

Managing a Multigenerational workforce in Nigerian firms amidst the transition to a digital economy.

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Abstract.

Organisations around the world and Nigerian firms comprise five different generations of employees, and managing this multigenerational workforce is a big challenge. This study examines the challenges of managing a multigenerational workforce in Nigerian firms amidst the transition to a digital economy. To achieve this objective, the researchers conducted database searches mainly from Ebscohost, Emerald, Scopus database, PsycINFO, and Google Scholar, which indexes various online journals in human resource management. Out of the 220 related empirical papers reviewed, we found 30 papers relevant to this study. The common theme that the majority of the papers talked about is that managing a multigenerational workforce amidst the transition to a digital economy presents unique challenges and opportunities because each generation brings its unique set of values, work habits, perceptions, and technological competencies to the workplace. Effective management of these different generations is crucial for organisational success, as it serves as a potential source of innovation and creativity, and fosters an inclusive and productive work environment. Recommendations are made so that Nigerian firms can thrive in today's fast-paced digital landscape and build a strong foundation for future success

Keywords: Digital transformation, Managing, Multi-generation workforce, Nigerian firms, transition

Introduction

Managing a multigenerational workforce is one of the most pressing challenges in the workplace today. Nigeria's workforce comprises individuals from diverse age groups, ranging from Traditionalists, and Baby Boomers to Generation Z, each bringing its unique set of values, work habits, perceptions, and technological competencies, its challenge is particularly pronounced. Effective management of a multigenerational workforce is crucial for organisational success, as it serves as a potential source of innovation and creativity, and fosters an inclusive and productive work environment (Kapoor & Solomon, 2011). However, each generation's unique characteristics and expectations can lead to potential conflicts, inefficiencies, and misunderstandings, which can hinder collaboration and productivity (Lub, Bijvank, Blomme & Schalk 2016), if not properly managed by organisational managers.

In Nigerian firms, where cultural and societal factors further complicate workforce dynamics, the challenge of harmonising the strengths and preferences of a multigenerational

workforce amidst the transition to a digital economy is particularly acute. This challenge is of paramount importance for Nigerian firms, as their success in navigating the complexities of the digital economy will significantly depend on their ability to manage and harmonise the potential of their multigenerational workforce. In the contemporary Nigerian business landscape, the convergence of a multigenerational workforce and the rapid evolution of the digital economy pose both challenges and opportunities for organisational managers. As technology continues to reshape industries and redefine traditional modes of work, effectively managing diverse age groups within the workforce becomes imperative for sustained organisational success. Managing a multigenerational workforce in the context of a digital economy poses significant challenges for Nigerian firms, such as communication style differences, technology adoption and digital fluency gaps, work-life balance expectations, knowledge transfer and succession planning, and conflicting work values and expectations

Workplace conflicts between generations often stem from different formative experiences, values, and expectations about work. These tensions typically manifest in several key areas: In the area of communication style clashes, older generations (Baby Boomers, older Gen X) often prefer formal, structured communication with clear hierarchical protocols. Meanwhile, millennials and Gen Z can perceive formal communication as unnecessarily rigid and inefficient, preferring direct, immediate exchanges regardless of hierarchy. In the area of work ethic perceptions, Baby Boomers typically value physical presence and long hours as demonstrations of commitment. Conversely, younger employees often emphasize productivity and outcomes rather than hours worked, viewing the "face time" culture as outdated and inefficient. In the area of authority and feedback dynamics, older generations generally respect traditional authority structures and expect feedback during formal reviews. Younger workers typically expect flatter hierarchies, collaborative decision-making, and continuous feedback. This can create tension when younger employees question established processes or request frequent guidance, which older managers may interpret as challenging authority or demonstrating insecurity. For technology integration, digital natives (younger generations) often push for technological solutions and digital transformation, sometimes dismissing traditional methods. Experienced employees might resist rapid technological changes, seeing value in established processes and fearing devaluation of their accumulated expertise. In the area of career progression expectations, younger generations typically expect faster advancement and regular role changes. This can create friction with older colleagues who value tenure and gradual career progression, sometimes viewing younger workers as entitled or impatient. These conflicts are intensified in digital economy settings where rapid change is constant and traditional workplace norms are continuously challenged. However, when managed effectively, these different perspectives can become organisational strengths rather than sources of division

