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A Generational Analysis of Millennial and Gen Z Behavior in Contemporary Organizations

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ABSTRACT

The dynamics of workplaces around the world are undergoing a fundamental change due to the growing number of Millennials and Generation Z in the labour market (Twenge, 2010). Traditionally oriented organizational norms, which pre-empt hierarchy, job security, and long-term loyalty, are increasingly called into question by new value orientations focusing on flexibility, purpose, collaboration and digital integration. The given paper will explore how much Millennials and Generation Z are transforming the behaviour of the modern workplace, affecting leadership styles, patterns of communication, work values as well as organisational culture (Myers & Sadaghiani, 2010). Based on the generational cohort theory, social exchange theory, and modern empirical literature, the given work synthesises the obtained studies and outlines fundamental behavioural changes and the emergent trends in the modern workplaces with the impact of generational diversity (Parry, 2011). It takes a conceptual and review-based approach to analyse critically scholarly contributions that have been released within the last two decades, thus shedding light on the importance of technological progress, a changing psychological contract, and a changing employee expectation (Macky et al., 2008). According to the findings, Millennials and Generation Z are not just adjusting to organisational systems but transforming them in an active manner and organisations have to reimagine how they handle human resource practices, leadership, and how they engage workers (Schullery, 2013). This way, the research contributes to the developing literature in generational workforce dynamics and provides practical information to organizations that aim to align old structures with the requirements of modern workforce (Lyons & Kuron, 2014).



Keywords: millennials, generation z, workplace behaviour, generational diversity, organizational culture, workforce transformation



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INTRODUCTION

Traditional work environments are experiencing significant shifts mainly because of demographic changes, rapid technological advancements and the evolving value system of employees with Millennials and Generation Z now representing a considerable segment of the global labour workforce (Wandhe, 2024; Serban, 2025). The increasing importance of these generational groups has in turn challenged already established workplaces which were traditionally defined by hierarchical structures, already established organisational commitment standardised work practices and clearly defined lines of authority (Kumbha, 2020; Magni & Manzoni, 2020). Consequently, as organisations are moving from employment models focused on stability Awards more adaptable and purpose driven frameworks millennials and Generation Z are becoming the main drivers of behavioural and cultural transformation within contemporary workplaces and work practices (Westover, 2025a; Nichols & Smith, 2024).

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Millennials are mostly characterised as the initial technologically native employee group who came into organization with only one objective of achieving purposeful work, to have independence and to ensure ongoing development and balance between professional and personal life rather than solely being dependent on financial compensation or job stability ([Mahmoud et al., 2020](#); [Kumbala, 2020](#)). While on the other hand Generation Z which has been raised in the world of and is more likely to be influenced by economic unemployment, digital accessibility and the swift electronic advancements shows an even greater preference for independence, emotional assurance, inclusivity in the workplace and requires feedback in their professional environment ([Serban, 2025](#); [Nichols & Smith, 2024](#)). The presence of multiple generations in the workplace usually requires organisations to evaluate their established methods of motivating employees and maintaining their workplace involvement and managing their work performance so that employees remains in the organization for a longer period of time while managing the leadership and communication practices in the organization ([Gabriellova & Buchko, 2021](#); [Watkins & Omilion-Hodges, 2025](#)).

Research findings show that Millennials and Generation Z groups do not simply follow existing organisational cultures but create new organization cultures and values through their belief system about workplace values and productivity while considering the success assessment methods ([Barazani, 2025](#); [Westover, 2025b](#)). Various research shows that employees use options like flexible work benefits and hybrid work models which has changed their view about job dedication and work performance evaluation, from seeing office only as a source of attendance to viewing it as a pathway to prove their dedication ([Cera et al., 2024](#); [Barazani, 2025](#)). Organisations constantly need to update their performance evaluation systems, leadership methods, and employee engagement programs because the changing work environment demands this approach to stay competitive in the new landscape and labour market ([Wibowo et al., 2025](#); [Westover, 2025a](#)). The ability to operate at a high level distinguishes Millennials and Generation Z from their predecessors because these generations show better digital platforms usage, mobile and technology operations, and virtual teamwork and collaboration skills proven to be beneficial for the organisation in the long run ([Choudhary et al., 2024](#); [Nair, 2021](#)).

