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Research Article

Analysis of Differences Across Generations in Work Values, Engagement, and Meaning of Work: Company

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ABSTRACT

This study aims to analyze differences in work values, employee engagement, and the meaning of work across generations and their implications for employee motivation, job satisfaction, loyalty, and performance. This study employed a Systematic Literature Review (SLR) approach by examining research articles related to generational differences in the workplace. The literature search was conducted through the Scopus database using keywords related to generational differences, work values, workplace performance, and psychological characteristics. The review process followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines and was assisted by the Watase Uake tool. Based on the article selection process reported in this study, six articles were included in the final review. The findings indicate that work values and work-related expectations vary across generations. Baby Boomers generally emphasize job stability, loyalty, and long-term commitment, while Generation X places greater importance on work-life balance and flexibility. Meanwhile, Millennials and Generation Z tend to emphasize personal development, opportunities for innovation, collaboration, and meaningful contributions to society. These differences are associated with variations in employee motivation, engagement, job satisfaction, and organizational commitment. The findings suggest that organizations need to develop adaptive human resource management strategies that accommodate different employee expectations without relying solely on generational categories. Flexible work arrangements, recognition, career development opportunities, and supportive leadership may help create a more inclusive workplace. This review provides insights for managers and human resource practitioners in managing a multigenerational workforce. However, the findings should be interpreted in light of the limited number of reviewed articles and the need for further research across different organizati[onal contexts.

Keywords: Employee Engagement; Generational Differences; Meaning of Work; Work Values; Workplace Management

1. INTRODUCTION

Generational differences in the workplace have become an important topic to understand because each generation brings unique values, preferences, and expectations regarding work, which influence relationships among employees and organizational productivity (Lyons & Kuron, 2014). Work values, for example, differ across generations; Baby Boomers tend to value stability and loyalty, while Millennials place greater emphasis on work-life balance and work flexibility (Twenge, 2010). In an increasingly global context, changes in these work expectations have become more complex, particularly as workforce mobility increases alongside globalization (Sullivan et al., 2009). Technology is also an important factor influencing differences in work values between generations, as younger generations generally have greater technological proficiency and are more open to innovation in the workplace (Bennett et al., 2012). In a rapidly changing business environment, understanding generational differences is essential for management to design policies that can effectively meet the needs of each generation (Eversole et al., 2012). In addition, employee engagement may vary across generations depending on the values they hold; for example, older generations may place greater importance on stability and company loyalty, while younger generations tend to seek meaningful experiences (Jurkiewicz & Brown, 1998).

In addition to differences in work values, each generation has different levels of engagement with work, influenced by factors such as technology and globalization (Meier & Crocker, 2010). Technology, for example, provides younger generations with easier access to interacting with the outside world and developing new skills, which contributes to increased work engagement (Deal et al., 2010). Conversely, older generations may find it difficult to adapt to technological developments, which can affect their engagement in the workplace (Ng & Johnson, 2015). Globalization also plays a role in changing employee engagement, as more companies operate globally and require high levels of skills and adaptability from their workforce (Lyons & Kuron, 2014). In a multicultural work environment, managing generational differences is

important to maintain workplace harmony and effectiveness (Parry & Urwin, 2011).

This study aims to identify and integrate findings from various studies related to generational differences in work values, engagement, and meaning of work, which are important for human resource management. Through this systematic review, the researchers hope to identify common patterns in how each generation perceives work and how these perceptions influence performance and job satisfaction. In addition, this review aims to provide insights into how organizations can adjust their approaches to managing a multigenerational workforce. In the digital era, the same approach is no longer effective for all generations, making it important for managers to understand which approaches are most suitable for particular generations. For example, younger generations may be more responsive to management styles that provide autonomy, while older generations tend to prioritize stability.

By understanding differences in work values, engagement, and meaning of work across generations, organizations can create a more inclusive and productive work environment (Benson & Brown, 2011). Older generations often view work as an obligation that must be fulfilled with loyalty, while younger generations tend to see it as a means of achieving personal goals (Smith & Nichols, 2015). Differences in perspectives can lead to conflict if they are not managed properly; however, with the right approach, these differences can also become a source of strength within organizations (Cennamo & Gardner, 2008). In addition, generational differences also influence how employees interact with one another, which can affect organizational culture and team collaboration (Cogin, 2012). By understanding and utilizing these differences, organizations can increase employee loyalty, reduce turnover, and create more cohesive teams.

