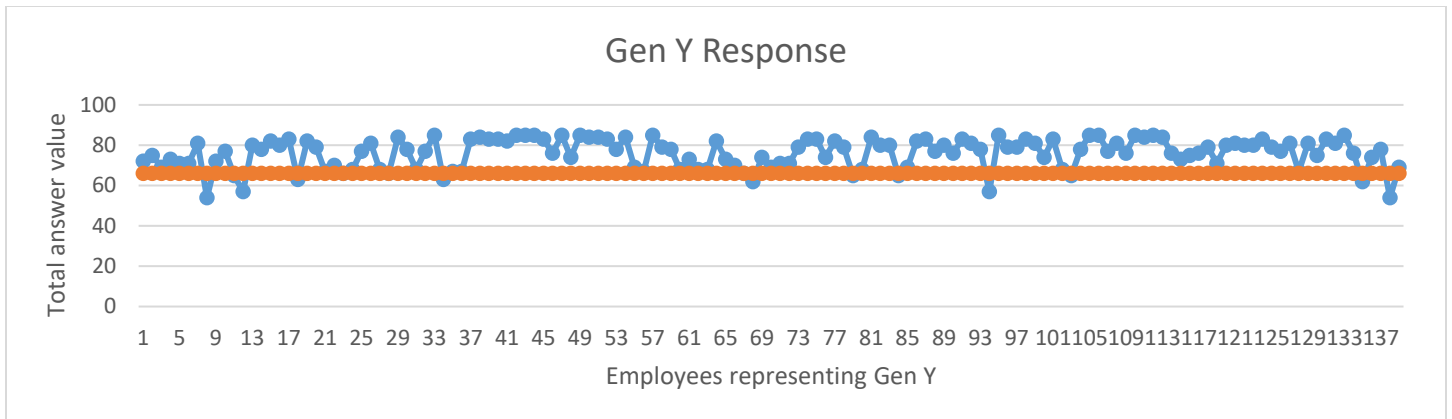
For Gen Y, 30% (41 out of 137) responses met the ideal score range (59-73). This shows their reliable and optimistic behavior. However, 70% scores were above the ideal score line, indicating possible bias in responses or challenges in understanding of the survey. Sometimes generational traits might influence selection of options given 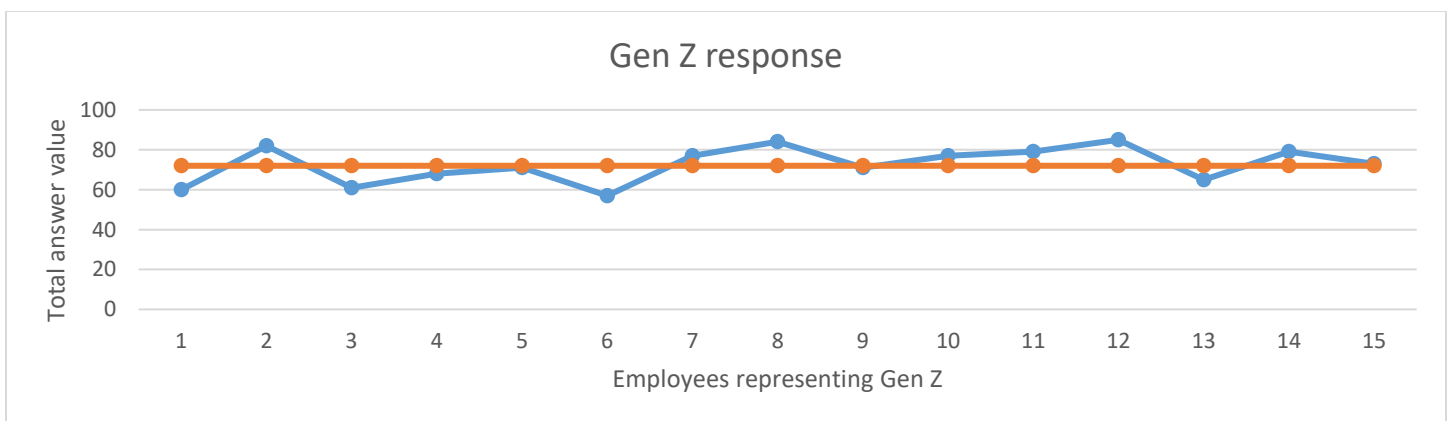in the survey. More clarity can be obtained once we apply variables to our data and analyze it. The overall data showed 7.4 standard deviation, indicating dispersed data. This trend is similar between Gen X and Gen Y respondents.

Figure no 4.

The small sample size for Gen Z compared to Gen X and Gen Y suggests good retention rates or a preference for experienced employees in the organization. The ideal score value for Gen Z is 72; considering a variance of ±10%,

scores between 65-79 are deemed ideal. Nine out of fifteen respondents provided an ideal response score. 60% of the Gen Z respondents gave good response scores, reflecting the flexibility and independence traits of Gen Z.

However, the standard deviation of the data is found to be 8.9, the highest amongst all generational responses. This happened as only 3 responses were far out of range. Analyzing the entire data with the applicable variables might give better clarity about the trends of the responses.

3.9.2.2 For the data representing each generational respondent, we applied the Chi square Goodness of Faith method.

3.9.2.2.1 About the method:

The Chi-Square test is a statistical test that is commonly used in surveys to determine whether there is a significant difference between the expected and observed frequencies in one or more categories. It is widely used in research to test the relationships between categorical variables, primarily for comparing the distribution of responses to various questions or groups. The Chi-Square Test is frequently used in conjunction with other statistical tests, such as the t-test or ANOVA, to provide a more comprehensive analysis of the data. It is a useful tool for researchers and analysts to understand the relationship between different variables and make informed decisions based on the data. (Owa, 2010)

In our current study we are using the Goodness-of-Fit Test. This type of Chi-Square Test is used to determine whether a sample data set fits a specific distribution or pattern. It compares the observed frequencies in each category to the expected frequencies under the null hypothesis.

When performing a Chi-Square Goodness of Fit Test for data representing 3 generations of survey results, the choice of significance level (α\alpha) depends on the context and the level of certainty you want to achieve in your results. The significance level typically chosen is 0.05 (5%), however the current study chose 0.10 (10%) as significance level.

In the Context of Survey Results Across 3 Generations:

- 0.05 is often considered a balanced choice for most surveys and statistical analyses. It's widely used in social sciences, biology, and many other fields to strike a reasonable balance between Type I and Type II errors.

- If your survey is for a more exploratory purpose or if you need very strong evidence before rejecting the null hypothesis (e.g., in critical decision-making contexts), then 0.01 might be more appropriate.

- For a less acute study or when you want to allow for more flexibility, 0.10 could be acceptable, though it's less common.

The significance of the choice depends on how conservative you want to be in rejecting the null hypothesis. For most survey results across generations, 0.05 is typically the standard. However, if you are working in a high-stakes or very critical context, 0.01 can be a choice. In our studies we are considering 10% of acceptable limit, hence significance level is considered as 0.10.

3.8.2.2.2 Analysis:

The Chi Square Goodness of Faith method was employed to analyze the generational response data. This statistical test is particularly useful for determining whether there is a significant difference between the expected and observed frequencies in categorical data. By applying this method, we can objectively assess the alignment of responses within and between different generational cohorts, revealing potential biases or variations influenced by generational characteristics.

The application of the Chi Square Goodness of Faith method in this context allows for a robust examination of the response patterns. For example, it helps in identifying whether the scores within a particular generation, such as Gen X, adhere to the expected distribution or if there are notable deviations. These deviations can then be analyzed to understand underlying factors, such as biases, misinterpretations, or external influences affecting the responses. The method's introduction into the survey analysis provides a quantitative foundation for assessing the reliability and validity of the generational responses. It adds a layer of depth to our understanding, enabling us to dissect the data beyond surface-level observations and draw more nuanced conclusions about the behavior and attitudes of different generations in the workplace.

Table no 14

	Generation	Chi-Square Statistic	p-value
1	Gen X	10.87377792	0.695922117
2	Gen Y	11.83463815	0.619580713
3	Gen Z	15.21207568	0.363812864

The significance level (alpha) is chosen as 0.10. Based on this significant level, the p-values from the chi-square goodness-of-fit test for each generation (Gen X, Gen Y, and Gen Z) are all greater than 0.10. Therefore,

we fail to reject the null hypothesis for each generation. This indicates that there is no significant difference between the actual scores and the ideal scores for each generation.

3.9.3   Data analysis based on Generational response – considering the Location as variable.

The workplace is a dynamic environment where diverse factors influence employee expectations and experiences. Among these factors, the location of the workplace holds significant importance. For generations X, Y, and Z, the geographical and organizational setting can substantially shape their responses to workplace surveys, reflecting their unique characteristics and expectations. This document delves into the importance of location as a variable in studying the workplace expectations of these three generations.

