Journal of Advanced Economic Research / V: 11 (ISS: 01) / 2026

PISSN : 2572-0198 / EISSN : 2676 -1572

Leadership and Generational Diversity in the Workplace: IBM Case Study

Djemadi Mounira [1]

[1] *Annaba University (Algeria)*

Received: *2025-07-28* ***Accepted:*** *2026-03-31* ***Published:*** *2026-03-31*

Abstract:

The modern workplace is characterized by unprecedented generational diversity, creating unique opportunities and challenges for organizations. This diversity reflects the presence of different generations, such as baby boomers, Generation X, millennials, and Generation Z, each with their own values, work ethic, communication preferences, and technological proficiencies. Effective leadership is crucial to harnessing and maximizing this diversity.

This article explores the impact of different leadership styles on generational diversity, highlighting the importance of adaptability and an inclusive approach. It examines several leadership styles, including transformational leadership, servant leadership, democracy, and free-rider leadership, and analyzes their effectiveness in bridging generational gaps and fostering a harmonious and productive work environment. The article also includes a case study of global technology giant IBM, highlighting how its leadership strategies have evolved to accommodate a multigenerational workforce. The analysis focuses on the company's flexible work initiatives, mentoring programs, and diversity and inclusion training as practical applications of leadership principles in managing generational diversity.

Keywords: *Multigenerational Workforce; Generational Diversity; Leadership style; Leadership; IBM company.*

Jel Classification Codes : *M14 ; M54*

Corresponding Author : *Djemadi Mounira, djedidmina@yahoo.fr*

1. Introduction :

Managing and understanding workers from various generations presents a substantial challenge for contemporary organizations. Each generation possesses distinct and unique characteristics, expectations, and work patterns. The modern workplace encompasses a range of generations, including Baby Boomers, Generation X, Millennials (Generation Y), and Generation Z. Effectively navigating the diverse needs and preferences of these cohorts is crucial for fostering a productive and harmonious work environment. (Putu Dharmawan Pradhana, Danny Bahari Kusnadhy, Kadek Arya Wibawa Saputra, Putu Yoga Purnama Wijaya, Andreas Pratama Sihaloho, 2024, p. 224)

By focusing on the interaction between generational cohorts and leadership styles within organizations, this study could explore how are influenced by generational diversity. The findings could provide valuable insights into the best practices for leaders to foster an inclusive and productive environment, which can lead to improved employee satisfaction, retention, and overall organizational performance.

In addition, the increasing age diversity in the workplace provides organizations with the opportunity to harness a wider range of skills, experiences, and perspectives. However, to effectively manage and engage a multi-generational workforce, organizations need leadership that is flexible, empathetic, and capable of adapting to the unique needs of each generational cohort.

This study addresses two key challenges organizations face when implementing emerging technologies, such as the metaverse: managing generational diversity and identifying suitable leadership styles. The objectives of this study are twofold. Firstly, we aim to explore the characteristics of each generation, focusing on their varying levels of technology adoption in the workplace. Secondly, we seek to develop a leadership model that can adapt to the diverse needs of different generations. Finally, we try to apply this on IBM company by knowing how IBM managing the intergeneration in workplace by using adequate leadership.

2-Literature Review

I.1. Leadership styles

The literature on leadership has extensively examined the topic, but there is also growing recognition of an intergenerational gap in employees' needs for management and leadership styles. Professional literature presents differing views on this, highlighting various approaches. Differences in generational characteristics, organizational conflicts, and employees' experiences and values have led to the need for distinct intergenerational leadership approaches. In the study by Sessa, Kabacoff, Deal, & Brown (2007), an intergenerational difference was found in how leadership qualities were assessed. The Baby Boomer generation (1945-1965) preferred wise, persuasive, and diplomatic leaders with political skills, experience, and a long-term perspective. For them, credibility was the most important leadership quality. Generation X (1965-1980), on the other hand, valued optimistic, persuasive, and experienced leaders who could see the bigger picture. This generation sought leaders who emphasized listening, encouragement, and feedback. Generation Y (1980-1995) preferred loyal, creative leaders who were caring and attentive to employees on a personal level.