Nowadays, the use of technology in making decisions about how to do their jobs is increasing the speed at which many workers will adopt digital processes such as e transactions and remote communications ([Nair, 2021](#); [Choudhary, 2024](#)). Therefore, technology has excelled the role of an operational tool and became a cultural artifact that influences expectation in terms of speed, transparency, and accessibility in the workplace ([Aswani & Otiende, 2024](#); [de Waal, 2025](#)). In addition to technological factors that cause change in workplace behaviour, in motivational dynamics play a prime role in the generational workforce behaviour explanation since millennials and Generation Z are characterised by a strong tendency to be motivated intrinsically as opposed to purely extrinsic rewards ([Sabila et al., 2024](#); [Mahmoud et al., 2020](#)). Available empirical studies point to the fact that access to personal development, social contributions, and organisational identity strongly affects job satisfaction and engagement among both the generational groups ([Westover, 2025b](#); [Waworuntu et al., 2022](#)). The conventional reward plans that promote tenure-based payments and uniform promotion processes are impacted by this change in motivation ([Magni & Manzoni, 2020](#); [Sabila et al., 2024](#)). In addition, work life balance has emerged as a major challenge for both millennials and Generation Z where the two generations now value wellbeing, mental health, and the boundaries between work and personal life ([Waworuntu et al., 2022](#); [Sari et al., 2025](#)).

The empirical findings also indicate that flexibility of schedules and possibilities to work at home and accommodating organizational values correlate with increased engagement and performance among these generational groups ([Cera et al., 2024](#); [Sari et al., 2025](#)). As a result, organizations are being increasingly pressured to create work systems that support different lifestyle needs and maintain productivity and accountability ([Westover, 2025a](#); [Nichols & Smith, 2024](#)). Expectations in leadership have also changed with the millennials and Generation Z preferring participative, transformational and values oriented leadership styles as opposed to authoritarian or transactional leadership methods ([Wibowo et al., 2025](#)).

In particular, Generation Z brings new attitudes to leadership as inclusiveness and moral accountability and societal awareness which are generally the focal point of decision making in the organisations ([Gabriellova & Buchko, 2021](#)). Such leadership styles are those that require managerial competencies and leadership development guidelines to be revisited within the multi-generational workplaces ([Wibowo et al., 2025](#); [Westover, 2025b](#)). Generational changes have also transformed the physical and symbolic structure of the places of work and non-

traditional office plans, Co working spaces, nowadays aesthetically stimulating settings have become more prominent. Millennials and Generation Z view such workplace designs as enabling creativity, work and organizational identification and not as formal functional areas where tasks are performed. Such developments represent a wider shift in inflexible organisational form towards more flexible and people focused working conditions ([Barazani, 2025](#); [Nichols & Smith, 2024](#)).

Although the existing literature on generational differences is broadening there are still unresolved gaps in incorporating these fragmented pieces of knowledge into a generalised understanding of how millennials and Generation Z are all pushing the workplace transformation ([Serban, 2025](#); [Wandhe, 2024](#)). A significant portion of current literature studies single aspects of motivation, technological use or leadership references without well describing their relationships within the organizational systems ([Westover, 2025a](#); [Choudhary et al., 2024](#)). On this basis we need a holistic synthesis that places generational behaviours in a wider context of organizational change and modernization ([Barazani, 2025](#); [Watkins & Omilion-Hodges, 2025](#)).

Hence the current paper will attempt to understand how the millennials and Generation Z are transforming modern work behaviour by pushing organisations to abandon the traditional work setups into more elastic, valued driven and technology-oriented frameworks. This paper aims to enlighten on how generational values mediate work practices, leadership styles, communication patterns, and organizational culture by systematically synthesising the insight provided by the current empirical and conceptual literature. By means, the research becomes part of the discussion on multigenerational workforce management that is continuously growing and provides a platform on which adaptive organizational strategies can be developed in an age of unremitting change.