The survey responses from Generation X employees at Boisar Plant indicate a cohesive understanding of company policies, procedures, and goals. This clarity is likely attributed to the well-defined job roles and regulated environment, as evidenced by the lowest standard deviation of scores (6.16). This also reflects effective communication channels and regular interaction with senior management. Gen X employees predominantly stationed at the HO is expected to show a high degree of alignment with expected scores, indicating familiarity and comfort with the organizational culture and expectations. However, responses from the head office display a higher standard deviation (9.279), suggesting a need for improved clarity in expectations, strategic initiatives, and centralized operations. These elements are crucial for providing Generation X employees with stability and alignment with organizational expectations. The standard deviation of responses from the Pan India team (8.83) is higher than that of the Plant but lower than the head office, indicating challenges in communication and understanding of organizational culture within the Pan India team. The respondents indicate skeptical and reactive traits of gen X.

Gen Y employees across all locations exhibit trust, adaptability, and higher job satisfaction due to their stability and understanding of the organizational culture. The variability in scores is minimal, with Head Office scoring 7.70, Plant scoring 7.05, and Pan India presenting a standard deviation of 7.47. The location has a minimal impact

on their comprehension and alignment with company goals. At the Plant location in Boisar, the Gen Y responses varied least. The highest diversity in responses is observed at the head office, the nature work, challenges faced, and dynamics of culture might have contributed to the divergence in scores, reflecting unique challenges and perspectives distinct from those at the Plant. The adaptability of Gen Y is evident in their ability to navigate challenges while meeting the ideal response range where Plant respondents showed highest (19) responses within ideal range of scores. The experience of these respondents contributes significantly, indicating better stability for this generation within the organization. Nevertheless, some Gen Y respondents managed to meet the ideal response range, illustrating a segment that adapts well to the structured environment of the plant.

For Gen Z employees in the HO or Plant team, there is notable variability in survey responses. The standard deviation for the HO team is 7.37 and for the Plant team is 8.56. This suggests a potential need for improved digitization, automation, and a less controlling work culture to meet the preferences of this generation. There were no respondents from the Pan India team. Despite these challenges, Gen Z's adaptability allows them to function effectively in dynamic and non-traditional work environments. Gen Z, notably, displayed remarkable flexibility, with a significant portion meeting the ideal score range despite the challenges of a non-fixed location. This adaptability underscores the independence and resilience of younger employees in navigating diverse work environments.

The location of the workplace plays a crucial role in shaping the expectations and responses of employees across generations X, Y, and Z. For Gen X, stability and proximity to senior management at the head office foster a clear understanding of organizational goals. Gen Y, with its adaptability, navigates the challenges of different work environments, as seen at the Plant location. Gen Z's flexibility enables them to thrive in different locations. Understanding the influence of location on these generational responses provides valuable insights into tailoring management strategies and improving employee engagement across diverse work environments. The pan-India sales team, which is constantly on the move, showed the most variability in survey responses across all generations.

s

Table no 15

Data for Location as variable

Sr no	Data	Gen X	Gen Y	Gen Z
1	Total respondent count	47	137	15
2	Ideal score	58	66	72
3	Ideal score range ($\pm$10%)	51-63	59-73	65-79
4	Total responses giving ideal score range	3	41	9
5	Total responses Head Office location	10	27	3
6	Total ideal responses Head Office location	1	13	2
7	Total responses Plant location	31	89	12
8	Total ideal responses Plant location	1	19	7
9	Total responses Pan India location	6	21	0
10	Total ideal responses Pan India location	1	9	0

Most of the respondents with ideal scores were from the Plant location: 31 out of 47 Gen X, 89 out of 137 Gen Y, and 12 out of 15 Gen Z participants. The location affects survey results, reflecting company culture, workplace conditions, leadership, and team communication. Addressing gaps in these areas may improve job satisfaction and loyalty.

Figure no 5 shows the graphical representation of the behavior of **Gen X** respondents.

Figure no 5.
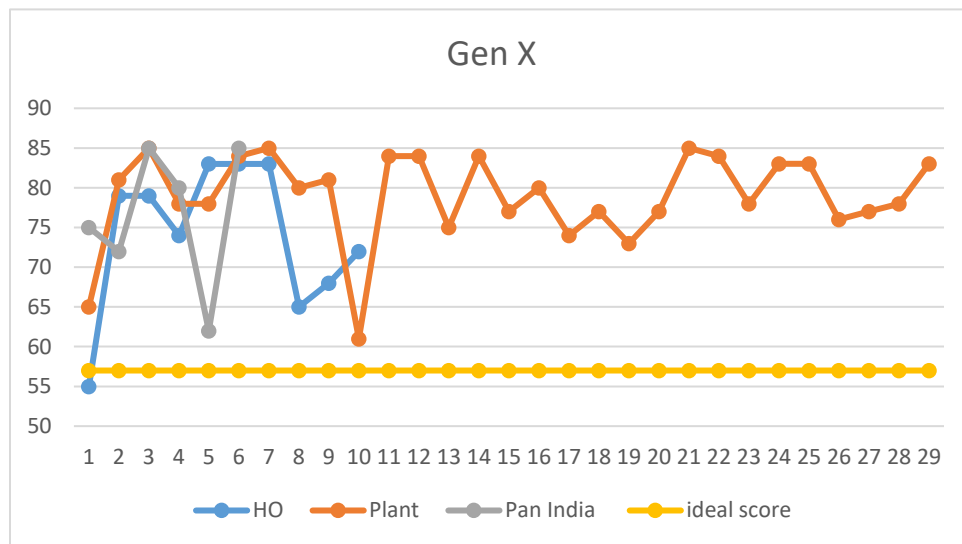
According to the analysis of Gen X respondents' scores, it is evident that 10% of Head Office responses fall within the ideal score range, which is higher than the ratio at Plant locations (3%). The Head Office likely benefits from sufficient interactions and team connections, contributing to a better organizational culture and job satisfaction due to greater accessibility and awareness of culture, policies, and procedures. The Sales team, located across Pan India, also shows significant contact opportunities with the organization, as 11% of their responses are within the ideal score range.

This suggests an opportunity to enhance communication, and knowledge sharing about policies and procedures for the Plant location. Each location (Head Office, Plant, Pan India) has one respondent within the ideal score range for Gen X responses. The standard deviation was higher for Head Office (9.2) and Pan India (8.8) responses,

whereas Plant responses had the lowest standard deviation of 6.2, with only 3% falling within the ideal range. This indicates overall similar response selections from the Plant team.

Figure no 6.
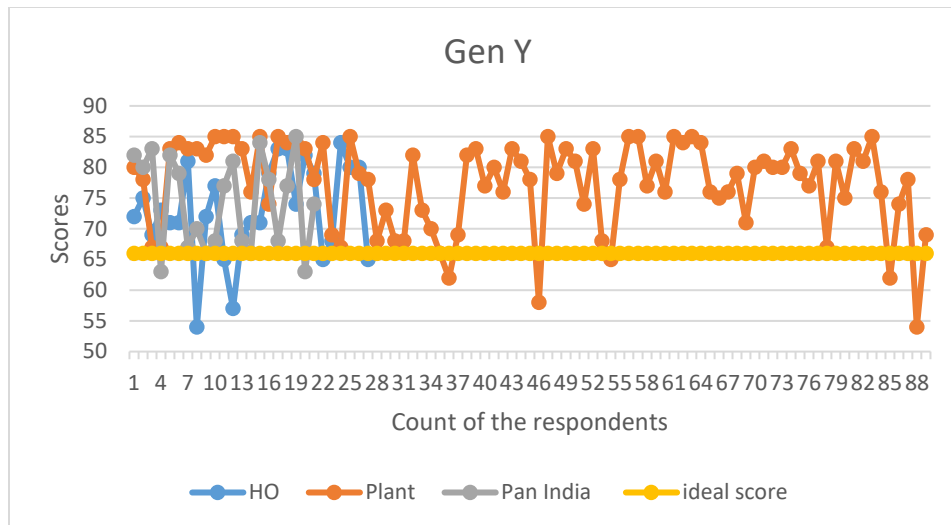
The graphical representation in Figure 6 illustrates that there are 137 respondents from Generation Y (Gen Y). Gen Y has the highest number of respondents, with the majority being from the Plant location (89 out of 137), indicating a good retention rate within the organization. However, only 21% of responses from the Plant location fall within the ideal score range, which raises concerns about the lack of collaborative and fair working conditions at this location—an important characteristic for Gen Y.

Among the 27 respondents from the HO location, 13 (48%) have responses closer to the ideal score range. This suggests tolerant and reliable traits among Gen Y employees. It is also possible that the majority of these employees have longer tenures with the organization, allowing them to develop better connections, a deeper understanding of organizational culture, and foster open communication.