The purpose of this study is to take a look at the conceptual and theoretical review of literature on the dynamics of managing a multigenerational workforce in Nigerian firms amidst the transition to a digital economy. The specific objectives are to: identify challenges faced by Nigerian firms in managing a multigenerational workforce in this era, and make useful suggestions/recommendations on how Nigerian managers can effectively manage their multigenerational workforce amidst a transition to a digital economy. Hence, the research questions for this research are: What are the dynamics of managing a multigenerational workforce in Nigerian firms? What are the challenges encountered by Nigerian firms in managing a multigenerational workforce, and what are the possible solutions on how Nigerian managers can effectively manage their multigenerational workforce in this era of the digital economy

Literature Review

The Concept of Generation and Multigenerational Workforce

Generations are cohorts of people born and living contemporaneously who share similar cultural, technological, and socio-economic experiences that shape their worldview and workplace behaviors. According to Paleses, Patantali, and Saiyani (2006) as cited in Solaja and Ogunola (2016),

the term "generation" refers to people born into similar age groups and share a common historical and cultural background. A generation is a group of individuals born and living contemporaneously with common knowledge and experiences that affect their thoughts, attitudes, values, beliefs, and behaviors (Campbell, Campbell, Siedor, & Twenge, 2015). According to Lyons and Kuron, (2019), generations are cohorts of people born in a certain date range and share similar cultural experiences during their formative years. Gabriel, Alcantara, and Alvarez (2020) found that individuals born around the same time and who share significant social or historical life events are considered members of the same generational cohort. Additionally, proponents of the generational view on workplace dynamics acknowledge that employees bring their beliefs, attitudes, and lifestyle choices to the workforce (Arrington & Dwyer, 2018). While there is a variation in the definitions of scholars on generation, there seems to be a common ground among scholars regarding the meaning and definitions of a multigenerational workforce. According to Knight and Cross, (2021), a multigenerational workforce consists of employees from different generational cohorts working together in the same organisation. The contemporary workplace phenomenon where multiple generations coexist and collaborate within the same organisational environment, each with their unique values, communication preferences, and work approaches shaped by their historical and social contexts" (Rodriguez & Chen, 2023). According to Thompson, Williams and Harris (2022), a workforce composition that spans across different age groups and generational cohorts, typically including Baby Boomers, Generation X, Millennials, and Generation Z, each bringing their distinct characteristics and expectations to the workplace. A multigenerational workforce consists of employees from several generations. At present, most of organisations across the world consist of the Baby-Boomer (Year of birth: 1946 - 1964), Generation X/ Gen X (Year of birth: 1965 - 1979), Millennial/ Generation Y/ Gen Y (Year of birth: 1980 - 1995), and Generation Z/ Gen Z (Year of birth: 1996 onwards) (Gibson *et al.*, 2010; Kaifi *et al.*, 2012 as cited in Debadrito, 2023). Mahapatra and Pany (2022) cited Bruschi and Kelly (2014), that the multi-generational workforce can be classified into five categories to corroborate this classification: Traditionalists, (born 1928-45) who consider working a privilege. Baby Boomers (born 1946-64) have strong work ethics because they are motivated by rank, wealth, and prestige. Gen-X (born 1965-79) is resilient, flexible, and adaptive, but skeptical. Millennials (born 1980-95) are the most diverse generation ever, mostly influenced by technology. Gen-Z (born after 1995) places more value on work experience & technology than on education. The increase in multigenerational cohorts in the workplace has become more evident as generational disparities widen (Kutlak, 2021).