(Leadership In an Intergenerational Gap – A Study of Managers' Views of Management and Leadership of Generation Z Employees, 2022, P. 330

Bako (2018) identified an intergenerational gap in leadership views, noting that Generation Z had different expectations compared to previous generations. Generation Z anticipated risk-taking leadership, a willingness to make sacrifices, and the ability to confront conflicts and promote diversity. Laudert (2018) added that, due to the unique characteristics of Generation Z, this group expected authentic and adaptive leadership focused on inclusivity. Petrucci and Rivera (2018) emphasized the growing need for digital leadership in response to intergenerational shifts and the increasing technological engagement of employees. They noted the influence of Generation Z in shaping leadership expectations, highlighting the need for managers to motivate employees to connect with them digitally, provide feedback, and adapt to the new leadership style demanded by this generation. (LEADERSHIP IN AN INTERGENERATIONAL GAP – A STUDY OF MANAGERS' VIEWS OF MANAGEMENT AND LEADERSHIP OF GENERATION Z EMPLOYEES, 2022)

Fischer and Sitkin (2023) identify eight positive leadership styles: authentic, charismatic, consideration and initiating structure, empowering, ethical, instrumental, servant, and transformational leadership, along with two negative styles: abusive supervision and destructive leadership. A leadership style refers to a set of activities that a leader uses to influence interactions with colleagues. Effective leadership styles help employees achieve high levels of performance with minimal disruptions in various situations. While leadership styles depend on individual leaders, they are also strongly shaped by the manager's characteristics or predetermined by the organization. In studying leadership styles, researchers have primarily focused on the characteristics and behavior of the manager, considering how leadership styles impact employee motivation and organizational performance. The most prominent leadership models include the personality traits (competencies) model, the behavioral model, the situational model, and other styles such as transformational, transactional, and laissez-faire approaches. (Nadia MOLEK, Mirko MARKIČ, Dušan JANEŽIČ, Magda LUŽAR, Franc BRCAR, 2023, p. 222)

I.2. Definition and Differences of Generational Cohorts:

According to Moss (2016), Generational Cohort Theory proposes that individuals born within the same period are likely to develop shared attitudes and characteristics due to exposure to common historical events and societal influences. These age-based groups, known as "generations,". Researchers utilize this theory to analyze generational differences in behavior and values. (Balala, Francine Eunice D.G., De Guzman, Angel S., Flores, Nicole Joy, Rivera, Maria Dannielle C. and Santiago, Ralph Carlo P., 2024, p. 257)

A generation of people ages within a similar timeframe and is developmentally shaped by the societal conditions of that period. As suggested by the Silent Revolution theory, individuals who share common conditions during key stages of their development tend to have aligned values — what they consider fundamentally right or wrong. In the context of work, these values refer to the evaluative standards that guide how individuals assess what is "right" or determine the importance of various preferences in their work environment. Research in organizational behavior has

encouraged managers to address generational differences in order to manage conflicts effectively. At the turn of the century, studies began highlighting differences between the two most prominent workforce groups at the time: Baby Boomers and Generation X. Identifying values as the primary source of these differences, scholars viewed understanding these variations as a tool for managers to enhance productivity and foster innovation. (EstherMonzó-NebotandCristinaR.Álvarez-Álvarez, 2024, p. 130)

Generational groups differ in their perceptions and appreciation of various aspects of the work environment, such as task orientation, personal responsibility, autonomy, professional status, workplace variety, and leadership support. While the importance of these factors tends to shift slightly as workers age, the value placed on certain aspects can change significantly between generations. These generational shifts in values impact an individual's ability to feel motivated in specific work environments. (EstherMonzó-NebotandCristinaR.Álvarez-Álvarez, 2024, p. 130)