Overall, this review is expected to provide guidance for organizations in managing generational differences to create a harmonious and productive workplace. This study also provides insights into how generational differences can be utilized as an organizational asset by designing training and development programs suitable for each generation. Thus, the findings of this review are expected to help managers and HR professionals optimize human resources to achieve better organizational goals. Understanding differences in work values, engagement, and meaning of work across generations enables companies to respond more effectively to their employees' needs. Through strategies that focus on inclusion and generational understanding, organizations can build a more adaptive and flexible culture. This will make a significant contribution to organizational sustainability in addressing the constantly changing challenges of the workforce.

This study highlights the importance of understanding the relationship between generational differences in work values and their impact on employee motivation, engagement, and performance, based on a review of extensively researched journal articles to draw conclusions from various research perspectives. As the complexity of the multigenerational workforce increases, it is necessary to explore the factors that influence job satisfaction and loyalty, as well as the challenges organizations face in managing generational diversity in the workplace. The authors formulate clear questions to ensure that the literature review remains focused on the topic under discussion. This study aims to answer the following questions, including:

1. How do differences in work values among different generations affect employee motivation and performance in the workplace?.
2. What are the main factors influencing employee engagement among different generations, and how do these factors differ across generations?.
3. How is the meaning of work defined and prioritized by different generations, and what are its implications for employee satisfaction and loyalty?.

2. LITERATURE REVIEW

2.1 Theory of Generational Differences

The theory of generational differences is largely based on concepts such as Cohort Theory and Life Course Theory, which emphasize the importance of social and historical experiences in shaping the values and attitudes of individuals within certain age groups (Mannheim, 1952). Cohort Theory explains that each generational group, such as Baby Boomers, Generation X, Millennials, and Generation Z, has unique collective experiences that influence their views and behaviors toward life and work (Twenge, 2010). In this regard, generations born in different eras will have varying values regarding stability, work-life balance, and loyalty to organizations (Joshi et al., 2010). In addition, Life Course Theory highlights how each individual develops their perspective as they age and experience significant events throughout their lives (Elder, 1975). This theory provides an understanding of how different generations view the meaning and purpose of life differently according to their stages of life (Lyons & Kuron, 2014).

Furthermore, research shows that younger generations, such as Millennials and Generation Z, adapt more easily to technological changes and demand greater flexibility at work compared to previous generations (Bennett et al., 2012). These generations tend to prioritize personal development and have a strong orientation toward finding meaning in their work (Deal et al., 2010). Meanwhile, Baby Boomers, who grew up in a more economically stable era, generally have more traditional views of work and tend to be loyal to organizations (Ng & Johnson, 2015). Understanding these differences is important for management to develop policies that are relevant to the needs and expectations of each generation (Costanza et al., 2012).

2.2 Concept of Work Values

Work values are defined as beliefs and principles that individuals consider important in their work, which affect job satisfaction and motivation (Dose, 1997). Research shows that different generations have varying perspectives on work values, which influence how they interact in the workplace (Twenge & Campbell, 2008). For example, Millennials value flexibility and the balance between personal life and work more highly than Baby Boomers, who prioritize stability and loyalty to the company (Cennamo & Gardner, 2008). Generation X, born during a transitional period, tends to value work-life balance and continuous career development (Kupperschmidt, 2000). This emphasizes the importance of understanding different work values to create an inclusive and supportive environment (Lyons & Kuron, 2014). In the context of management, different work values can create challenges in managing a multigenerational workforce (Costanza et al., 2012). Companies that understand these differences can develop motivational strategies tailored to the needs of specific generations, such as providing work flexibility for Millennials or formal recognition for Baby Boomers (Parry & Urwin, 2011). Understanding work values can also help in designing policies and incentives that align with the preferences of each generation, thereby creating a productive work environment (Twenge, 2010). For example, Millennials may be more motivated by opportunities to learn and grow, whereas Baby Boomers tend to seek stability and recognition for their loyalty (Deal et al., 2010). With strategies focused on generational work values, organizations can achieve better performance and reduce employee turnover (Cennamo & Gardner, 2008). Work values are essential in creating a supportive organizational climate (Eversole et al., 2012).