- **Types of Multigenerational Workforce in the Nigerian Workspace**

- The Veterans**

Those born in 1945 or earlier are considered veterans (or Traditionalists; often called matures). According to Mahapatra and Pany (2022), traditionalists are patriotic, conservative, and loyal. They comprise very little, if any, of Nigeria's labour force today. A significant number of them hold leadership roles and typically possess an extensive lifetime of professional experience. They cherish hierarchies and believe in lifetime work, usually with a single employer (Twenge, 2023). They put in much work and thought their efforts would be rewarded. They value face-to-face communication and prefer formal, structured work environments (Howe & Strauss 2007). Typically retiring or are in the late stages of their careers. Their key characteristics are disciplined, patient, and detail-oriented

- **The Baby Boomers (born 1945-1964)**

Born between 1946 and 1964, following World War II, baby boomers (who live to work) grew up in a period of comparatively good prospects, advancement, and hope. Boomers often grew up in a period of post-war wealth, stable employment, and easy access to quality education. They challenged the status quo and accepted both interpersonal and broad perspectives. The Boomers, who are near about retirement occupy a large portion of the workforce and they are highly experienced. The tech-savvy generation can learn commitment, dedication, and leadership skills

from them which will help strengthen inter-personal relations and minimize conflict (Mahapatra and Pany 2022), Across the board in the civil servant workforce, Baby Boomers are visible, and many are getting ready to retire. The high work ethic and centrality of work in the Baby Boomer generation is a noteworthy characteristic. These individuals now hold the highest positions of authority within departments, agencies, and parastatals, including chief executive officers, executive secretaries, permanent secretaries, and heads of departments. According to Genty *et al* (2023), the Baby Boomers generation in Nigeria has contributed significantly to the workplace by holding key leadership roles and providing decades of experience, stability, and a strong work ethic, which have supported organisational effectiveness and adaptation to technological changes. Their experience and knowledge have shaped industries, mentored younger generations, and influenced policy decisions that have impacted the nation's economic trajectory. Additionally, Baby Boomers have played a crucial role in Nigeria's political development, with many holding key positions in government, activism, and advocacy, helping to shape the country's democratic landscape

▪ **Generation X**

Generation X (work to live) was born between 1965 and 1980, during a time of rapid social and economic change that had an impact on their upbringing and education. They enter the workforce after the Baby Boomers. As they grew up, they witnessed downsizing, an increase in divorce rates, households with two working parents, and the start of a period marked by rapid breakthroughs in communication and technology. Job stability was a thing of the past for Generation X, who actively questioned authority and the status quo in favour of personal development. For Gen X employees, they are currently middle-class employees within the Nigerian workforce. This group of employees and concerned with sustaining the families that they have set out. At this stage of life, most of the employees in this workforce have children in tertiary institutions or secondary schools and the focus of employees within this bracket is to keep the education of their children growing and to sustain the general wellbeing of their families. At this point, dedication and commitment to the job are of talk notch whether real or faked the reason for this is that these employees feel that they can no longer afford to change jobs and cannot afford to throw themselves into the labor market because age is no longer on their side, the societal expectation of them is that they are supposed to be role models for younger would-be employees.

▪ **Generation Y**

Other names for Generation Y include Millennials, internet Gen, and Nexters. Born between 1981 and 1999, they have grown up in a society where vast volumes of knowledge are readily available to them. They are usually adept at using technology and are experts with video games, smartphones, and the internet. They are eager to participate or work together on decisions as much as possible, desire to be tech-savvy, and use multitasking. Their guiding principles are diversity, morality, street smarts, optimism, confidence, teamwork, civic responsibility, modesty, and achievement (Calhoun & Strasser 2005). They are a product of their times, outnumbering all prior generational groups regarding number, wealth, education, and ethnic diversity. According to Gallup (2019), this generation prioritizes personal growth, continuous learning, and collaborative environments, values transparency, feedback, and work-life integration, and is more likely to change jobs frequently in pursuit of personal and professional fulfillment.