The Baby Boomer generation, born between 1946 and 1964, was raised by parents who endured the Great Depression, instilling in them a strong work ethic and a tendency to equate self-worth with professional dedication. This generation is often credited with establishing the 60-hour work week and is characterized by a "passionate concern with workplace participation." Baby Boomers tend to define themselves through their careers and professional achievements, viewing success as a direct result of time and effort, sometimes at the expense of work-life balance. They respond favorably to verbal instruction and opportunities for sharing their perspectives and experiences. Their preferred communication methods are typically phone calls or face-to-face conversations. (Bane, Maria; Wahl, Robyn; and Page, Christen, 2024, p. 2)

Baby Boomers are known for their idealistic outlook, a strong drive to succeed that often involves personal and professional sacrifice, and a highly competitive nature. They bring to the workplace a solid work ethic, well-developed networking abilities, and a respect for established authority and hierarchy. Nevertheless, they may find it more difficult to embrace change, learn new technologies or processes, and handle multiple tasks simultaneously. Boomers also demonstrate significant loyalty to their employers, with an average job tenure of around eight years, often remaining in a single position for extended periods. (Hani Shwiyyat and Amy Lewis, Jay Cournia, 2024, p. 769)

Generation X, born between 1965 and 1980, grew up in an era where both parents often worked, striving to provide their families with greater opportunities. Often referred to as ‘latchkey kids,’ many Gen Xers became accustomed to managing their time independently after school. This upbringing fostered adaptability, self-sufficiency, and a strong sense of personal responsibility. As adults, they tend to prioritize work-life balance, their experiences led them to ‘work to live, not live to work.’. (Bane, Maria; Wahl, Robyn; and Page, Christen, 2024, p. 2)

Generation X, known for their independence and adaptability in a changing world, prioritize work-life balance over intense workloads, unlike their Baby Boomer predecessors. While younger generations (Y and Z) are often more assertive in pursuing leadership, Generation X is now stepping into leadership roles as Boomers retire. Despite adopting some technological habits like social media and mobile phone use, similar to younger generations, Generation X prefers traditional communication methods like email, finding text-based communication less effective than their

younger colleagues. (ALI B. MAHMOUD, ALEXANDER BERMAN, WILLIAM REISEL, LEONORA FUXMAN and DIEU HACK-POLAY, 2024, p. 72)

Millennials, also known as Generation Y or echo boomers, were born between 1980 and the late 1990s. This generation places a strong emphasis on lifelong learning and views family as a key factor in overall happiness. Millennials are often described as optimistic, honest, open-minded, culturally aware, and authentic. According to Črešnar and Jevšenak (2019), they are among the most educated, financially influential, and diverse generations in many ways. Having grown up in the digital age, millennials were the first to integrate computers into their daily lives, making technology a central aspect of their experiences. As a result, this element greatly influences globalization, which in turn impacts the values of millennials. (Aleksandra Janeska-Iliev, Bojan Kitanovikj, 2024, p. 16)

Gen Y-ers are often identified as confident, good team-players and achievers. They are often optimistic, extroverts and narcissistic, having unrealistic expectations and high levels of entitlement. These people are flexible, determined and have effective relationship development and leadership skills. (Le Tien Dat, Vu Hoang Nam, 2023, p. 52)

Generation Z, born between 1995-2010, are the first generation to have grown up immersed in a digital environment. They highly value workplace flexibility, including options for teleworking and flexible hours, and consider personal leave essential. They prioritize personal development and seek roles that foster their creativity. While their approach to career commitment may differ from previous generations, they tend to focus on short-term goals, reflecting the rapid pace of today's world. They expect timely feedback and opportunities for swift professional growth. If these needs are not met, they are inclined to pursue new opportunities. Their concept of loyalty is evolving. Regarding communication, they favor visually engaging content and thrive in workplaces that utilize modern communication tools. In terms of leadership, they may question traditional hierarchical structures and prefer a more collaborative approach. (Mónika Garai-Fodor, Katalin Jäckel, 2024, p. 206)

I.3. Leadership styles and Generations:

The most classic leadership styles include four that the Baby Boomer generation has experienced to varying degrees: authoritarian, autocratic, directive, and paternalistic. Authoritarian leadership, in particular, “involves the exercise of discipline, authority, and control over followers.” This style is characterized by a top-down approach, where leaders make decisions independently and expect strict adherence to rules and guidelines. It places significant emphasis on control and direction, often with little input from employees. In addition to this, there are several leadership styles that, while traditional, incorporate new elements to better engage different generations, such as Baby Boomers and Generation X. One such style is transactional leadership. According to Wahidin, a transactional leader uses incentives and punishments to guide followers in achieving their goals, often through clearly defined job descriptions and requirements. Among the more contemporary styles, those based on empowerment are particularly relevant to Generation X. These include transformational leadership, ethical leadership, democratic leadership, and servant leadership. In these approaches, leaders demonstrate a willingness to share power, focus on

developing their followers in an ethical and professional manner, and actively involve employees in the decision-making process. These leadership styles not only enhance job satisfaction, commitment, and employee performance but also strengthen the relationship between leaders and their teams. Ethical leaders, on the other hand, encourage behavior that aligns with societal norms through their personal actions and interpersonal relationships. They promote these behaviors among their followers by fostering two-way communication, providing reinforcement, and making decisions based on ethical considerations. Ethical leadership is characterized by qualities such as honesty, integrity, openness, respect, and principled decision-making, as well as the establishment of clear ethical standards and the use of rewards and sanctions to ensure compliance. (Virginia Ramírez-Herrero , Marta Ortiz-de-Urbina-Criado , José-Amelio Medina-Merodio, 2024, pp. 10-11)

Other leadership styles, which are also related to empowerment and commonly associated with Millennials, include technological, relational, accountable, authentic, and charismatic leadership. A technological leader helps guide their team to automate internal processes, thus creating a more efficient and optimized work environment. Meanwhile, relational leadership focuses on building positive social relationships between leaders and employees, promoting collaboration and mutual trust. (Virginia Ramírez-Herrero , Marta Ortiz-de-Urbina-Criado , José-Amelio Medina-Merodio, 2024, p. 11)

Leaders should not adjust their leadership styles to cater to generational stereotypes. Instead, they should view generational differences as part of an individual's broader diversity and social identity (Costanza & Finkelstein, 2015; Lyons et al., 2015; Lyons et al., 2019). While there are more similarities than differences among generations, perceptions of generational divides can lead to workplace tensions. To lead effectively in a multigenerational environment, leaders should focus on the following strategies: (Lowe, J. B., Barry, E. S., & Grunberg, N. E, 2020, pp. 4-5)

- **Individual Consideration**: Embrace individual differences by adopting flexible leadership approaches. Make sure each employee feels valued and integral to the organization.
- **Trust**: Trust is essential across all generations. Employees expect leaders to be reliable and trustworthy, regardless of their age.
- **Respect**: Leaders should show respect to all employees, irrespective of their generational background.
- **Opportunities**: Offer ample opportunities for learning, growth, and career advancement to foster engagement and motivation.
- **Communication**: Prioritize clear and open communication. Adjust communication styles to effectively connect with individuals, as generational conflicts often arise from misunderstandings regarding unstated expectations, assumptions, and perspectives.
- **Feedback**: Set clear expectations from the outset and provide frequent, constructive feedback to support ongoing development and improvement.
- **Culture**: Foster a workplace culture that promotes intergenerational respect and celebrates diversity.

- **Training and Mentoring**: Diversity training should highlight commonalities rather than differences. Encourage mutual respect and vulnerability in mentoring relationships. Ensure mentors receive the training, resources, and time they need to be successful.

I.4. IBM company definition:

IBM (International Business Machines Corporation) is a global technology company based in Armonk, New York. Founded in 1911 as the Computing-Tabulating-Recording Company (CTR), it was renamed IBM in 1924. As one of the largest IT companies worldwide, IBM operates in more than 170 countries. The company is renowned for its hardware and software products, including computers, servers, storage systems, and networking equipment. Additionally, IBM offers consulting, technology, and business services, such as cloud computing, data analytics, and artificial intelligence (AI). IBM's research and development initiatives have led to many ground breaking innovations, including the creation of the first programmable computer, the first hard drive, and the first computer virus. (Andy Patrizio, John Moore, 2023).