2.3 Employee Engagement

Employee engagement refers to the extent to which employees feel motivated, connected, and committed to their work (Schaufeli et al., 2002). Research shows that this engagement varies considerably across generations; Millennials, for example, are more likely to seek meaning and personal development in their work compared to Baby Boomers, who focus more on stability and loyalty (Kim et al., 2015). Generation X has a moderate level of engagement, which is usually influenced by the balance between personal life and work (Joshi et al., 2010). The importance of employee engagement has attracted the attention of organizations in developing management strategies that can accommodate the needs of different generations (Gursoy et al., 2013). Optimal employee engagement requires an in-depth understanding of the motivations and expectations of each generation (Ng & Johnson, 2015). Research also shows that younger employees often seek meaning in their work and are more interested in personal development than previous generations. Millennials, in particular, value opportunities to learn and grow in their careers, which increases their engagement in the workplace. Meanwhile, Baby Boomers tend to be more engaged when they feel appreciated for their loyalty and long-term contributions. This confirms that a one-size-fits-all engagement strategy is less effective in a multigenerational work environment. Therefore, engagement approaches tailored to the needs of each generation can improve employee retention and performance (Gursoy et al., 2013). Thus, differences in employee engagement across generations are an important aspect that needs to be considered in human resource management (Schaufeli et al., 2002).

2.4 Meaning of Work

Meaningfulness of work is an important concept in organizational psychology that refers to an individual's perception of work as having a purpose, value, or significant impact on themselves or their work environment. Individuals who feel that their work is meaningful tend to view their jobs not merely as routine tasks, but as a means of achieving something greater and personally satisfying. Meaning of work is important because it is directly related to employee motivation, engagement, and job satisfaction, which ultimately affect their performance and loyalty to the organization (Wrzesniewski et al., 2003). Other studies show that the meaning of work is influenced by several factors, including personal values, contributions to society, and the relevance of work to an individual's life goals. Meaning of work is formed through interactions between intrinsic factors, such as personal values and motivation, and extrinsic factors, such as support from colleagues and recognition from the organization. For example, jobs that allow employees to make a positive impact on society or contribute to goals they believe in will increase their perception of meaningful work. In this context, work that has a high level of meaning not only provides material compensation but also fulfills individuals' psychological needs to feel that their work is valuable and has a meaningful impact (Weeks & Schaffert, 2019).

3. RESEARCH METHOD

To explore the influence of digital marketing strategies on the sustainability performance of MSMEs, this study uses the Systematic Literature Review (SLR) method. This study consists of two main parts: a comprehensive literature review, followed by additional data analysis and discussion (Göcke et al., 2022; Waqas et al., 2021). This study uses the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines developed by Moher et al. (2009). PRISMA has served as a rigorous systematic review protocol and is frequently applied in various fields, including business and marketing (Siddaway et al., 2019; ter Huurne et al., 2017). Panic et al. (2013), in their study, found that journals

adopting PRISMA had higher methodological quality compared to those that did not use it. The process of conducting the systematic literature review used in this study was assisted by the Watase Uake tool, as conducted by Hariningsih et al. (2024), which has recently begun to be widely used for similar studies. The use of Watase Uake involves the following steps:

1. Identifying keywords, criteria, and limitations.
2. Screening relevant articles.
3. Searching for articles and excluding those that are irrelevant.
4. Reading the titles, abstracts, and keywords of the selected articles.
5. Extracting data from the selected articles.
6. Conducting an in-depth analysis of the selected articles and developing a discussion on Generational Differences in Work Values, Engagement, and Meaning of Work.

The Scopus database was selected because it has strict standards regarding indexing and citations (Lasda Bergman, 2012; Norris & Oppenheim, 2007). Previous research by Aghaei Chadegani et al. (2013) and Norris & Oppenheim (2007) showed that Scopus has better coverage in the field of social sciences compared to other databases. Scopus is highly valued as one of the largest peer-reviewed repositories for social science research worldwide, as noted by Cai & Guo (2021). Scopus is frequently used and considered supportive of empirical and quantitative studies (Farrukh et al., 2020; Wu et al., 2021). Therefore, Scopus has become an important source in social science research. This perspective is consistent with Sauer & Seuring (2023), who consider Scopus the preferred database for literature searches because of its quality and reliability.