Generation X and Y often have a collaborative yet complex relationship in the workplace, with Gen Xers bringing experience and stability while Gen Yers contribute fresh perspectives and technological savvy. This intergenerational dynamic can foster innovation and knowledge transfer, but may also lead to conflicts due to differing work styles, communication preferences, and values. When managed effectively, their relationship can lead to a more diverse, adaptable, and productive work environment

▪ **Generation Z**

Often labeled as "Gen Z". Individuals in this age bracket, who are under 23, are typically eager to start working. Generation Z is the first truly "digital native" generation, having grown up

in a world where smartphones, social media, and constant connectivity are the norm. Their workplace characteristics according to CIPM (2023) include:

- i. Digital Natives: Generation Z is highly adept at using technology, and their digital skills often surpass those of previous generations.
- ii. Highly Connected: They are accustomed to constant connectivity and rapid communication, making them well-suited to collaborate and engage in virtual work environments.
- iii. Entrepreneurial Spirit: Generation Z tends to be entrepreneurial, seeking opportunities to create their own businesses or side ventures rather than solely relying on traditional career paths.
- iv. Accustomed to change.
- v. They want to get straight into the workforce without going to college.
- vi. The greatest drive and enthusiasm to assist others comes from curiosity.
- vii. Although friends' and teachers' opinions matter, parents have the biggest impact on their education and professional decision-making.
- viii. This generation's two most essential employment goals are work-life balance and job stability, despite their tendency toward entrepreneurship.
- ix. They have lower expectations for their employment prospects than Millennials do.

Gen Z often critically evaluates the values and morals of Gen X and Y, questioning traditional norms and expectations while prioritizing diversity, equity, and inclusion. They tend to be more open-minded and accepting of differences, but may also be more vocal about holding previous generations accountable for perceived shortcomings. Gen Z's reactions can lead to important conversations about social responsibility, sustainability, and ethics in various contexts.

In summary, Traditionalists make up the minority of workers in today's workforce (Purdue Global University, 2021), and the majority of them are almost ready to retire (Smith & Garrity, 2020). Compared to traditionalists, baby boomers make up a higher portion of the population, although they are smaller than millennials and Generation Xers (Purdue Global University, 2021). The second largest demographic is that of Generation X. With 35% of the workforce in the United States, millennials are currently the largest generation (Smith & Garrity, 2020; Fry, 2018; Purdue Global University, 2021). Millennials are expected to account for 75% of the workforce worldwide by 2025 (Lewis & Wescott, 2017), and their importance will increase as they take the place of over 75 million older workers who are approaching retirement (Tews et al., 2015). In the workplace, millennials' distinct characteristics might be unexpected and frustrating (DeVaney, 2015). Scholarly research, however, suggests altering workplace culture to draw in and keep millennial employees. Because businesses are changing to appeal to and suit one generation rather than considering what would work for all generations, this could be a problem for older generational workers (traditionalists, baby boomers, and Generation Xers). Organizations must find strategies to enable the coexistence of four generations since workers are staying in the workforce for longer (Biggs, 2018).

Theoretical Framework

This paper is anchored on two theories:

The Generational Cohort Theory

The sociologists Neil Howe and William Strauss established the idea of generational cohort theory. In their 1991 book *Generations: The History of America's Future, 1584 to 2069*, they presented this theory. According to this idea, individuals who are born close to each other (a cohort) go through comparable historical, social, and cultural experiences during their formative years, which span about the first 20 years of life. These shared experiences shape their collective personality, values, attitudes, and behaviours. According to this theory, different generations will

likely have distinct perspectives, work styles, and expectations due to the unique historical, social, and economic events they encountered during their formative years.

▪ **The Adaptive Leadership Theory**

Ronald Heifetz and Marty Linsky developed the Adaptive leadership theory. Heifetz began developing this theory in the 1980s while at Harvard University. He first introduced the concept in his 1994 book "Leadership Without Easy Answers." Linsky later joined Heifetz in further developing and refining the theory. The adaptive leadership theory emphasizes the ability to adapt and thrive in challenging, complex environments. adaptive leadership centers on the leader's role in helping people and organisations adjust to significant changes. It is fundamentally about leading effectively in the face of complex, ambiguous challenges that don't have clear-cut solutions. Adaptive leadership theory is about distinguishing between technical and adaptive challenges, mobilizing people to tackle tough challenges, embracing uncertainty, and continuously learning.