LITERATURE REVIEW

Conceptualizing Generational Cohorts in the Workplace

Generational cohort theory argues that people born in a relatively near historical period share common experiential base affecting values, attitudes as well as behavioural tendencies, especially in organisational settings ([Wandhe, 2024](#); [Serban, 2025](#)). The generations that follow the previous one, i.e. millennials and generation Z are distinguished by their exposure to high-speed technological progress, rising globalisation, and progressive socio-economic circumstances ([Choudhary et al., 2024](#); [Mahmoud et al., 2020](#)). All those initial experiences influence the cohorts in their understanding of work, power, incentive, and commitment to the organisation ([Magni & Manzoni, 2020](#); [Barazani, 2025](#)). The transition to the idea of organisational dedication to passion and purpose engagement in employment is usually one of the characteristics defining millennials ([Kumbla, 2020](#); [Mahmoud et al., 2020](#)). Though, Gen X forms several similarities with Millennials, Generation Z has unique attitudes that are informed by economic uncertainty, media saturation, and sensitization towards social and ethical concerns ([Serban, 2025](#); [Nichols & Smith, 2024](#)). To examine change in sociability of behaviours at workplace in a multigenerational organisational environment, an awareness of these generational differences is critical ([Watkins & Omilion-Hodges, 2025](#); [Wandhe, 2024](#)).

Work and Organizational commitment Attitudes

Studies show that Millennials have a reclaimed organisational loyalty that focuses on personal development, positive contribution, and alignment with organisational values instead of the tenure ([Kumbla, 2020](#); [Mahmoud et al., 2020](#)). This change is not disengagement but a shift of expression of commitment as Millennials are willing to make an emotional and psychological commitment to their occupational functions ([Magni & Manzoni, 2020](#); [Barazani, 2025](#)). Those attitudes undermine the classical models of employment that assume commitment equal to stability and long-term organisational attachment ([Mahmoud et al., 2020](#); [Magni & Manzoni, 2020](#)). A more pragmatic view of organisational commitment is exhibited by Generation Z, and it focuses on job security, skill building, and flexibility in uncertain labour markets ([Serban, 2025](#); [Nichols & Smith, 2024](#)). Research indicates that Gen Z workers are eager to work intimately in companies offering positive cultures, openness and quick learning experiences ([Mosca & Merkle, 2024](#); [de Waal, 2025](#)). Such a conditional promise supports the significance of trust-building and valuable practices in onboarding to ensure the long-term representativeness of Generation Z ([Mosca & Merkle, 2024](#); [Watkins & Merondo-Hodges, 2025](#)).

Motivation and Work Engagement

The motivational dynamics of Millennials and Generation Z are substantially different than the motivational dynamics between older generations and both cohorts show a stronger tendency towards intrinsic motivation ([Sabila et al., 2024](#); [Mahmoud et al., 2020](#)). Purpose, autonomy and personal development are some of the few intrinsic factors that have a stronger influence on engagement than extrinsic rewards alone ([Kumbla, 2020](#); [Westover, 2025b](#)). This change has encouraged organisations to rethink traditional incentive systems that are strongly based on financial rewards and promotion ladder ([Magni & Manzoni, 2020](#); [Sabila et al., 2024](#)).

Comparative techniques illustrate subtle distinctions in motivational priorities between Millennials and Gen Z. Millennials heavily value passion and fulfilment, whereas Gen Z prioritises stability and feedback enhancers ([Serban, 2025](#); [Nichols & Smith, 2024](#)). The engagement of these cohorts in the workplace is directly connected with the attitude to fairness, appreciation, and skill improvement opportunities ([Sari et al., 2025](#); [Waworuntu et al., 2022](#)). As a result, motivation and engagement are becoming more dynamic and driven by organisational circumstances as opposed to certain generational characteristics ([Westover, 2025a](#); [Barazani, 2025](#)).