Data were collected between 2019 and 2024 using the keywords "Generational Differences in Work, Generational Differences on Performance, Generational Differences on Workplace, Understanding and managing generational differences in the workplace, Generational differences in psychological traits and their impact" in the "article title, abstract, or keywords" fields in Scopus, following the recommendations of Lim et al. (2022) for a global review in this study. This search targeted articles on Generational Differences, yielding 96 documents before the screening process. The criteria applied to narrow the search included several items listed in the following table:

Sauer & Seuring (2023) reported that 90% of SLRs related to management were published in the last decade. Limiting the search period is often applied to ensure coverage of the latest and most relevant knowledge or to update previous reviews. Focusing on recent studies allows researchers to reduce outdated or irrelevant data, ensuring that the review remains aligned with current practices and knowledge. After applying these criteria, the number of selected articles decreased to 36. A comprehensive examination of titles and abstracts resulted in a detailed table, followed by a content analysis that excluded 24 articles due to limitations in relevance or access. The final screened database included 6 articles, as illustrated in the PRISMA Diagram using Watase UAKE (Figure 1). This screening process ensured a relevant body of literature for further review.

The inclusion and exclusion criteria were established to ensure that the selected articles were relevant to the research objectives. The inclusion criteria covered articles published between 2019 and 2024, written in English, and indexed in the Scopus database. The articles were required to discuss generational differences in the workplace, particularly in relation to work values, employee engagement, work meaningfulness, employee motivation, job satisfaction, loyalty, or workplace performance. Only publications with sufficient information in their titles, abstracts, keywords, and full texts to support the research questions were considered for further analysis.

The exclusion criteria covered publications outside the specified period, articles written in languages other than English, publications that were not indexed in Scopus, and studies that did not directly address generational differences in the workplace. Articles were also excluded when their full texts were unavailable or when the information provided was insufficient to support the data extraction process. Duplicate records, if identified, were removed before the screening stage.

The selection process consisted of identifying records through the database search, screening titles and abstracts, assessing the eligibility of the remaining full-text articles, and determining the final studies for inclusion. The selected articles were then analyzed based on their publication details, research focus, methods, and main findings. The extracted information was synthesized descriptively to identify similarities, differences, and recurring patterns concerning work values, employee engagement, and the meaning of work across generations.