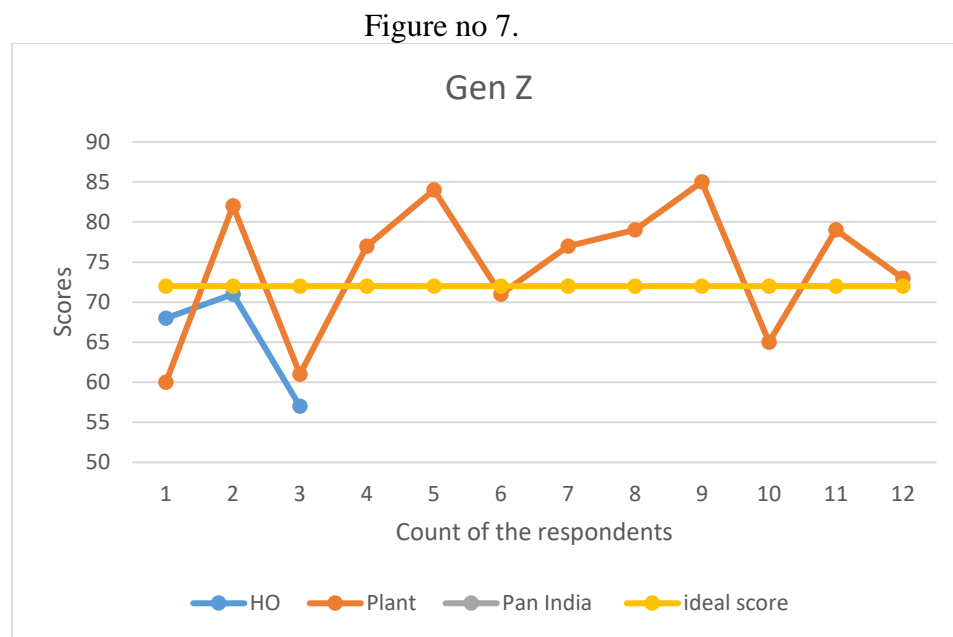Respondents from Pan India locations show that 43% of total responses fall within the ideal range, further supporting the observation of strong connectivity and awareness of organizational policies and procedures.

It is acknowledged that sample size plays a role in these ratios, and the Plant team may face challenges in comprehending the survey. However, the ratios indicate that the Head Office and Pan India teams of Gen Y

exhibit more open and relatable traits of their generation. The data clearly highlights the need for attention towards the Plant team, as they have the fewest respondents within the ideal score range.

The data distribution for each location—HO, Plant, and Pan India—showed almost the same standard deviation: 7.7, 7.0, and 7.5 respectively. This consistency indicates the reliability and tolerance traits of Generation Y.

Figure no 7 shows location wise responses for Gen Z.

Figure no 7.

For Gen Z, the sample size is the smallest at 15. This suggests high retention rates or that new recruits are from more experienced age groups, limiting opportunities for Gen Z. Two respondents from the HO location participated; none from Pan India team responded. Nevertheless, 67% of HO respondents and 58% of plant respondents gave ideal scores. The data distribution was 7.4 (HO) and 8.6 (Plant), with one high score causing the variance; otherwise, it resembles Gen Y behavior.

Gen Z are clear thinkers and seek clarity, shown by their prompt and eager survey responses. Both locations demonstrate capability, tolerance, and good communication and connection with the organization.

3.9.4 Data analysis based on Generational response – considering the Demography as variable.

Demographic distribution plays a significant role in shaping survey results. Different demographic groups may bring unique perspectives and experiences that influence their responses.

In the case of the organization Sirmaxo, the demographic variable was analyzed to understand its impact on survey responses. The data from Table 11 shows the total distribution of responses across generations for male and female employees. The analysis revealed higher representation of males in both Gen X and Gen Y groups at 85%. Such demographic insights are crucial as they highlight the potential biases and different viewpoints within the organization. For example, a higher percentage of male respondents might skew the results towards perspectives and experiences that are more common among male employees. This could influence the overall findings on job satisfaction, organizational culture, and communication efficacy.

Moreover, understanding demographic distribution helps identify areas where certain groups may require more attention. If a particular demographic group, such as female employees, is underrepresented in the survey, their specific concerns and feedback might not be adequately captured, leading to incomplete or biased conclusions. Ensuring a balanced representation across all demographics is essential for obtaining a holistic view of the organizational environment and making informed decisions that cater to the needs of all employees.

In conclusion, demographic distribution is a critical factor that affects survey results. Recognizing and accounting for the diversity within the workforce ensures that the survey findings are comprehensive, equitable, and reflective of the experiences of all employees.

Table no 16

| Gender	Total Distribution	Gen X	Gen Y	Gen Z
Male	82%	85%	85%	58%
Female	18%	15%	15%	42%

Generations X and Y exhibit a similar distribution of male and female employees. However, data for Generation Z shows an almost equal distribution. Numerous factors contribute to this distribution; however, these factors are not the focus of the current studies. We aim to establish the relationship between responses and demographics with generation as a constant factor.

Table no 17

Sr no	Generation	Gender	Total respondent count	Response Standard Deviation	Ideal score from respondents	% of ideal score response to total no of responses
1	X	M	40	6.92	2	5%
2		F	7	9.76	1	14%
3	Y	M	116	7.50	35	30%
4		F	21	7.15	6	29%
5	Z	M	8	7.52	5	63%
6		F	7	10.52	4	57%

Table 17 presents the demographic distribution from survey responses and ideal counts by generation and gender. The standard deviation for gender scores is calculated. Generational traits are easier to analyze for Gen Y and Gen Z compared to Gen X. The following data collation will examine each generation's responses.

Figure no 8 shows the graphical representation of the Gen X data.

Figure no 8.
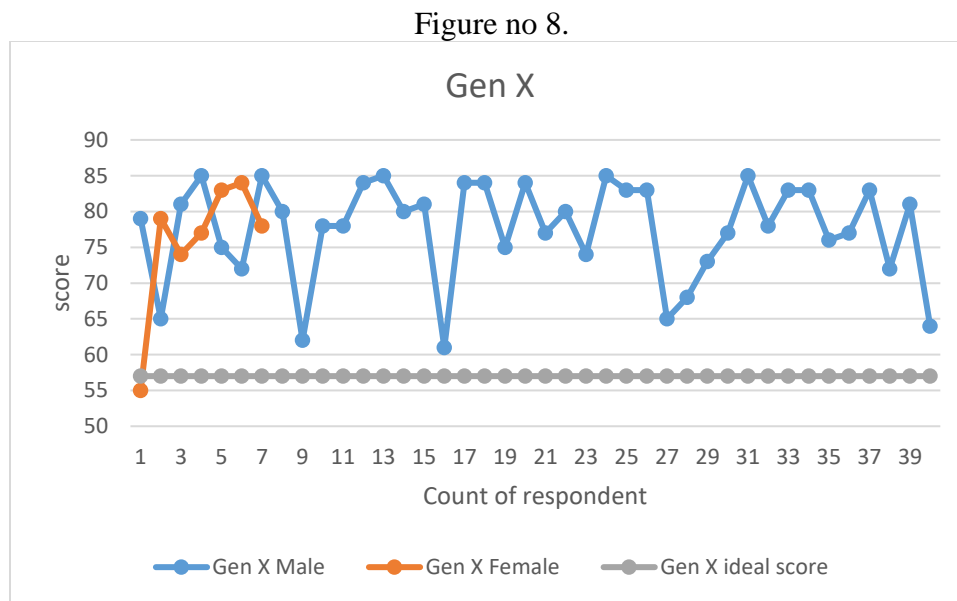
The graphical representation indicates that it is challenging to draw conclusive remarks, as the distribution of responses is skewed from the ideal range. The standard deviation of scores is 6.92 for male respondents and 9.76 for female respondents. Additionally, 5% (2 out of 40) of male respondents' responses fall within the ideal score range, compared to 14% (1 out of 7) of female respondents' responses for Gen X. These observations are influenced by the differential sample size. Table 15 provides the corresponding figures discussed here. It was noted that female respondents exhibited a more varied distribution of scores than male respondents. Male respondents demonstrated similar views or choices regarding organizational culture, leadership, knowledge sharing and job satisfaction.

As we study the data from Gen Y, a remarkable difference is seen. Refer Figure no 9.