3. Methods:

This study uses a qualitative approach with a library research method to explore leadership styles in managing different generations in the workplace. This approach was chosen because it allows researchers to analyze various theoretical perspectives, previous research. Literature studies are used as the primary method in this study because they are exploratory and allow for a deeper understanding of the phenomenon under study through the analysis of relevant scholarly sources. Data sources for this study were obtained from various relevant scholarly literature, including articles in academic journals. Sources were selected based on the credibility and relevance of the literature, particularly those published in reputable journals such as Scopus, Research Gate, and Google Scholar. In addition to this this study give an example of IBM company (IBM, 2023) by using IBM rapport 2023 and other articles.

4- Result and Discussion:

Businesses are facing challenges in adjusting to a world where change is constant, and traditional Human Resources processes and talent management systems are no longer effective. This is particularly evident as younger generations join and progress in the workforce. They struggle to thrive in systems that rely on top-down control and power-driven approaches, where leadership development is limited to a select few. (Desouza, 2024)

In response, IBM developed a new system designed to identify and nurture transformational leaders who are collaborative, results-driven, and hold executives accountable for achieving outcomes. The system integrates technology, design thinking, and continuous learning, with a focus on aligning leadership development with strategic goals and performance. The company emphasizes cultivating leaders who possess the skills and behaviors essential for its success. (Desouza, 2024)

IBM's approach to managing generational diversity is characterized by its comprehensive and proactive strategy. The company recognizes that generational diversity is a valuable asset and is committed to creating a work environment where all employees feel valued and respected. IBM's initiatives in flexible work arrangements, mentorship programs, reverse mentoring, and

diversity and inclusion training demonstrate its commitment to adapting its leadership strategies to meet the needs of its multigenerational workforce. The company's focus on inclusive leadership and adaptability has helped it to foster a culture of collaboration and innovation, attracting and retaining top talent from all generations.
However, even with these comprehensive programs, challenges remain. One ongoing challenge lies in ensuring that the benefits of these programs are equally accessible and utilized across all demographics within the organization. Continuous monitoring and evaluation are necessary to identify and address any disparities.

IBM acknowledges that inclusive leadership is vital for effectively managing generational diversity. IBM leaders are trained to understand and address the unique needs and expectations of each generation, fostering an environment where all employees feel respected and valued. The company has also introduced policies and programs to tackle generational biases, ensuring equal opportunities for career advancement. IBM actively supports mentorship programs designed to bridge generational gaps and encourage the sharing of knowledge. (IBM, 2023)

IBM has launched several targeted initiatives to address generational diversity and promote intergenerational collaboration: (IBM, 2023)

- Generational Affinity Groups: IBM has created employee resource groups (ERGs), including generational affinity groups, where employees from various generations can connect, share experiences, and voice their concerns. These groups organize events, workshops, and networking opportunities that promote understanding and cooperation across different age groups.
- Mentoring Programs: IBM’s mentoring program pairs employees from different generations to facilitate knowledge transfer, relationship-building, and mutual understanding. Additionally, the company encourages reverse mentoring, where younger employees mentor older colleagues, particularly on topics like technology and social media.
- Training and Development Programs: IBM offers a diverse array of training and development initiatives tailored to the specific needs and preferences of each generation. These programs cover areas such as communication skills, technology, leadership development, and diversity and inclusion. IBM also provides training on unconscious bias to help employees recognize and address biases in their thinking and actions.

Furthermore, the rapid pace of technological change requires ongoing adaptation. As Generation Z enters the workforce with even greater digital fluency, IBM must continue to evolve its training and development programs to capitalize on their expertise and ensure that older generations can effectively collaborate in a digitally driven environment.