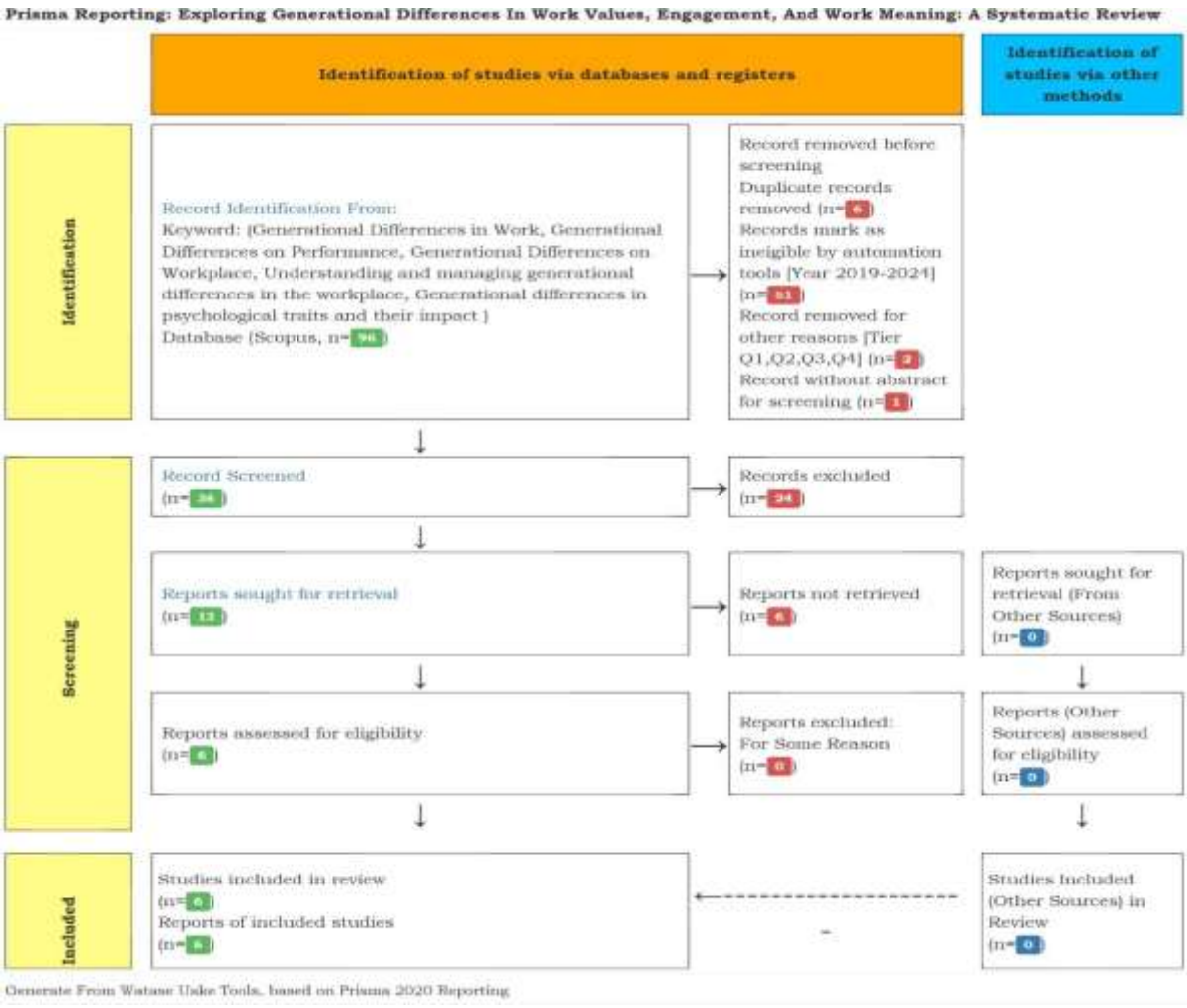


Figure 1. PRISMA Analysis Method Using Watase UAKE

4. RESULTS AND DISCUSSION

4.1 Results

This Systematic Literature Review aims to identify and analyze differences in work values across generations and their impact on employee motivation, engagement, and performance, by exploring the factors that influence satisfaction, loyalty, and organizational challenges in managing a multigenerational workforce, as well as formulating effective strategies to address generational differences in the workplace. This study has analyzed selected articles to provide answers to the research questions. The literature review results are mapped based on several parameters, such as titles, sources, and research findings. The results of the systematic literature review of six research articles describe several subjects, as illustrated in **Table 1**.

Table 1. Articles Review

No.	Author (Year)	Journal Publisher	Variable	Sample	Findings
1	Burawat, P. (2023)	International Journal of Workplace	Narcissism, work centrality, employee engagement, discretionary effort	Multigenerational workforce	1. A positive relationship exists between narcissism, work centrality, engagement, and extra effort in the workplace. 2. Generation Y shows a stronger effect on the relationship between narcissism and work centrality compared to Generations X and Z.
2	Malik, S. & Shahid, S. (2024)	Journal of Diversity in Management	Generational diversity, work values, workplace collaboration	Multigenerational workforce	1. Baby Boomers value loyalty and stability, Generation X prioritizes work-life balance, and Millennials focus on self-development. 2. Generation Z considers social justice and sustainability important.
3	Arslan, A., et al. (2022)	Nordic Journal of Technology	Meaningfulness of work, generational leadership styles	Leaders in high-tech Nordic organizations	1. Baby Boomers prioritize stability, while Millennials value freedom and collaboration. 2. Younger leaders are more open to innovation compared to leaders from older generations.
4	Park, S. & Park, S. (2024)	Journal of Korean Public Administration	Work values, generational differences in public sector	Korean government employees	1. Millennials are more innovative and team-oriented, unlike Generation 386, which is more traditional. 2. Generation X places greater value on interpersonal support and respect.
5	Weeks,	Journal of	Meaningful work	Mixed generational	1. Older generations seek stability, while younger generations

	K.P. & Schaffert, C. (2017)	Organizational Behavior	definitions, generational perspectives	workforce	place greater emphasis on self-development and personal meaning. 2. This gap in perceptions affects work dynamics across generations.
6	Lasierra (2019)	Journal of Labor Studies in Spain	Traditional vs. pragmatic work values	Spanish workforce across generations	1. Older generations value commitment and identification with their work, while younger generations are more pragmatic. 2. Generation X and Millennials view work as a means to live, unlike previous generations.

Differences in work values across generations play an important role in shaping employee motivation and performance in the workplace. According to Burawat (2023), Generation Y demonstrates higher engagement when given important positions within an organization, particularly among those with moderate to high levels of narcissistic traits. This generation highly values recognition of their contributions and responds positively to roles that provide them with opportunities to develop. Generation Y also demonstrates a greater drive to make extra efforts when they feel that their roles are widely recognized, which ultimately has a positive impact on performance. This approach indicates that managing employees from this generation requires accommodating their need for recognition, which can ultimately improve their overall performance.