Figure no 9.
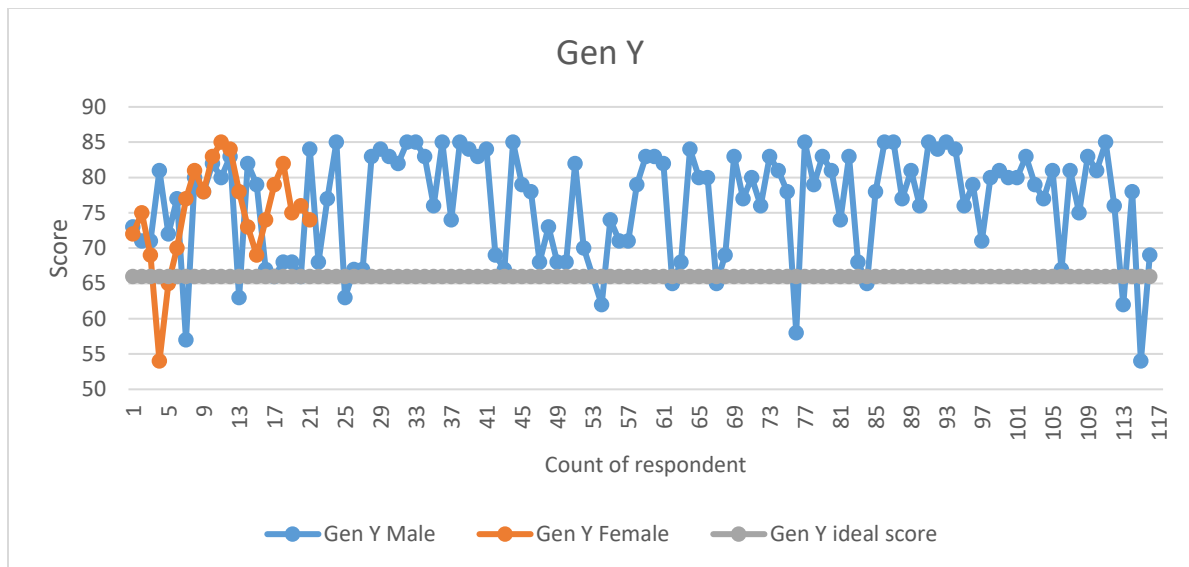
The primary distinction illustrated by this graph is that the ideal score falls between the data points. Among the respondents in the Generation Y (Gen Y) group, there are 116 males and 21 females. Of these, 30% (35 out of 116) of male respondents and 29% (6 out of 21) of female respondents achieved scores within the range of the ideal score. Enhanced understanding, clarity, and reliability were noted. The standard deviation for male responses is 7.50, while for female responses it is 7.15. A comparative correlation analysis indicated no significant difference in traits based on demographics. These findings suggest that the organization surveyed demonstrates gender equality in both treatment and work ethics.

Analyzing data from Gen Z showed very comparable results with respect to Demographic distribution as well as closeness to ideal score. Figure no 10 shows graphical representation of the data.

Figure no 10.
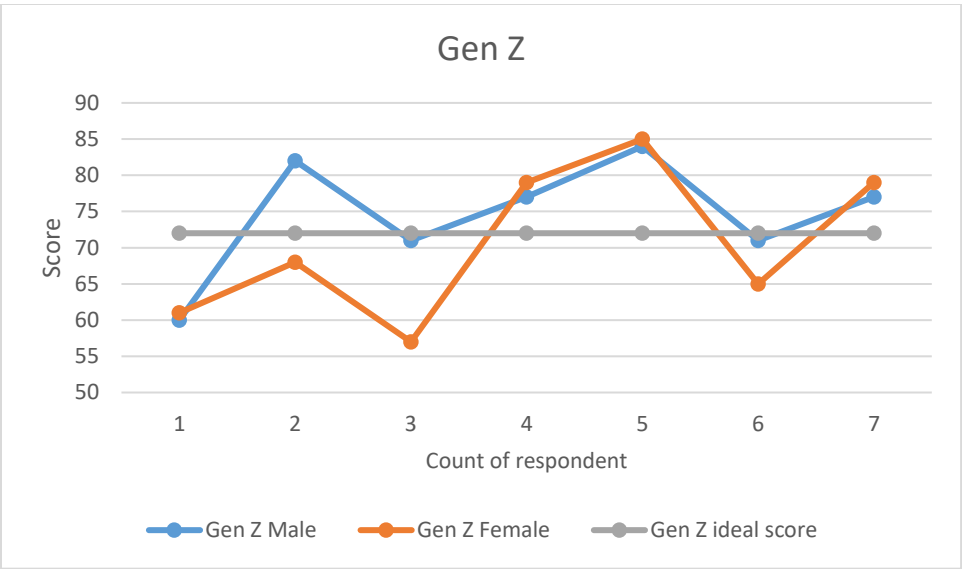
The Gen Z group has an equal distribution of male and female respondents. 63% of males (5 out of 8) and 57% of females (4 out of 7) are within the ideal score range. These results point to open-mindedness and transparency among Gen Z, likely due to their shorter time in the organization and fewer opportunities to develop biases. Gender does not influence the responses, showcasing the organization's commitment to gender equality. Table 17 shows the standard deviation for male responses is 7.52, while it is 10.52 for females. One female respondent gave a very high score, potentially due to misunderstanding or influence, but it remains valid as per section 3.9.1.

3.9.5 Data analysis based on Generational response – considering the Total Experience as variable.

Experience can significantly affect how individuals respond to survey questions because it shapes their perceptions, knowledge, and decision-making processes. Employees who have spent more time within an organization tend to have a deeper understanding of its culture, policies, and procedures. This familiarity can lead to more informed and nuanced responses, as they can draw from a wealth of experiences and observations. However, prolonged experience may also introduce biases; seasoned employees might be more critical or more inclined to give favorable responses to maintain status quo or avoid conflict.

Conversely, employees with less experience might provide more straightforward and honest feedback, as they are less entrenched in the organization's dynamics and less influenced by existing biases. Their responses might also reflect a fresher perspective, highlighting areas of improvement that long-standing employees might overlook. However, their limited exposure to the organization could lead to less informed answers, as they might not fully grasp the complexities of certain issues.

Ultimately, the impact of experience on survey responses underscores the importance of considering this variable when analyzing data. Understanding how experience influences responses can help in interpreting the results accurately and ensuring that the survey captures a balanced view of the organizational environment.

Table no 18

Data for Total work experience as variable

Sr no	Data	Gen X	Gen Y	Gen Z
1	Total respondent count	47	137	15
2	Ideal score	58	66	72
3	Ideal score range ($\pm$10%)	51-63	59-73	65-79
4	Total responses giving ideal score range	3	41	9
5	Total responses Head Office location	10	27	3

15	Respondent with total experience 0 yr-5yr	-	-	12
16	Respondent with total experience 0 yr-5 yr giving ideal score range	-	-	7
17	Respondent with total experience 5yr -10 yr	-	-	3
18	Respondent with total experience 5 yr-10 yr giving ideal score range	-	-	1
19	Respondent with total experience 0 yr-10 yr	-	40	-
20	Respondent with total experience 0 yr-10 yr giving ideal score range	-	13	-
21	Respondent with total experience 10 yr-20 yr	13	82	-
22	Respondent with total experience 10 yr-20 yr giving ideal score range	1	24	-
23	Respondent with total experience 20 yr-30 yr	29	15	-
24	Respondent with total experience 20 yr-30 yr giving ideal score range	1	4	-
25	Respondent with total experience 30 yr-40 yr	5	-	-

26	Respondent with total experience 30 yr-40 yr giving ideal score range	1	-	-

Figure no 11 indicates the experienced respondents' responses from Gen X.

Figure no 11.
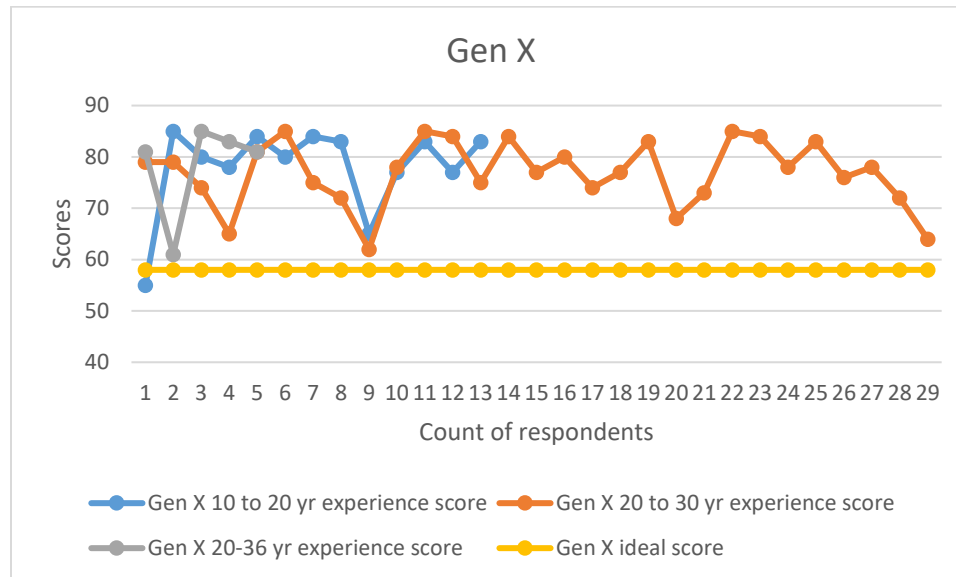
For Gen X, three groups of experiences were created, considering that some employees may join the workforce later after spending more time in education or being selective about their workplace. The groups were divided into 10-20 years, 20-30 years, and 30-40 years of experience. The group with 20-30 years of experience had a maximum population of 29, indicating that the organization values experienced employees.