In the table n° 1 we can highlighting the key aspects of IBM's approach to managing generational diversity and the related challenges:

Table (1): the key aspects and challenges of IBM's approach to managing generational diversity

Category	Key Points
Business Challenge	Traditional HR and talent systems are ineffective in a fast-changing world, especially for younger generations who reject top-down, power-driven structures. (Desouza, 2024)
IBM's Response	Developed a leadership system focused on collaboration, results, accountability, and alignment with strategic goals using technology, design thinking, and continuous learning. (Desouza, 2024)
Leadership Development Focus	Emphasizes transformational leaders with critical skills and behaviors aligned with company success.
Core Diversity Strategy	Proactive, inclusive leadership; recognition of generational diversity as an asset; fostering respect and collaboration across all age groups.
Key Initiatives	- Flexible Work Arrangements - Mentorship & Reverse Mentoring - Diversity & Inclusion Training
Targeted Programs	- Generational Affinity Groups: Support networking and cross-generational understanding. - Mentorship Programs : Facilitate knowledge transfer and bridge generational gaps.
Training Focus	Customized development programs for communication, leadership, tech skills, and unconscious bias training to meet generational needs.
Ongoing Challenges	- Unequal access to programs across locations and demographics. - Dependence on individual leader engagement. - Need for constant monitoring and evaluation.
Future Needs	Continuous evolution of training programs to leverage Gen Z's digital strengths and ensure intergenerational collaboration in a tech-driven environment.

The source :(Desouza, 2024)

Limitation of IBM in Managing Generational Diversity: (Desouza, 2024)

. **Inconsistent Implementation**

- Programs such as mentoring, training, and affinity groups may not be implemented uniformly across all departments or regions.
- Variability in leadership commitment affects the effectiveness of these initiatives.

. **Unequal Access**

- Employees in remote or international locations may have less access to developmental opportunities.

- Not all staff may benefit equally from mentorship programs or leadership pathways.

. **Dependence on Individual Leaders**

- Success of inclusion and generational programs often relies on how open and engaged individual managers are.
- Some leaders may resist change or fail to prioritize generational diversity efforts.

. **Cultural and Structural Barriers**

- Deep-rooted organizational culture and traditional hierarchies may limit full integration of inclusive, generational strategies.
- Older leadership structures may unintentionally favor traditional ways of working.

. Limited Measurement and Accountability

- There may be a lack of consistent monitoring to assess the true impact of diversity programs.
- Without clear metrics and accountability, disparities can go unnoticed or unaddressed.

5- Conclusion:

Managing generational diversity is a complex but essential task for organizations seeking to thrive in today's rapidly changing business environment. Effective leadership plays a critical role in bridging generational gaps, fostering a cohesive and productive work environment, and leveraging the diverse perspectives and experiences of employees from different generations.
By understanding generational differences, promoting adaptable and inclusive leadership, implementing flexible work arrangements, establishing mentorship programs, providing diversity and inclusion training, and fostering open communication, organizations can create a work environment where all employees feel valued, respected, and empowered to contribute their best work.

The case study of IBM demonstrates the practical application of these principles. IBM's commitment to diversity and inclusion, its implementation of flexible work arrangements, its utilization of mentorship programs and reverse mentoring, and its provision of diversity and inclusion training have helped it to effectively manage its multigenerational workforce and foster a culture of collaboration and innovation.
By embracing these strategies, organizations can unlock the full potential of their diverse workforce and achieve sustainable success in the global marketplace. As the demographic composition of the workforce continues to evolve, organizations must remain vigilant in adapting their leadership strategies to meet the changing needs and expectations of their employees. This requires a commitment to continuous learning, innovation, and a genuine appreciation for the value that generational diversity brings to the workplace. Only then can organizations truly harness the power of their multigenerational workforce and achieve lasting competitive advantage.