Work-Life Balance and Well-Being

Work-life balance has become one of the focal points of job satisfaction and performance among Millennials and Gen Z workers ([Waworuntu et al., 2022](#); [Sari et al., 2025](#)). The two generations are more focused on flexibility and autonomy in handling professional and personal commitments, as these are society-wide trends regarding well-being and mental health consciousness ([Cera et al., 2024](#); [Nichols & Smith, 2024](#)). Empirical evidence suggests that positive workplaces that meet such requirements contribute to other related areas of greater engagement and commitment to the organisation ([Sari et al., 2025](#); [Westover, 2025a](#)). Hybrid work and teleworking are also essential to determine the outcomes of work-life balance among Millennials and Gen Z ([Cera et al., 2024](#); [Barazani, 2025](#)). Although such arrangements have more liberty and autonomy, they also create difficulties associated with communication, the overall management of boundaries and performance tracking ([Cera et al., 2024](#); [Aswani & Otiende, 2024](#)). Companies will thus need to take subtle highly flexible work practices which cater to both generation interests and the business needs ([Westover, 2025b](#); [de Waal, 2025](#)).

Technology Orientation and Digital Work Behaviour

Digital competence is highly practiced among millennials and Gen Z, and it has a significant effect on their work behaviours and expectations ([Choudhary et al., 2024](#); [Nair, 2021](#)). They are well known with the mobile technologies, online platforms and virtual collaboration tools, therefore, increasing the digitalisation of organisational processes ([Nair, 2021](#); [Choudhary et al., 2024](#)). This technological disposition determines the love of speed, transparency and non-stop connectivity in the workplace interrelations ([Aswani & Otiende, 2024](#); [de Waal, 2025](#)). The discrepancies of adoption of technologies between the generation of Millennials and Generation Z also reveal some specificity, as Generation Z is more adaptable to new online technologies and resources ([Serban, 2025](#); [Choudhary et al., 2024](#)). The behaviour does not solely affect the way tasks are performed but also the ways individuals communicate, the way they learn, and the way they lead ([Aswani & Otiende, 2024](#); [Watkins & Omilion-Hodges, 2025](#)). With technology integrated in organisational culture, then virtual workforce management requires knowledge of generational technology behaviour ([Westover, 2025a](#); [Nair, 2021](#)).

Leadership Expectations and Relationships in Organisations

Millennials and Gen Z also have preferences concerning leadership styles and that they have broken the cycle of hierarchy and authoritarian styles in favor of transformational and participative styles ([Wibowo et al., 2025](#)). In management roles, millennials must navigate between generations and find ways to adjust to leadership practices to the expectations of Gen Z ([Gabriellova & Buchko, 2021](#); [Watkins & Omilion-Hodges, 2025](#)). This relationship transforms the conventional leader-follower relations and focuses on teamwork, understanding, and commoncause ([Wibowo et al., 2025](#); [Westover, 2025b](#)). The future leadership approaches by Gen Z are less central and focused and more inclusive, ethically consequential, and focused on social impact in organisational decision-making ([Nichols & Smith, 2024](#)). Such expectations make organisations invest in leadership development frameworks that are in line with the changing values of different generations ([Wibowo et al., 2025](#); [Barazani, 2025](#)). The concept

of effective leadership is therefore considered to be increasingly a relational and values-oriented process and not a positional authority ([Watkins & Omilion-Hodges, 2025](#); [de Waal, 2025](#)).

Workplace Design, Workplace Culture and Communication

Physical workplace design has also achieved strategic importance with organizations trying to make Millennials and Generation z engaged ([Nichols & Smith, 2024](#)). Weird office layouts and designable work areas are perceived as symbolic of organizational transparency, innovation, and people-oriented principles ([Barazani, 2025](#)). Those aspects of design are embedded in building a culture within organizations and supporting the sense of generational identity in the workplace ([de Waal, 2025](#); [Wandhe, 2024](#)). The communication priorities among Generation Y are focused on clarity, immediacy, and digitality and follow the macro trends in cultural shifts that occur in organizational subcultures ([Aswani and Otiende, 2024](#); [Watkins & Omilion-Hodges, 2025](#)). Ineffective intergenerational communication can create barriers to cooperation and bonding ([Aswani and Otiende, 2024](#); [Gabriellova & Buchko, 2021](#)). To resolve such divergences, there is a need to adopt deliberate communicative tactics that should be accommodating the various generational expectations ([Westover, 2025a](#); [Nichols & Smith, 2024](#)).