From the Gen X data, the first group with 10-20 years of experience shows a standard deviation of 8.68, and the third group with 30-40 years of experience shows 9.76. This suggests a wide range of responses, reflecting diverse perspectives within this generation. However, the second group with 20-30 years of experience, which had the highest number of respondents (29 out of 47), shows a standard deviation of 6.43, the lowest among the groups. This indicates more consistency and stability in outlook among individuals with this level of experience in the organization. Each group had one response within the ideal score range, showing no conclusive trend.

For Gen Y, below Figure 12 shows the graphical representation of the data from respondents.

Figure 12
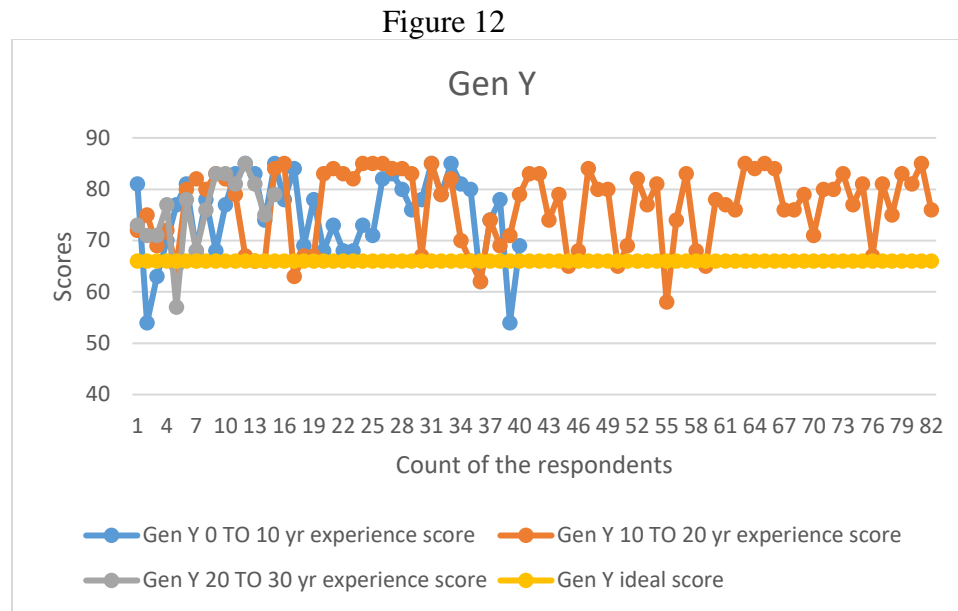
Gen Y has the highest number of employees at Sirmaxo. We divided respondents into three groups based on their experience: 0-10 years, 10-20 years, and 20-30 years, with the most participation from the 10-20 years group. Among those with 0-10 years of experience, 33% (13 out of 40) provided responses within the ideal score range. The 10-20 years and 20-30 years groups showed 29% (24 out of 82) and 27% (4 out of 15) ideal responses, respectively. All three groups sure 8.03, 7.22, 7.21 as standard deviation for the scores. This indicates that responses are not influenced by experience and show more understanding and loyalty to the organization. Respondents seem well-versed in the organization's culture, policies, and procedures, demonstrating clarity and fairness in the survey results.

For gen Z though limited data is available, different correlation is observed.

Figure no 13, gives graphical representation of the data for Gen Z

Figure no 13.
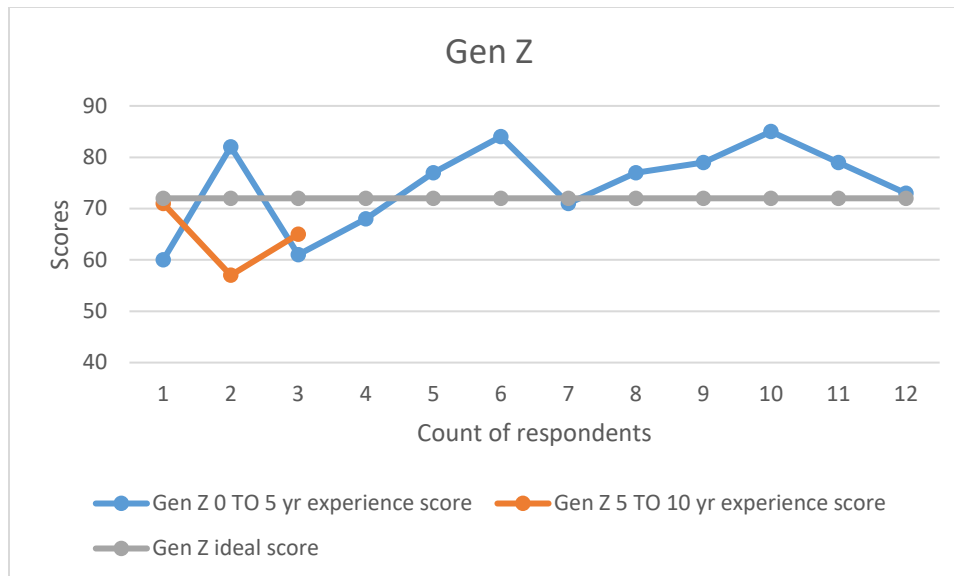
The data from Gen Z respondents was divided into two groups based on their experience: Group 1 with 0-5 years of experience, and Group 2 with 5-10 years of experience.

Group 1: 0-5 Years of Experience showed that out of 12 respondents in this group, 7 provided responses within the ideal score range, contributing to 58% correctness. This group exhibited a standard deviation of 8.30, indicating a high distribution of responses. Such variance can be attributed to the respondents' limited knowledge and clarity about the organization's policies, procedures, and culture. Despite the spread, all responses fell within the acceptable range of scores, with a distribution on both sides of the ideal score line. Group 2: 5-10 Years of Experience indicates that the group had a smaller sample size, with 3 respondents. Among them, 1 respondent (33%) provided an ideal response. Although the sample size is limited, the data suggests that increased experience correlates with better clarity and capability, leading to more accurate and consistent responses.

The analysis of Gen Z responses indicates that while less experienced employees show a wider range of responses due to varying levels of understanding and familiarity with the organization's workings, more experienced employees tend to provide more consistent and accurate responses. This trend highlights the importance of experience in achieving a deeper understanding of organizational culture and procedures.

3.10   Research Design Limitations

The research was designed in the simplest way possible. Joint as well as One-to-one meetings were taken with the team. Any doubts raised were clarified. The HR team was appraised for the purpose of study, so they could support in any challenges faced by the team. Regular follow up was made with team for submission of data. Multilingual forms were made available in designated area for ease of collection and submission.

The research was supported by management and HR so there is possibility of bias in answering. This could be to impress or influence. There is equal possibility of not understanding the intension of question correctly.

Employees may feel hesitation in getting clarity, so they may have replied without thinking. There is also the possibility of internal discussion and matching of answers to all or few questions in doubt.

There could be concern about the impact of their reply on the job or performance appraisal.

Even though all clarifications were made to the team we cannot convince or explain our intension to all with the same conviction.

This could be prevented by performing the same survey in more than one organization. Expectation is we can negate the effect of influencing and we can learn method of communicating the intent to the team is satisfactory or needs some amendments.

3.11   Conclusion

The survey results provide insightful conclusions about the distinctive traits and responses of employees from Generations X, Y, and Z within the organization.

In conclusion, the survey results reveal that each generation brings unique traits and perspectives to the organization. Generation X values stability and experience, Generation Y demonstrates reliability and alignment with organizational values, while Generation Z exhibits clarity, adaptability, and a strong commitment to equality. Understanding these generational traits is essential for fostering a harmonious and productive work environment that leverages the strengths of all employees.

CHAPTER IV: RESULTS

The survey threw lot of light on generational traits and the actual display of values by the employees working in the actual workplace. Sirmaxo as an organization provided positive results, still there are few changes needed by the HR team to implement for a better culture and satisfaction of employees.