6. References:

1. Aleksandra Janeska-Iliev, Bojan Kitanovikj. (2024). MILLENNIALS CHANGING THE GAME: THE NEW GENERATIONS CHALLENGING THE WORKPLACE. *POSLOVNA IZVRSNOST ZAGREB*(18), 11-35.
2. ALI B. MAHMOUD, ALEXANDER BERMAN, WILLIAM REISEL, LEONORA FUXMAN and DIEU HACK-POLAY. (2024). Examining generational differences as a moderator of extreme-context perception and its impact on work alienation organizational outcomes: Implications for the workplace and remote work transformation. *Scandinavian Journal of Psychology*(65), 70-85. doi: 10.1111/sjop.12955
3. Andy Patrizio, John Moore. (2023, january). *IBM (International Business Machines Corporation)*. Retrieved from TechTarget: https://www.techtarget.com/searchitchannel/definition/IBM-International-Business-Machines
4. Balala, Francine Eunice D.G., De Guzman, Angel S., Flores, Nicole Joy, Rivera, Maria Dannielle C. and Santiago, Ralph Carlo P. (2024). COMPARATIVE STUDY OF COMMUNICATION DYNAMICS ACROSS DIFFERENT AGE GROUPS: INSIGHTS FROM IN-DEPTH INTERVIEWS AT TWO LEADING COMPANIES. *International Journal of Education Humanities and Social Science, 7*(2), 252-264. doi:https://doi.org/10.54922/IJEHSS.2024.0678
5. Bane, Maria; Wahl, Robyn; and Page, Christen. (2024). Gen Z and the Changing Workforce. *Pedagogicon.* Eastern Kentucky University.
6. Desouza, D. (2024). *IBM Develops Transformational Leaders With Transformational Processes*. Retrieved from DiversityPlus Magazine: https://diversityplus.com/web/Article.aspx?id=IBM-Develops-Transformational-Leaders-with-Transformational-Processes-4454&type=tops
7. EstherMonzó-NebotandCristinaR.Álvarez-Álvarez. (2024). Healthcare interpreters X, Y, Z Exploring generational differences in interpreters' values and job satisfaction using self-determinationtheory. *John Benjamins Publishing Company*, 126–148. doi:doi.org/10.1075/ts.23018.mon|Published
8. Hani Shwiyyat and Amy Lewis, Jay Cournia. (2024). Generation Z and the Construction Industry. *EPiC Series in Built Environment, 5*, 768-776.
9. IBM. (2023). *Diversity and Inclusion at IBM.* IBM. Retrieved from www.IBM.com
10. Le Tien Dat, Vu Hoang Nam. (2023). How Generational Differences Influence Leadership Styles: The Case Study of SMEs in Vietnam. *VNU Journal of Economics and Business, 3*(2), 50-59.
11. LEADERSHIP IN AN INTERGENERATIONAL GAP – A STUDY OF MANAGERS' VIEWS OF MANAGEMENT AND LEADERSHIP OF GENERATION Z EMPLOYEES. (2022). *Journal of Public Administration, Finance and Law*(26), 328-337. doi:https://doi.org/10.47743/jopafl-2022-26-28
12. Lowe, J. B., Barry, E. S., & Grunberg, N. E. (2020). Improving leader effectiveness across multi- generational workforces. *Journal of Leadership Studies, 14*(1), 46-52. doi:DOI:10.1002/jls.21681
13. Mónika Garai-Fodor, Katalin Jäckel. (2024). Generational and Regional Differences in Job Choice Preferences and Motivations. *Acta Polytechnica Hungarica, 21*(9), 201-218.
14. Nadia MOLEK, Mirko MARKIČ, Dušan JANEŽIČ, Magda LUŽAR, Franc BRCAR. (2023). Leadership Styles and Generational Differences in Manufacturing and Service Organizations. *Organizacija, 56*(3), 221-232. doi:https://doi.org/10.2478/orga-2023-0015
15. Putu Dharmawan Pradhana, Danny Bahari Kusnadhy, Kadek Arya Wibawa Saputra, Putu Yoga Purnama Wijaya, Andreas Pratama Sihaloho. (2024). A Phenomenological Study of Gen Z Workers in Facing Conflict Generation Gap in the World of Work. *JURNAL KONSEP BISNIS DAN MANAJEMEN, 10*(2), 223-236.

16. Virginia Ramírez-Herrero , Marta Ortiz-de-Urbina-Criado , José-Amelio Medina-Merodio. (2024). Intergenerational Leadership: A Leadership Style Proposal for Managing Diversity and New Technologies. *Systems, 12*(50), 1-20. doi:https://doi.org/10.3390/systems12020050