Synthesis and Research Gap

The available literature proves that Millennials and Generation Z are core transformers of workplaces in the fields of motivation, leadership, technology, and work-life balance ([Serban, 2025](#); [Westover, 2025b](#)). Nevertheless, more recent research tends to analyse such dimensions separately, thus limiting a comprehensive picture of generational impact on an organizational system ([Choudhary et al., 2024](#); [Wandhe, 2024](#)). Therefore, there is an urgent necessity of integrative models that would connect the individual-level generational values and organizational-level change processes ([Barazani, 2025](#); [Watkins & Omilion-Hodges, 2025](#)).

CONCEPTUAL FRAMEWORK: FROM TRADITIONAL TO TRANSFORMATIVE WORKPLACE

Behaviour

The rethinking of modern work behaviour could be viewed as a multi-dimensional process that is delivered by the shifting values, expectations, and behaviours of Millennials and Generation z ([Barazani, 2025](#); [Wandhe, 2024](#)). Generational influences are not isolated changes but overlap on motivational, technological, cultural, and structural levels to change organizational systems in an integrative manner ([Westover, 2025b](#); [Watkins & Omilion-Hodges, 2025](#)). The paper will take an integrative approach to describe how the generations of Millennials and Generation Z are transforming workplaces by moving them away from the traditional approaches to more flexible, human-oriented paradigms ([Serban, 2025](#); [Barazani, 2025](#)).

Traditional Workplace Paradigm

The classical models of the workplace have been traditionally integrated by the principle of hierarchy of authority, standardisation of job descriptions, physical presence of job and the long-term nature of employment relationships ([Magni & Manzoni, 2020](#); [Mahmoud et al., 2020](#)). These models often measured commitment by tenure, compliance, and adherence to organisational norms, not by employee engagement or personal satisfaction ([Kumbla, 2020](#); [Magni & Manzoni, 2020](#)). Central to leadership and practices were control, supervision, and extrinsic-oriented systems of transactions as it relates to extrinsic motivation ([Mahmoud et al., 2020](#); [Sabila et al., 2024](#)). Traditional workplace communication was premised on formal communication and a downward flow of information, thus emphasising organisational hierarchies ([Aswani and Otiende, 2024](#); [Watkins & Omilion-Hodges, 2025](#)). The physical offices were mostly created to enable efficiency and execution of tasks instead of collaboration and well-being of employees ([de Waal, 2025](#)). All of these structural properties determined a stability-focused workplace where predictability and adaptability were valued differently ([Barazani, 2025](#); [Wandhe, 2024](#)).

Generational Forces of Change

Millennials form a strain generation that challenges the conventional believed notions of work and are simultaneously trying to make their ways past old organisational frameworks ([Kumbla, 2020](#); [Gabriellova & Buchko, 2021](#)). Their focus on passion, significant impact, and personal development serves as a key driver of

rebalancing organisational commitment and engagement ([Kumbala, 2020](#); [Mahmoud et al., 2020](#)). The rise in the number of Millennials holding managerial positions only accelerates change by impacting leadership approaches and organisational culture ([Gabrielova & Buchko, 2021](#); [Wibowo et al., 2025](#)).

Gen Z enhances this change by adding more flexible demands, inclusion, psychological safety and technological integration demands ([Serban, 2025](#); [Nichols & Smith, 2024](#)). Generation Z (as compared to previous cohorts) does not assess organisations by long-term job security but instead by value alignment, learning opportunities, and social impact ([de Waal, 2025](#)). All of these generational forces threaten and require structural and cultural change to established organisational norms ([Westover, 2025a](#); [Barazani, 2025](#)).