4.1 Research Question One

How do employees representing generational cohort respond to survey compared with traits defined by literature for employees from Generations X, Y, and Z

The questionnaire was based on values such as organizational leadership, culture, communication, job satisfaction, learning & development platforms, and the reward & recognition framework, to understand each generation's perspective on these aspects.

By connecting the survey results with these established values, we observe how employees from each generational cohort align with or diverge from the traits described in the literature. This comparison offers a comprehensive understanding of how Generations X, Y, and Z perceive and interact within the organizational environment, highlighting areas for improvement and reinforcing strengths across the generational spectrum.

4.2 Research Question Two

How do employees' representing generation X, Y and Z show impact of variable – Location, Demography and Total experience based on their response to the survey questionnaire?

How do employees' representing Generations X, Y, and Z show the impact of variables – Location, Demography, and Total Experience based on their response to the survey questionnaire?

The survey results indicate that generational expectations significantly impact employees' perceptions of their work environment, especially considering the location of work, demography, and work experience.

Head Office: Generation X values stability and work-life balance, appreciating the structured environment and career advancement opportunities. Generation Y seeks alignment with organizational values and a dynamic

culture that supports innovation. Generation Z focuses on inclusivity and adaptability, preferring environments that embrace technology and flexible work arrangements.

Manufacturing Plant: Generation X appreciates clear hierarchies and established procedures. Generation Y seeks meaningful engagement and recognition, while Generation Z values a collaborative workplace offering skill development opportunities.

Out of Office/Field Working: Generation X enjoys autonomy but may be wary of the lack of stability. Generation Y thrives on flexibility and remote work opportunities, aligning with their desire for work-life integration. Generation Z excels in technologically supported environments that ensure connectivity and productivity.

Demography and Experience: Demographic factors such as age, gender, and cultural background play a crucial role in shaping generational expectations. Employees with more experience prioritize job security, while newer employees focus on growth opportunities and diverse experiences.

Understanding these diverse expectations is essential for creating a harmonious and productive work environment that leverages the strengths of all employees across different generations, locations, and experiences.

4.3 Summary of Findings

Before we summarize our findings, it's important for us to understand the literature takes on the values or traits represented by each generation.

4.3.1 Characteristics of Generation X:

Generation X (1965-1979) values work-life balance, authority, and job loyalty. They emphasize self over society and are skeptical of Corporate America due to economic and social challenges.

Gen Xers are computer literate, prefer a fun work environment, seek fulfilling work, and are more mobile and independent than Baby Boomers. Managers should make work meaningful and enjoyable while acknowledging their skepticism towards authority.

4.3.2 Characteristics of Generation Y / Generation Me/ Millennial from various Literatures:

Millennials, or digital natives, integrate technology into their daily lives (Pinzaru, 2016). They balance individualism with activism for the common good (Twenge, 2009; Greenberg, 2008), showing high intellectual capabilities but often rejecting formal hierarchies (Twenge, 2009). They value sustainability, peace, and cultural diversity (Pinzaru, 2016).

In education and employment, Millennials expect alignment with their preferences and show a sense of entitlement (Huntley, 2006). They reject rigid rules, favor innovation, and see work as a growth platform. They value feedback, fairness, and dislike inequality (Pinzaru, 2016).

Around 45% adopt a utilitarian approach at work but also seek purpose aligning with life goals (Havas, 2011). They balance personal and professional lives better than previous generations (Huntley, 2006; Zopiatis, 2012) and manage finances more maturely (Mihalcea, 2014).

Millennials prefer horizontal communication, teamwork, mentorship, and meritocracy over hierarchical structures. They demand transparency, recognition, comfort, interaction, diverse tasks, and new opportunities (Pinzaru, 2016). Initially motivated by financial incentives, they now value leadership qualities and transformational leadership styles (Florina Pinzaru, 2016; Horeczy, 2012; Sinha, 2016).

Organizations appealing to Millennials focus on corporate responsibility, job security, challenging roles, positive reputation, competitive salaries, and favorable locations (Sinha, 2016).

4.3.3 Characteristics of Generation Z from various Literatures:

Generation Z is highly adept with technology but finds it challenging to balance online and offline lives. Technology is integral to their identity, influencing their unique work approach.

They are intelligent, quick, and open-minded, valuing job security and preferring indefinite contracts. Key motivators include openness, autonomy, flexibility, and self-determination. Gen Z appreciates direct communication, transparency, and involvement in decision-making.

Speed is prioritized over accuracy, with non-monetary incentives like growth opportunities being valued more than money. Mentorship and feedback are important, as are financial incentives such as education loan repayment. High pay expectations reflect a focus on self-development and career orientation. Gen Z seeks employment stability but remains skeptical of employers, often lacking long-term commitment. Independence, competitive pay, health insurance, and respectful bosses are top priorities.

Though digitally inclined, they value face-to-face interactions. However, heavy social media use can hinder verbal communication skills, leading to discomfort in large groups and reliance on informal language.

4.3.4 Summary of findings and results:

As referred by (Sharma, 2021), When organizations focus on employee happiness and satisfaction, it is important for them to understand the workplace expectations of future generations and develop HR practices accordingly. Companies may need to adjust their existing practices to accommodate Generation Y and provide an environment that enables them to perform effectively. Generation Z is gradually entering the workforce with their own set of expectations and preferences.

Organizations should create flexible employee schedules and practical policies. Specific measures include training for shared tasks, empowering members to manage their schedules, and ensuring open communication as mentioned by (Jung, 2021).

Globalization has affected not only the economy and international trade but has also caused labor mobility and international migration to rise, which has contributed to the transformation of global careers and the emergence of transnational forms of human capital. (Sharma, 2021).

This is also applicable in Indian industry, as employees specially Gen Y and Z are ready to travel from their native place to different cities, towns or states in pursuits of dream workplace.

Corporate culture is characterized by independence, formality, freedom, and less monitoring. In contrast, plant or manufacturing units require adherence to Standard Operating Procedures (SOPs), rules, and regulations, with less flexibility and more supervision.

Many studies identify common factors or expectations within generational groups, acknowledging that each generation shares certain traits. While these generalizations might influence policy design, studying the actual expectations of generational representatives in the workplace can assist HR teams in developing more tailored policies that consider employee strength, demographics, and industry specifics.

Generation X

Generation X prioritizes career goals over loyalty, valuing skill development, efficiency, and work-life balance. They prefer flexible schedules, independence, and a comfortable work environment.

Generation Y

Generation Y values success, meaningful work, and technological integration. They thrive in autonomous environments and rely heavily on internet connections and social networks.

Generation Z

Generation Z excels with technology but lacks extensive experience. They prefer digital communication, value independence and privacy.

The modern workplace is composed of a diverse range of generations, each bringing unique values, skills, and perspectives. For Micro, Small, and Medium Enterprises (MSMEs), understanding and managing this diversity is crucial for fostering a harmonious and productive work environment. Conducting surveys to study multigenerational workplaces offers numerous benefits to Human Resource (HR) departments within MSMEs. Here are several key advantages:

ENHANCED UNDERSTANDING OF EMPLOYEE NEEDS

Surveys can help HR departments gain deeper insights into the distinct needs and preferences of different generational cohorts. For instance, Generation X values work-life balance and tends to be skeptical about employer loyalty, while Millennials may prioritize career development and meaningful work. Understanding these nuances allows HR to tailor policies and initiatives that address the specific motivations and concerns of each generation.

IMPROVED EMPLOYEE ENGAGEMENT AND RETENTION

By recognizing and addressing the unique needs of each generation, HR departments can enhance employee engagement and satisfaction. This is particularly important for MSMEs, where retaining talent is crucial for business continuity and growth. Surveys can reveal what drives employee engagement within different age groups and help HR develop strategies to foster a more inclusive and supportive work environment.

INFORMED DECISION-MAKING

Data-driven insights from surveys empower HR departments to make informed decisions about workforce management. For example, understanding that Generation X employees value work-life balance more than other generations can guide the development of flexible work arrangements or family-friendly policies. Similarly, knowing that Millennials seek opportunities for growth can lead to the creation of targeted training and development programs.

ENHANCED INTER-GENERATIONAL COLLABORATION

Surveys can shed light on potential areas of conflict and cooperation between different generational groups. By identifying common goals and areas of divergence, HR can implement initiatives to promote inter-generational collaboration and reduce workplace tensions. This fosters a culture of mutual respect and understanding, which is essential for a cohesive and productive workforce.

CUSTOMIZED COMMUNICATION STRATEGIES

Effective communication is key to managing a multigenerational workforce. Surveys can help HR departments understand the preferred communication styles and channels for each generation. For instance, while Baby Boomers may prefer face-to-face meetings, Millennials and Generation Z may favor digital communication platforms. Tailoring communication strategies to meet these preferences ensures that messages are conveyed effectively across all age groups.