Malik & Shahid (2024) support these findings by showing that Baby Boomers, Generation X, and Generation Y have different work value priorities, which influence how they are motivated in the workplace. Baby Boomers, who value stability and loyalty, are more motivated by long-term reward programs and job security, while Generation X, which emphasizes work-life balance, feels more productive in flexible work environments. Generations Y and Z, which tend to focus on personal development and sustainability issues, are more motivated by opportunities to learn and participate in projects that have a social impact. This means that in performance management, organizations must provide flexible work environments, mentoring programs, and continuous learning opportunities to meet the needs of these generations.

Findings from Arslan et al. (2022) also indicate that younger generations in leadership, particularly Millennials, tend to view the meaning of work as a means of innovation and collaboration. They feel motivated by roles that provide the freedom to experiment and innovate. Meanwhile, Baby Boomers, who are oriented toward stability, are more motivated in roles that provide security and continuity. These differences affect performance because employees whose work aligns with their values tend to demonstrate higher performance. Therefore, organizations seeking to improve performance must consider work structures that allow flexibility for younger generations and stability for older generations.

In the context of the public sector, Park & Park (2024) found that in Korea, Millennials are more oriented toward innovation and teamwork, while Generation 386 demonstrates a preference for traditional values and hierarchy. This affects their motivation, with Millennials being more motivated in roles that allow collaboration and the development of teamwork skills, while Generation 386 is more motivated by hierarchical work structures. Adjustments to work structures and policies in the public sector that consider the needs of each generation can improve performance because employees are more likely to be motivated in environments that align with their values.

Weeks & Schaffert (2019) showed that Generation Z and Millennials focus more on personal development, while older generations, such as Baby Boomers, associate the meaning of work with stability and security. Employees who feel that their work reflects their values tend to demonstrate higher motivation and better performance. This indicates that organizations need to provide environments that support personal growth for younger generations and security for older generations, thereby creating optimal work motivation across all generations.

Further support for these findings can be found in the study by Twenge and Campbell (2008), which showed that younger generations value work more as a means of personal growth and life satisfaction, compared to older generations, who are more oriented toward job stability. Meanwhile, Smola and Sutton (2002) confirmed that Generations X and Y place greater emphasis on work-life balance compared to older generations. This study shows that work environments that adapt to the values of each generation tend to increase employee motivation and performance.

"How do differences in work values among different generations affect employee motivation and performance in the workplace?"

Differences in work values across generations play an important role in shaping employee motivation and performance in the workplace. According to Burawat (2023), Generation Y tends to demonstrate higher engagement when placed in significant roles within an organization, particularly among those with moderate to high levels of narcissistic traits. This generation highly values recognition of its contributions and responds positively to roles that provide opportunities for development. This indicates that the motivation and performance of Generation Y can be improved by accommodating its need for recognition, which can ultimately enhance overall performance. Malik and Shahid (2024) support this view, showing that Generations Y and Z are more motivated by learning opportunities, self-development, and participation in projects with social impacts, while Generation X and Baby Boomers focus more on stability and work-life balance.

Furthermore, Arslan et al. (2022) found that differences in work values are also reflected in leadership style preferences, which have implications for the performance of employees from different generations. Millennials, for example, are more motivated in roles that allow freedom to experiment and innovate, while Baby Boomers prioritize stability and security in their work. In the context of the public sector, Park and Park (2024) found that Millennials in Korea demonstrate higher engagement and motivation in collaborative and team-oriented work environments, whereas Generation 386 (Boomers) is

more motivated by hierarchical work structures. These differences highlight the importance of organizations adjusting work structures and policies to align with the values of each generation to optimize their performance.

In addition, Weeks and Schaffert (2017) showed that Generation Z and Millennials tend to view work as a means of personal development, whereas Baby Boomers associate the meaning of work more closely with stability and security. These findings are reinforced by the study of Twenge and Campbell (2008), which states that younger generations value work that provides life satisfaction and opportunities for personal growth. Meanwhile, Smola and Sutton (2002) found that Generations X and Y highly value work-life balance compared to older generations. Overall, organizations that are able to provide work environments tailored to the values of these generations can effectively improve employee motivation and performance.

"What are the main factors influencing employee engagement among different generations, and how do these factors differ across generations?"