Focal Area Aspects of Workplace Change

Motivation and Engagement Transformation

The nature of the change of extrinsic to intrinsic motivation is a core aspect of workplace revolution by the Millennials and Generation Z ([Sabila et al., 2024](#); [Mahmoud et al., 2020](#)). These cohorts are gradually turning into the main sources of engagement that include meaningful work, autonomy, and growth opportunities ([Westover, 2025b](#); [Kumbala, 2020](#)). This disruption requires specific rewards being made increasingly personal and goal-oriented, which can only be ensured through purpose-driven approaches to engagement ([Magni & Manzoni, 2020](#); [Sabila et al., 2024](#)).

Flexibility and Work-Life Balance

The new generation has reshaped work-life balance as a core organisational objective, as opposed to a periphery factor ([Waworuntu et al., 2022](#); [Sari et al., 2025](#)). New types of flexibility are turning productivity upside down: teleworking and hybrid arrangements unlink productivity with the traditional performance-physical presence paradigm ([Cera et al., 2024](#); [Barazani, 2025](#)). As a result, organisations are forced to restructure working systems that would suit and support the employees in maintaining reporting and high performance levels ([Westover, 2025a](#); [Nichols & Smith, 2024](#)).

Technology and Digital Integration

Online proficiency of Millennials and Generation Z makes the adoption of technology in their daily working routines faster ([Choudhary et al., 2024](#); [Nair, 2021](#)). Technology is an efficiency enabler but a determinant of workplace culture because it causes workplaces to communicate, collaborate and learn in a specific way ([Aswani & Otiende, 2024](#); [de Waal, 2025](#)). As a result, digital transformation is inexplicable without behavioural and cultural transformation in organisations ([Westover, 2025b](#); [Choudhary et al., 2024](#)).

Leadership and Organisational Relationships

The most dominant ways in how the generational values form the workplace behaviour are transformational and participative leadership styles ([Wibowo et al., 2025](#)). Managerial millennials act as brokers and transfer Generation Z expectations into organisational culture ([Gabrielova & Buchko, 2021](#); [Watkins & Omilion-Hodges, 2025](#)). The ever-growing relational competence, inclusivity, and ethical orientation has become problematic determinants of effective leadership instead of positional authority ([Westover, 2025b](#); [de Waal, 2025](#)).

Workplace Design and Communication

The changing workplace layouts mirror the generational inclination towards teamwork, innovation and comfort on the psychological front ([Nichols & Smith, 2024](#)). Open and unusual office layouts represent a wider cultural trend, which leads to transparency and employee-focused principles ([Barazani, 2025](#)). At the same time, organisational subcultures and intergenerational relationships are being transformed with the help of the digital and informal channels of communication ([Aswani & Otiende, 2024](#); [Watkins & Omilion-Hodges, 2025](#)).

Integrative Framework Outcome

The relationship between each of these elements produces a transformed workplace that usually includes adaptability, intrinsic integration, digital involvement, and active management ([Serban, 2025](#); [Westover, 2025b](#)). Millennials and Generation Z are positioned by this multidimensional structure and not merely as workforce participants but also as designers of the organizational change caused due to multigenerational forces ([Barazani, 2025](#); [Wandhe, 2024](#)). This multidimensional framework offers a basis for comprehending the transition from

conventional to revolutionary behaviour in the workplace also by connecting individual level generational values with organisational level outcomes ([Watkins & Omilion-Hodges, 2025](#); [Nichols & Smith, 2024](#)).

Research Gap

Even though there is an increasing amount of research which are done on generational differences that exist in the organisation, but still majority of them focus on specific variables like motivation, leadership, rate of technology adoption or the amount of work life balance between millennials and Generation Z. Majority of the researches which are done in the past study Generation Z & Millennials separately without concentrating on the impact of their joint output in a single organisation. Furthermore, instead of providing a holistic view of how different cultural beliefs together transform employment frameworks, previous research mostly focuses on the descriptive components of the generations. There is still a gap in achieving combination of different results which can clarify and justify the shift in workplace pattern from Millennials to Generation Z resulting in traditional to transformational organisational approaches.

Research Objectives

- To investigate how Generation Z & Millennials are influencing current workplace behaviour.
- To examine the key differences between Generation Z & Millennials in terms of work life balance, technology adoption, motivation and leadership styles.
- To analyze how these generations have affected work practices and organizational culture together.