BETTER SUCCESSION PLANNING

Understanding the aspirations and career goals of different generations can aid in succession planning. Surveys can reveal which employees are potential future leaders and what development opportunities they seek. This enables HR to create targeted leadership development programs and ensure a smooth transition of roles within the organization.

INCREASED INNOVATION AND CREATIVITY

A diverse workforce brings together a wide range of perspectives and ideas. Surveys can identify how different generations approach problem-solving and innovation. Leveraging these insights, HR can create cross-generational teams that harness the strengths of each age group, leading to increased creativity and innovation within the organization.

In conclusion, studying a multigenerational workplace through surveys offers substantial benefits to HR departments in MSME organizations. By gaining a comprehensive understanding of the diverse needs, preferences, and motivations of different generations, HR can develop targeted strategies that enhance employee engagement, improve retention, and foster a harmonious work environment. This, in turn, drives the overall success and growth of the organization.

4.4 **Conclusion**

Cohort theory explains generational differences by highlighting how significant past events and social changes shape individuals' values, attitudes, beliefs, and inclinations. Events such as economic downturns, resource shifts, wars, and historical experiences influence those born during specific times. These shared influences impact a generation's development more than age alone. These effects are also considered proportional over time.

Organizations should understand generational differences to enhance employee satisfaction. Key strategies include offering flexible schedules, training, clear communication, technological accommodation, and meaningful work opportunities.

The survey results help us in identifying the gaps in the HR policies and procedures. This will automatically have an impact on the culture and job satisfaction of the employees.

CHAPTER V: DISCUSSION

5.1 Discussion of Results

Generation X tends to prioritize personal career goals over loyalty to a specific institution. They often favor organizations that offer opportunities for skills development, efficiency, and work-life balance through status and length of service. This generation generally responds positively to feedback, progression opportunities, and challenges.

Individuals from Generation X typically prefer flexible work schedules, independence, enjoyable work environments, and opportunities for personal development. They support the idea that managers should provide task-related instructions and then allow employees to work independently.

Generation Y is different, socially and culturally, they are motivated to succeed, besides needing their effort to have meaning and direction. They comfortably ask authority regarding administration decisions if they feel unreasonable. Generation Y is recognized by economic growth, depending on technological development in connections over the Internet, social networks, and globalization (Yinghui, 2020)

Generation Z, also known as the sharing Generation and Gen Edge, are digital natives who bring high expectations and tech experience to the workplace. They have the highest college enrollment rates, making them the most educated yet least experienced generation.

Generations can work together beneficially, provide each other with their knowledge and improve new techniques. In the current working environment diversity is so important, due to the ideas, solutions and suggestions that each culture can provide to the organization (Muhammad, 2021)

The survey gives a glimpse of the traits of all three generations under study as below.

Generation X

Generation X employees, with years of experience ranging from 10 to 40 years, displayed varied responses.

influenced by their extensive tenure within the organization. This group's responses were characterized by adaptability and a diverse range of perspectives, as indicated by the high standard deviation scores. However, the consistency observed in the middle experience group (20-30 years) suggests a stable and reproducible outlook among these employees. Despite some challenges in drawing conclusive evidence due to the distribution of responses, it is evident that Generation X values stability and experience, which is reflected in their long association with the organization. The comparison of demography as variable showed higher male respondents with lower standard deviation in response scores, identifying workplace comfort. As highest respondents are from Plant location which can comfortable and giving more opportunities for males than females.

Generation Y

Generation Y, comprising the largest number of respondents, demonstrated a commendable understanding of organizational culture, policies, and procedures. Their responses were marked by clarity and reliability, with a significant proportion falling within the ideal score range. This generation's ability to provide balanced and consistent feedback, regardless of their experience level, underscores their adaptability and strong alignment with the organization's values. The data also indicates that Generation Y maintains an optimistic outlook and demonstrates a high level of job satisfaction and loyalty. The results showed equal contribution of scores within ideal range in demography and total experience as variable.

Generation Z

Generation Z, though represented by a smaller sample size, exhibited remarkable clarity and promptness in their responses. The data highlighted that less experienced employees within this generation showed a wider range of

responses due to their varying levels of familiarity with the organization. In contrast, more experienced Gen Z employees provided more consistent and accurate feedback. This generation's open-mindedness, transparency, and commitment to gender equality are particularly noteworthy. Their responses reflect their preference for clear communication and their ability to adapt quickly, making them valuable assets to the organization's dynamic environment.

5.2 Discussion of Research Question One

How do employees representing generational cohort respond to surveys compared with traits defined by literature for employees from Generations X, Y, and Z?

Every organization succeeds due to a team working towards shared goals and aspirations. Each task is performed by experts in their respective fields for efficient execution. When steps are followed meticulously, the organization functions effectively. Teams involve hierarchies and authorities, with decision-makers and executors.

By studying Sirmaxo Chemicals Pvt. Ltd., we aim to understand the similarities in traits exhibited by employees representing specific age groups or birth years, referred to as a generation. Generally, the expectations of employees from the organization regarding organizational culture and other aspects are well defined in the literature. We intend to confirm the hypotheses or assumptions by conducting a systematic study with the currently active team.

The organization has three generations working across departments, skill levels, and locations. All employees are expected to provide honest replies to the questionnaire and assist in answering our research questions. The intent of the study and questionnaire were explained, and the data was translated to facilitate understanding and response.

Detailed study of all data analysis shows Gen X at Sirmaxo organization as outliers to their expected traits as defines in the literature. However, the Gen Y and Gen Z shows similarity to defined traits and effect of variables is also seen very prominently helping HR generate a valuable suggestion for the policies and procedures definition. So that the organization will have highly motivated employees. The same is discussed in the Chapter VI.

5.3 Discussion of Research Question Two

How do employees' representing generation X, Y and Z show impact of variable – Location, Demography and Total experience based on their response to the survey questionnaire?

The workplace environment greatly influences employee performance and retention. It significantly affects employee morale and ambition.

The organization's success relies more on the team than on strategy. The work environment is crucial in this regard. HR might implement programs like learning and development or entertainment, but their success depends on having a motivated and sustainable team.

The survey analysis helped in generating the scientific reasoning behind responses given by all respondents representing gen X, Y and Z. The variable of location represented special attention requirement of Plant location. And total experience variable showed a reduction in the organizational loyalty and clarity of workplace policies and procedures getting ignored. Organization needs to improve demographic distribution amongst Gen X and Gen Y. although female population was observed less, they exhibited highest number indicating ideal score ranges. However, efforts were observed for gender equivalence as Gen Z, newest employees of the organization had equal distribution of demography. Demography showed no variance of the results depicting equality in the work culture of Sirmaxo. As the experience of the respondent rises, bias towards responses increases. Compared to Gen X, Gen Y showed higher responses under ideal score and highest in case of Gen Z. this denotes improvement in openness in communication, more knowledge sharing and efforts to establish organizational culture. Thus, highlighting attention required for HR to correct the same.

CHAPTER VI: **SUMMARY, IMPLICATIONS AND RECOMMENDATION**

Survey gave good insights about the generational values and traits in connection with the questionnaire. The details are explained in subsections for each generation summary, implication and recommendations for the HR team.

The analysis of data based on Chi Square of Goodness method showed the significance level (alpha) is chosen as 0.10. Based on this significant level, the p-values from the chi-square goodness test for each generation (Gen X, Gen Y, and Gen Z) are all greater than 0.10. Therefore, we fail to reject the null hypothesis for each generation. This indicates that there is no significant difference between the actual scores and the ideal scores for each generation.

6.1   Summary, implication and Recommendation for Gen X

Generation X with 6.4 % of ideal score range showing higher preferences for organizational Leadership, Organization culture, job satisfaction, compensation, reward & recognition and communication. As per the ideal scoring system, the focus of Gen X is on leadership, culture, learning & development opportunities and reward & recognition. However, Gen X of Sirmaxo seems to be equally interested in having open communication, and job satisfaction. Not much variation is observed in all variables applied such as Location, Demography and Experience. This gives clear indication to team HR about the preferences of Gen X at Sirmaxo which is more outlier than the trait displayed in literature review. They need more attention as they serve the longest to the organization. Thus, bringing lot of knowledge and expertise on the table. The HR team can note that most of the employees in this team are showing satisfaction towards organizations policies and procedures. However, there are few unsatisfied respondents, consulting whom you may get more brand loyalty to Sirmaxo. HR can consult this team and fulfill their expectations.