While the Generational Cohort Theory helps researchers understand the different values, attitudes, and behaviors of various generational cohorts (e.g., Traditionalists, Baby Boomers, Generation X, Millennials, and Generation Z) in the Nigerian workforce, and by applying the theory, researchers can identify how different generational cohorts respond to the transition to a digital economy, and how leaders can tailor their management approaches to meet the unique needs of each cohort. The Adaptive Leadership Theory on the other hand provides a framework for leaders to navigate the complex changes associated with the transition to a digital economy, including the need to adapt to new technologies, business models, and workforce demographics, the theory also encourages leaders to foster a culture of experimentation, learning, and continuous improvement. This approach is essential when managing a multigenerational workforce, as it enables leaders to help different generational cohorts develop the skills and competencies needed to thrive in a rapidly changing digital economy.

Both theories jointly underpin this study in the following ways: First, by combining the Generational Cohort Theory and the Adaptive Leadership Theory, researchers can gain a deeper understanding of how different generational cohorts respond to adaptive leadership approaches and how leaders can tailor their strategies to meet the unique needs of each cohort. Secondly, the joint application of these theories provides insights into the development of effective management strategies that consider the diverse needs, values, and attitudes of different generational cohorts, while also fostering a culture of adaptability, experimentation, and learning. In addition, by understanding how to effectively manage a multigenerational workforce amidst the transition to a digital economy, organizations can enhance their resilience and competitiveness, ultimately driving business success and sustainability. The combined application of the Generational Cohort Theory and the Adaptive Leadership Theory provides a powerful framework for understanding the complex dynamics of managing a multigenerational workforce in Nigerian firms amidst the transition to a digital economy.

Empirical Review of The Literature

As noted in the introductory part, the research questions for this study are: What are the dynamics of managing a multigenerational workforce in Nigerian firms? What are the challenges encountered by Nigerian firms in managing a multigenerational workforce, and what are the possible solutions on how Nigerian managers can effectively manage their multigenerational workforce in this era of the digital economy? Scholars have conducted several studies before now on managing a multigenerational workforce in various contexts and settings, with insightful findings. For instance, Kutlak (2021) found that organisations will encounter challenges leading a workforce that is aging while simultaneously incorporating diverse generations into the workplace. This will affect the organisations structures, processes, culture, and expectations, and will necessitate leaders to acquire knowledge about each generation to effectively manage their dissimilarities. Gabriel et al. (2020) found that due to differences in work attitudes and values, millennials are more likely to encounter conflict with older workers. Ho and Yeung (2021) assert

that employees are more likely to favour individuals in their age group and project negative attitudes against those in older age groups, which leads to age-related conflict in the workplace. In addition, Ho and Yeung (2021) found that intergenerational conflict can diminish work performance, organizational culture, and employee retention. Another study found that conflict could negatively influence team performance regardless of generation; however, younger generations are more prone to conflict than older generations (Burton, Mayhall, Cross, & Patterson 2019). Burton et al. (2019) also found a trend among younger generations to reframe disagreements over tasks and procedures about relationships, which can have a detrimental impact on work performance.

In the area of communication, each generation has its preference for communication; not understanding these differences can lead to issues or misunderstandings within the workplace (Arrington & Dwyer, 2018). Additionally, Boomers entered the workforce during a time when face-to-face, telephone, and traditional mail were the predominant modes of communication (Lester Lester, Standifer, Schultz, & Windsor, 2012). In contrast to the other generational cohorts, Generation X values direct connection and feedback from leaders and opts for technology-based interactions instead of face-to-face meetings (Lester *et al.*, 2012). Gong Gong, Ramkissoon, Greenwood, and Hoyte, (2018). found that Millennials prefer text messages over emails and face-to-face interactions, which fosters non-traditional workplace collaboration. These differences in communication style can be interpreted negatively and lead to workplace conflict between generations can impact organizations (Baker Rosa & Hastings, 2018). Van Rossem (2022) found in one study that the perception of out-groups is unfavorable, particularly towards the Baby Boomers. Ho & Yeung (2021) found that research on older workers in Belgium that identified within an age group created competition with younger workers for resources, advancement, and recognition, while an absence of age-group distinction supported a positive work environment. Thompson *et al.* (2023) studied multigenerational workforce adaptation in technology-driven environments, developed comprehensive digital competency assessment models, and highlighted the importance of inclusive technological integration strategies

Gap in the Literature

However, there are noticeable gaps in the literature specifically addressing how a multi-generational workforce is being managed.