Research Methodology

In order to fully understand how Millennials & Generation Z impact modern workplace behaviour this study uses theoretical and literature-based approach. Instead of gathering original data this study makes use of already existing literature and peer reviewed journals that look on how researchers have studied various components like motivation, leadership, technology use, work life balance, and organisational culture. This strategy was selected because the goal of the research is to blend and combine existing findings rather than to test a particular hypothesis. The chosen literature was examined using an organised thematic approach. Relevant research was thoroughly examined and arranged according to common themes that led to workplace change. These themes were compared and analysed in order to find changing trends and differences between them, and a combination of these separate themes were taken into consideration in order to study how generational differences affect workplace behaviour.

Discussion

As observed in the discussion, the Millennial generation and generation Z is a paradigm shift concerning how work is viewed, arranged, and experienced within organizations. They do not need to adhere to the established rules of the workplace, the two generations perceive the workplace as a place of hierarchy, the actual presence and years of service, these generations are actively constructing the desired behaviours and values of the organization through their behaviour and values. Millennials are proving to be a changing generation that initiated the scenario of intentional work and inner drive and adjustable career path, dismantling the customized notion of devotion and achievement. Generation Z keeps this change even more significant as it is concerned more with flexibility, psychological safety, inclusivity, ethical responsibility, and continuous feedback.

The findings indicate that motivational systems within the organizations are currently undergoing a giant transformation since the younger employees are becoming more engaged in meaningful work, self-development and harmony with values instead of just financial gains.

Such a change distorts traditional compensation and performance-management systems that were modeled on homogenous jobs and financial rewards. In addition to that, it signifies the re-negotiation of productivity whereby productivity is valued more as results and being well than the actual presence in the physical workplace due to increasing the popularity of work-life balance and mobile systems of work. These reforms necessitate review of managerial systems of control and the imperative to adopt trust-based and result-oriented management.

Among the major findings are associated with the alteration of organizational commitment and motivation perceptions. There is a change in traditional commitment based on loyalty to engagement-based commitment on purpose, personal growth, and meaningful work among millennials. This change is strengthened by generation Z

as flexibility, psychological safety, and commitment to ethical and social values are among their priorities. A combination of such findings would point to the fact that commitment is no longer a tenure/stability-based concept but rather a quality of employee organization relationship. This change defies the traditional performance management practices and reward systems which largely depend on extrinsic rewards. The other important discovery is that of work-life balance and flexible work practices. Even within the two generations, the ability to be flexible is not an advantage but a requirement. The popularity of hybrid and remote working options embodies a larger redefinition of productivity, in which outcomes and wellbeing are prioritized over physical presence of the job.

The discussion emphasizes that organizations that have strict work structures are vulnerable to disengagement and attrition, whereas those that use trust-based and result-oriented principles are in a better place to generate continual generational involvement. Technology adoption is an enabler of workplace transformation. Millennials and Generation Z have a strong digital fluency that has led to the adoption of digital tools by participants in their working environments. The results show that technology does not just make work more efficient and effective in collaboration, but it also changes the way of communicating in the organizational culture. Online platforms enable openness, realtime, and interconnectedness, which strengthens flatter organizational systems and work environments that are more collaborative. Nonetheless, this change necessitates organizations to cope with communication overload and boundary management related problems as well.

Another important study finding is leadership transformation. Generation Z and Millennials demonstrate preferences towards participative, transformational and inclusive leadership styles in contrast to command-and-control leadership styles. As more and more of them find their place in managerial roles, the millennials serve like a transition zone between the assumptions of the old and the newly developed values of the generation Z. The debate indicates that leadership in multigenerational work environments is determined by emotional intelligence, moral orientation, and the skills to build trust and cooperation instead of using measures of position or power.