6.2 Summary, implication and Recommendation for Gen Y

For Gen Y, where sample size is maximum i.e. 137 compared to other two generations. 30% of Gen Y respondents have scores within ideal score range (59-73). The results were found well within the expected traits of Gen Y. Impact is found for location where 48% of respondents from Head office (city/ corporate office) showed scores. within ideal score range which is highest compared to other two locations. This inclines HR to devise some measures to increase involvement of team Gen Y from Plant. Gen Y from Pan India location also shows better engagement with organization. The inspiring part is that there is no effect of experience on the scores as all three categories of experience groups (0-10 yr, 10-20 yr and 20-30 yr) show 33%, 29% & 27% scores withing ideal score range respectively. This is comparable. Also, no major impact is seen with respect to demographic distribution as Males shows 30% and Females show 29% scores within ideal score range.

Thus, we can conclude that Gen Y team has good feeling about Organization leadership, culture, Job satisfaction, Learning & development opportunity and compensation, rewards & recognition. However, plant location of Gen Y needs attention as they need to be included, and effective communication needs to be activated by HR at Sirmaxo.

6.3   Summary, implication and Recommendation for Gen Z

Gen Z gave the least sample size but very comparable results for all variables. The Gen Z team at Sirmaxo seems happy, satisfied and engaged. 47% of the scores from Gen Z respondents were within ideal score range. Impact of location is seen in Gen Z where 67% HO location team is at ideal score range Vs 58% Plant location. This denoted HR need focuses on plant team for better communication, training and reward & recognition. There was no impact on demography showing equality in the organization. However, the experience factor gave a different view. More experienced groups (5-10yr) showed lower i.e. 33% scores within ideal score Vs 58% scores within ideal scores from another group (0-5 yr). This can be alarming, as more stay of Gen Z at Sirmaxo is giving them less appreciation of organization culture, leadership and job satisfaction. The HR team need to focus on Gen Z at plant location and experience of 5-10 years for better communication, connectivity and training for policies and procedures of the organization, Sirmaxo.

6.4 Recommendations for Future Research

We recommend conducting a similar survey in bigger organizations with equivalent number of Gen Z to Gen X and Gen Y. This would impart better clarity between the expectations of each generation about the workspace outlooks and how the values proposed by organizations are perceived.

To elaborate, we suggest conducting a similar survey in larger organizations with a higher number of Gen Z, Gen X, and Gen Y participants. This will clarify each generation's workspace expectations and their perception of organizational values. By doing so, we can gain a comprehensive understanding of how different age groups view aspects such as work-life balance, remote working options, career development opportunities, and organizational culture.

Additionally, this survey could reveal insights into generational differences in communication preferences, collaboration styles, and attitudes towards technology and innovation. The findings from this expanded survey would be invaluable for designing inclusive policies and practices that cater to the diverse needs of a multi-generational workforce, ultimately enhancing employee satisfaction and productivity.

6.5 Conclusion

Understanding the unique contributions of Gen X, Y, and Z is crucial for any organization seeking to foster a dynamic and productive work environment. Gen X employees bring a wealth of experience and stability to the workplace. Their deep knowledge and long-term commitment are invaluable assets, especially in mentoring roles and leadership positions. Gen Y, also known as Millennials, infuse the workplace with energy and innovation. They are adept at leveraging technology and thrive in collaborative settings, driving creativity and progressive change. Gen Z, the digital natives, push the boundaries of innovation even further. Their innate understanding of the latest technologies and trends make them indispensable in navigating the digital landscape.

The synergy between these generations enhances organizational agility, innovation, and resilience. By recognizing and harnessing these contributions, organizations can create a balanced and forward-thinking workforce that is well-equipped to meet current and future challenges. This cross-generational collaboration not only promotes a diverse and inclusive culture but also ensures the continuous growth and adaptability of the organization.

The survey results indicate differential impacts of demography, location, and experience on the engagement and satisfaction levels of Generation X, Generation Y, and Generation Z at Sirmaxo. While the overall sentiment across generations is positive, specific areas require attention to enhance organizational inclusivity and engagement.

Impact of Demography

The analysis reveals that demography, specifically gender, does not significantly affect the engagement levels of employees. Gen X data showed 40 out of 47 males in the organization with standard deviation of 6.92 for the data unlike Females with 9.76. Thus, there is possibility of higher hire rates of males of Gen X cohort at earlier inception period of Sirmaxo. Both male and female respondents from Gen Y show similar satisfaction levels, with scores of 30% and 29% within the ideal range, respectively. Likewise, Gen Z also displays no significant demographic impact, demonstrating organizational equality. This consistency across gender lines suggests a fair and inclusive work environment at Sirmaxo.

Impact of Location

Location plays a crucial role in employee satisfaction across all generations. A significant proportion of respondents from the Head Office (HO) exhibit higher engagement levels compared to those from plant locations. For Gen Y, 48% of respondents from HO fall within the ideal score range, while Gen Z shows an even starker contrast, with 67% at HO versus 58% at plant locations. Similar observation is made for Gen X where HO and Pan India location teams seem better with knowledge of culture, policies and procedures of Sirmaxo than Plant location. This disparity underscores the need for HR to enhance communication, training, and engagement initiatives tailored specifically for plant-based employees to bridge the gap and foster a unified organizational culture.

Impact of Experience

Experience has a variable impact on engagement across generations. Gen Y's engagement scores are comparable across different experience levels, indicating a stable perception of organizational value regardless of tenure. In contrast, Gen Z showcases a concerning trend where more experienced employees (5-10 years) exhibit lower satisfaction scores (33%) compared to their less experienced counterparts (0-5 years), who have 58% within the ideal score range. This trend suggests that prolonged tenure may lead to decreased appreciation of the organization's culture, leadership, and job satisfaction. A similar trend is seen in Gen X respondents of group 1 (10-20 yr) and group 2 with 20-30 yr of experience where ideal score range respondents' percentage reduced from 8% to 3%. However, this is contraindicated in the data of Gen X, where the highest experiences group (30-40) have 20% (highest) respondents scoring within ideal score range. But the respondents representing this group (30-40 yr) are only 10% of the total respondents of Gen X. Thus, can be undervalued.

Recommendations to HR Team

- Focus on Plant Locations: HR should develop targeted strategies to enhance engagement at plant locations, including improved communication channels, regular training sessions, and recognition programs to foster a sense of inclusion and value.

- Address Experience-Related Disparities: For Gen Z, it is essential to investigate and address the factors contributing to decreased satisfaction among more experienced employees. Implementing mentorship programs, career development opportunities, and periodic feedback mechanisms may help in aligning organizational values with employee expectations.

- Maintain Demographic Equality: Continue promoting policies that ensure gender equality and inclusivity in the workplace, leveraging the organization's strengths in this area to further enhance employee engagement.

By addressing these areas, Sirmaxo can ensure a more cohesive and satisfying workforce across all generations, leading to enhanced productivity and organizational success.

APPENDIX A

SURVEY COVER LETTER:

Dear team,

Learning never stops and helps in improving self!!!!!

I wish to request you all to give your precious time for my research about SIRMAXO.

Please receive the form and give me your valuable honest views.

I am sharing survey in English and Marathi. You can take printouts from the reception desk.

Those who wish to mail me can mail me and those who wish to hand over a hard copy can do it at the reception desk.

THOSE WHO DO NOT HAVE ACCESS TO EMAIL, REQUESTING HR TO ENSURE ALL RECEIVE SURVEY FORM AND FILL IT.

In the survey sheet, there are few details that are mandatory, ensure you fill those.

This survey is purely for academic purposes, and it will be published on an international platform.

I request you all to submit your views by 7 days, to give me sufficient time to analyze and conclude.

I hope you won't share this questionnaire with anyone else as it's only for SIRMAXO's family members.

Thanks & Regards

Kalpana Bhatwadekar

APPENDIX B

INFORMED CONSENT

Dear HR head,

Sirmaxo Chemicals Pvt Ltd.

As part of continual improvement initiative,

I, Ms Kalpana Bhatwadekar , wishes to conduct a survey in your esteemed organization as part my Doctorate Thesis from Swiss School of Business Management, Geneva.

Please review the generic questionnaire shared with you. Every member will take not more than 10 minutes to complete the survey of 17 questions with options.

Requesting you to give me permission to conduct the survey and complete my research on following topic ' ANALYSIS OF COLLABORATION, COMMUNICATION, TECHNOLOGY, PROFICIENCY, TEAMWORK, RESULTS AND POTENTIAL OF DIFFERENT GENERATION'S JOINT WORK.' The intension is to understand workplace trait demonstrated by employees and expectations as per literature about generational cohort.

The final survey results shall be shared with the organization. This will help Sirmaxo is making more employee centric policies and procedures.

Thanking you in anticipation.

Regards

Kalpana Bhatwadekar

FOR SIRMAXO CHEMICALS PVT. LTD.

WAMAN PEDNEKAR

HEAD HR & ADMIN

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