- i. Limited research on managing a multigenerational workforce in African contexts: Most research on managing a multigenerational workforce has been conducted in Western contexts, leaving a gap in understanding the unique challenges and opportunities faced by Nigerian firms. This is the research gap this paper intend to fill.
- ii. Insufficient exploration of the role of technology in managing a multigenerational workforce: Research is needed to understand how technology can be leveraged to support effective management of a multigenerational workforce in Nigerian firms
- iii. Insufficient exploration of the role of leadership in managing a multigenerational workforce: Research is needed to understand the leadership styles and strategies that are most effective in managing a multigenerational workforce in Nigerian firms.

By addressing these gaps in the literature, this study can contribute to a deeper understanding of the challenges and opportunities faced by Nigerian firms in managing a multigenerational workforce amidst the transition to a digital economy.

Methodology:

This paper was based on the critical review of literature focusing on key topical areas of managing a multigenerational workforce amidst the transition to a digital economy. A non-systematic review method was conducted using electronic articles on the subject matter. Conveniently and flexibly database searches were conducted mainly from Ebscohost, Emerald, Scopus database, PsycINFO, and Google Scholar which indexes various online journals in human

resource management thus making them easily accessed by the researcher. Out of the 220 papers that were searched, we found 30 papers that are relevant to this study. In addition, we employed a comprehensive Google Scholar search to incorporate pertinent keywords or studies discovered in the peer-reviewed papers' reference list, along with additional important studies and reports about the topics examined.

Discussion of Findings on the Challenges of Managing a multigenerational workforce in Nigerian firms amidst the transition to a digital economy.

Based on the literature review, it is discovered that managing a multigenerational workforce in a digital economy poses several challenges for Nigerian firms due to differences in age gaps, varying values, attitudes, and work styles coexisting in the same workplace. The following are the challenges of managing a multigenerational workforce in a digital economy in Nigerian firms as found in the literature:

- i.* Technological literacy gaps, different generations have varying levels of technological literacy and comfort with digital tools. Older employees may struggle with new technologies, while younger generations are often more tech-savvy (Adeyeye & Ogunnaike, 2018). This disparity can lead to inefficiencies and frustrations when integrating new digital solutions into the workplace. Bridging this gap is crucial for effective collaboration and knowledge sharing.
- ii.* Communication styles and preferences: different generations prefer to communicate in different ways. Baby Boomers and Gen X could favour in-person interactions or phone conversations, whereas Millennials and Gen Z are more at ease using social media and instant messaging as digital communication tools. This difference can lead to misconceptions and obstruct productive team communication. Misunderstandings and inefficient communication can result from generational differences in communication preferences and styles (Akpan & Atonjo, 2021).
- iii.* On training and development needs, different generations have different learning styles and preferences, requiring tailored training and development programs (Osibanjo, Adeniji, Falola, & Heirsmac, (2014). Meeting the diverse learning needs of different generations can be challenging, requiring tailored training approaches. Failure to address these needs can lead to disengagement and low productivity.
- iv.* Regarding workplace flexibility, younger generations often prioritise work-life balance and flexibility, while older generations may be more accustomed to traditional work arrangements (Adekiya & Ibrahim, 2016). The integration of digital technologies in the workplace may affect the work-life balance of employees from different generations differently, and accommodating these diverse preferences can be challenging.
- v.* On conflict management, generational differences in values, attitudes, and work styles can lead to conflicts within the workplace (Osibanjo *et al.*, 2014). Differences in work habits, attitudes, and expectations can lead to conflicts between generations. For example, younger employees might view older colleagues as out-of-touch, while older employees might see younger ones as entitled or lacking commitment. Effective conflict management strategies are necessary to maintain a harmonious and productive work environment.
- vi.* On motivation and engagement, different generations may be motivated by different factors, such as job security, career advancement, or work-life balance (Eze, Akpan, & Mbachu, 2020). What motivates employees can vary significantly between generations. While Baby Boomers might value job security and titles, Millennials, and Gen Z might prioritise meaningful work and opportunities for advancement. Aligning these motivational drivers with organisational goals is a complex task for managers. Understanding and addressing these diverse motivations is crucial for employee engagement and retention.
- vii.* Furthermore, in recruitment and retention, attracting and retaining talent from diverse generations requires tailored recruitment strategies and employee value propositions (Eze *et*