The main factors influencing employee engagement across generations include work values, work-life balance, leadership styles, and opportunities for personal development. Burawat (2023) showed that Generation Y, which places greater value on recognition and important roles within organizations, demonstrates higher engagement when given positions that allow its members to be recognized and develop. Malik and Shahid (2024) highlighted that Baby Boomers are motivated by stability and loyalty, making them more engaged in work environments that offer security, while Generation X values flexibility that supports work-life balance. In contrast, Generations Y and Z, which focus more on self-development and social missions, respond positively to learning opportunities and team collaboration, which support their engagement in the workplace.

Differences in employee engagement are also influenced by leadership styles that align with generational values. Arslan et al. (2022) found that younger generations, such as Millennials and Generation Z, are more engaged when working under flexible and innovative leadership styles that give them room to experiment. Conversely, Baby Boomers are more engaged when leadership styles prioritize stability and authority. In the Korean public sector, Park and Park (2024) emphasized that Millennials are more engaged in innovative and collaborative work structures, while Generation 386 feels more engaged in hierarchical and traditional work cultures. Weeks and Schaffert (2017) concluded that Millennials and Generation Z demonstrate higher engagement when their work allows personal development, whereas Baby Boomers prioritize stability. Support from Twenge et al. (2010) and Deal et al. (2010) reinforces the importance of work-life balance for the engagement of Generations X and Y, indicating that adapting management approaches to the values of each generation is essential for improving employee engagement and productivity.

"How is the meaning of work defined and prioritized by different generations, and what are its implications for employee satisfaction and loyalty?"

The meaning of work is defined differently by each generation, which has significant implications for employee satisfaction and loyalty. Lyons and Kuron (2014) identified that Baby Boomers associate the meaning of work with long-term commitment and security, which contributes to high loyalty toward organizations. In contrast, Generations X and Y prioritize work-life balance and flexibility, indicating that they are more satisfied and loyal when organizations provide a balanced work environment. This is supported by Park and Park (2024), who found that Millennials in the public sector are more engaged when given collaborative opportunities, while Generation 386 (Baby Boomers) is more loyal to hierarchical structures. Similarly, Weeks and Schaffert (2017) showed that Millennials and Generation Z view work as a means of personal development, making them more likely to remain loyal when their work has meaning and relevance to their personal goals.

Research also shows that Millennials seek jobs that not only support self-development but are also socially relevant. Ng and Johnson (2015) found that this generation has expectations for work experiences that support competency development and involvement in projects with tangible impacts. In addition, Smith and Nichols (2015) revealed that Generation Z demonstrates a strong preference for organizations that align with sustainability issues. Burawat (2023) added that Generation Y tends to be more satisfied and engaged in jobs that allow its members to play significant roles and receive recognition. Aligning organizational values with the values of these generations is important because employee engagement and long-term commitment increase when employees feel that their personal values are reflected in the organizational culture, creating a motivated and loyal workforce.

4.2 Discussion

The findings of this review indicate that differences in work values across generations are related to how employees understand their roles, respond to organizational practices, and define success in the workplace. The reviewed studies show that employees may have different expectations regarding job stability, work-life balance, recognition, personal development, and meaningful work. These findings suggest that generational diversity should be considered in human resource management because employees may respond differently to the same management practices. However, these differences should not be used to assume that every individual within a generation has identical values or preferences.

4.2.1 Differences in Work Values and Employee Motivation

The reviewed literature indicates that work values influence employee motivation by shaping the expectations employees have toward their jobs. Burawat (2023) highlights the relationship between work centrality, employee engagement, and discretionary effort, particularly in relation to generational differences. Meanwhile, Malik and Shahid (2024) describe differences in work priorities, including stability, work-life balance, personal development, and social contribution. These findings suggest that employee motivation is not determined only by financial rewards but may also be influenced by recognition, opportunities to develop skills, and the extent to which work aligns with personal values. From a managerial perspective, these differences indicate the importance of providing appropriate forms of support and recognition. Employees who prioritize stability may appreciate clear career paths, predictable work arrangements, and long-term employment opportunities. In contrast, employees who emphasize personal development may respond positively to training, mentoring, and opportunities to participate in challenging projects. Nevertheless, these approaches should be based on individual needs rather than age or generational membership alone. By identifying employee expectations through communication and performance evaluations, organizations can develop more appropriate motivational strategies.

4.2.2 Employee Engagement and Leadership Approaches

Employee engagement is another important finding of this review. The selected studies suggest that engagement may be associated with recognition, opportunities for collaboration, leadership approaches, and work flexibility. Burawat (2023) discusses the importance of work centrality and discretionary effort, while Arslan et al. (2022) examine how generational perspectives relate to the meaning of work among leaders in Nordic high-technology organizations. Park and Park (2024) also discuss generational differences in work values in the Korean government sector. Taken together, these studies indicate that employee engagement needs to be understood in relation to the organizational context and the expectations of employees. The findings also suggest that a single leadership approach may not be equally suitable for all employees. Opportunities to express ideas, participate in decisions, and collaborate with colleagues may support engagement among employees who value autonomy and innovation. At the same time, clear responsibilities, consistent procedures, and organizational support may be important for employees who prioritize stability and certainty. These approaches are not mutually exclusive. Organizations can combine clear structures with opportunities for employee participation to create a supportive working environment for employees of different ages and backgrounds.

4.2.3 Meaning of Work, Job Satisfaction, and Loyalty

The meaning of work helps explain why employees may have different reasons for remaining in an organization. The reviewed literature indicates that some employees associate meaningful work with security, continuity, and long-term contribution, whereas others emphasize personal growth, autonomy, collaboration, and social impact. Arslan et al. (2022) discuss the meaning of work in relation to generational differences among organizational leaders, while Weeks and Schaffert (2019) examine differences in how generations define meaningful work. These findings suggest that work can provide more than financial compensation because employees may also seek a sense of purpose, opportunities to develop their abilities, and alignment between personal and organizational values. The implications for job satisfaction and employee loyalty are important. Employees may develop a stronger commitment when they feel that their contributions are recognized and that their work supports their personal and professional goals. However, meaningful work alone should not be considered sufficient to guarantee employee loyalty. Fair compensation, appropriate working conditions, supportive leadership, and opportunities for career development also need to be considered. Therefore, organizations should develop employee retention strategies that combine material rewards with professional development and a positive working environment.

4.2.4 Implications for Human Resource Management

Based on the findings, organizations need to adopt inclusive and adaptive human resource management practices. First, organizations can provide training and career development opportunities that reflect employees' different skills and aspirations. Second, performance management systems should recognize individual contributions and provide constructive feedback. Third, organizations can consider flexible working arrangements where operational conditions permit, while maintaining clear responsibilities and performance standards. Finally, leaders should encourage communication and collaboration between employees of different ages to support knowledge sharing and reduce misunderstandings. These recommendations are particularly relevant to organizations with multigenerational workforces. For example, employees with extensive work experience can share their practical knowledge, while employees with different technological skills may contribute new ideas and approaches. Such collaboration can support organizational learning when employees are given opportunities to communicate and work together. Consequently, generational diversity can be treated as an opportunity to strengthen teamwork and knowledge exchange rather than simply as a source of workplace conflict. Nevertheless, the findings should be interpreted carefully. This review includes only six articles, and the studies differ in their organizational settings and research focuses. Some findings concern specific contexts, such as the Korean public sector and Nordic high-technology organizations, and may not be directly applicable to all industries or countries. In

addition, differences attributed to generations may also be associated with age, career stage, economic conditions, and historical experiences. The reviewed evidence therefore does not establish that generational membership alone causes differences in employee motivation, engagement, or loyalty. Future research should examine these relationships across different industries, countries, and organizational settings. Studies involving larger and more diverse samples could help determine whether the observed differences are consistent across contexts. Further research could also investigate how flexible work arrangements, leadership practices, and intergenerational collaboration relate to employee engagement and retention. These efforts would provide a stronger basis for developing human resource management strategies that respond to employee needs without relying on broad generational stereotypes.

5. CONCLUSION

This literature review concludes that differences in work values across generations from Baby Boomers to Generation Z have a significant influence on employee motivation, engagement, and performance, and require flexible and adaptive management approaches. Baby Boomers, who value stability and long-term commitment; Generation X, which prioritizes work-life balance; and Generations Y and Z, which focus on personal development and social impact, demonstrate that each generation has unique needs in the workplace. Organizations seeking to improve engagement and productivity must consider these values in their policies and work structures to create an inclusive and motivating environment for all generations. These findings emphasize the importance of generational diversity management that aligns with employee values to support satisfaction and loyalty, as well as optimize long-term organizational performance.

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