al., 2020). Failure to address generational preferences can lead to high turnover and talent shortages. Retaining talent from different generations requires different strategies. Millennials and Gen Z might change jobs frequently in search of better opportunities and experiences, whereas older generations might be more inclined to stay if they feel valued and secure.

viii. Finally, on leadership and management styles, different generations may have different expectations and preferences regarding leadership and management styles (Adeyeye & Ogunnaike, 2018). Balancing these expectations can be challenging for managers. Effective leadership must adapt to cater to the diverse needs of a multi-generational workforce. Traditional hierarchical leadership may not resonate well with younger employees who prefer collaborative and inclusive leadership styles.

Conclusions and Recommendations

Based on the search results, Nigeria, like most African countries, is still in the early stages of managing a multigenerational workforce, with significant challenges around communication, conflict, and digital divides. However, there is also recognition of the potential benefits and a growing need to develop more sophisticated strategies to embrace the complexities of a diverse, multi-generational workforce. Managing a multigenerational workforce in Nigerian firms requires a strategic and inclusive approach, it requires a forward-thinking and adaptive approach that values diversity, fosters collaboration, and embraces technological innovation. By doing so, organisations can thrive in today's fast-paced digital landscape and build a strong foundation for future success.

Based on the findings and conclusions reached, the following recommendations were put forward:

1. Among the strategies that can be adopted in managing a multigenerational workforce in Nigerian firms amidst the transition to a digital economy is to embrace digital transformation and adopt digital technologies and tools that enhance collaboration, communication, and productivity across generations (Adewale *et al.*, 2019). Provide adequate training and support to ensure that all employees, regardless of age, can effectively utilize these digital tools (Ogunleye & Osekita, 2016).
2. Fostering a culture of continuous learning, encourage employees of all generations to embrace lifelong learning, and upskill themselves to keep pace with the rapidly evolving digital landscape (Akinola, 2018). Establish mentoring programs that bridge generations so that younger staff members can impart their digital competence and older staff members can impart their industry knowledge and experience (Nnoli, 2018).
3. Leveraging mobile and flexible work arrangements, and implement mobile and remote work policies that cater to the varying preferences and needs of different generations (Okafor & Dittrich, 2015). Utilize cloud-based collaboration tools and virtual meeting platforms to facilitate seamless communication and collaboration across dispersed teams (Ukaegbu & Ogunyomi, 2018). Provide flexible work schedules, remote work options, and alternative work arrangements to accommodate the varying preferences and needs of different generations (Okafor & Dittrich, 2015). This can enhance work-life balance, reduce burnout, and increase job satisfaction across generations (Akingbade, Dairo & Omolabi, 2021)./
4. Promoting diversity and inclusion initiatives that value and respect the unique perspectives and contributions of each generation (Ukaegbu & Ogunyomi, 2018). Address potential age-related biases and stereotypes through awareness campaigns and training programs (Adewale, Bamidele, & Liadi, 2019)
5. Managers must devote more time and effort to understanding their multigenerational workforces to comprehend their different needs and expectations (Dwyer & Azevedo, 2016).
6. Finally, promote open communication and understanding, encourage open dialogue and knowledge sharing among generations to bridge the gaps in communication styles and preferences (Nnoli, 2018). Implement mentoring programs where experienced employees can



share their knowledge and wisdom with younger colleagues, while also learning about new technologies and perspectives from them (Adewale *et al.*, 2019).

By implementing these recommendations, Nigerian firms can effectively manage a multigenerational workforce amidst the transition to a digital economy, leveraging the strengths and perspectives of each generation while adapting to the rapidly evolving technological landscape.

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