The results also show that work culture and design is being realigned to embody generational tastes of openness, teamwork, and psychological comfort. The unusual office layouts, team building areas, and staff-oriented workplaces represent a break away from hard and rigid organizational schemes. These adaptations help improve the levels of engagement, creativity, and sense of belonging among young employees which underline the cultural aspect of workplace transition. Overall, the summary of discussion and results indicate that Millennials and Generation Z are change agents in organizations because they contribute not only to structural factors, which include work design and performance systems, but also to cultural ones, including leadership norms and communication practices. In the study, it is noted that more organizations who appreciate and embrace these generational effects are better placed to achieve innovation and resilience as well as long-term sustainability. On the other hand, generational opposition to change can lead to the mismatch between the organizational practices and worker anticipations, which will ultimately influence the performance and retention.

Implications

The results of this paper imply that performance management systems need to consider a shift towards new policies and approaches that would set the ever-evolving demands of Millennials and Generation Z who expect a result-based approach to work and rewards that promote employee involvement and well-being instead of tenure and presence. A multigenerational workforce requires human resource policies to focus on flexibility, lifelong learning and meaningful work to maintain motivation and retention. Leadership development must be centred on transformational, inclusive and value-oriented practices that promote trust, cooperation and psychological safety. Moreover, organizations should also be strategic towards exploiting digital technologies to improve communication and collaboration in the organisation, foster work-life balance amongst the employees, and take active measures to encourage intergenerational knowledge exchange while using generational diversity as an organizational strategic resource.

Limitations and Future Research Directions

Although this study is quite insightful in terms of its theoretical provisions, it has some limitations that are worth noting. To begin with, the study is founded on solely secondary data and interpretation of prior research through a conceptual synthesis, which does not allow the establishment of relationships and framework relations on an

empirical basis. The results are thus interpretative by nature and rely on the extent, setting, and methodologies of the studies examined. Besides, much of the existing literature responds to certain cultural, sectoral, or time contexts and this can limit the generalizability of the findings to other organizational contexts and geographical locations. This lack of longitudinal data also does not allow us to investigate the dynamics of generational attitudes and workplace behaviours over the course of time. These limitations can act as guidelines in future studies. Future research might utilize such empirical techniques as surveys, interviews, or case studies to check and confirm the conceptual background of this study. Longitudinal designs would be especially useful in analyzing the way in which the expectations and behaviours of Millennials and Generation Z vary throughout the career stages. Further study may also investigate cross cultural and industry specific differences as a way of developing a better context of generational workings. Moreover, with more Generation Z people entering leadership positions, further research on new forms of leadership and how high-tech digital technologies could influence multigenerational organizations would make a valuable contribution to the discussion of the future of work.

CONCLUSION

This paper has discussed how the Millennials and the generation z are transforming the current workplace behaviour by questioning the old organizational norms and rebranding the manner in which work is organised, managed, and even experienced. Such struggle to synthesize existing literature evidence that these generations are not just adjusting themselves to the current systems of the workplace but are significantly changing it through their values, expectations, and behavioural preferences. The movement towards the hierarchical stability-related models with the shift to flexible, purpose-aware and technology-enabled workplaces represents a radical change of relationships between the employees and the organization under the pressure of generational change.

The findings reflect that Millennials can be considered a significant change agent of transformation in the workplace through redefining organizational commitment by way of intrinsic motivation, meaningful work, and personal growth. Generation Z increased and speeded up this trend with a focus on flexibility, psychological safety, inclusivity, ethical responsibility, and constant feedback. Collectively, such cohorts transform fundamental organizational aspects such as motivation systems, leadership practices, the pattern of communication and performance evaluation modelling. Dedication does not pertain to time or place of being anymore, but dedication is reflected by involvement, having similar values, and being a good contributor. One of the most important conclusions of the study is that the two concepts of work-life balance and flexibility are no longer an out-of-sight bonus but are rather core aspects of workplace performance. The growing popularity of hybrid and remote models of work is an indication of a general redefinition of productivity, in which outcomes, well-being, and autonomy become central and traditional control metrics lose their values. This collapse forces organizations to assume trust-based management practices and performance models that operate under the focus of results to be in line with the expectations of generations.

Another core issue to note in the study is that of technology centrality both as a facilitator and a transforming culture in the workplace. Digital fluency of Millennials and Generation Z enhances the usage of technology in a work process and alters communication patterns, teamwork, and the organizational culture. Although technology increases efficiency and connectivity, it also requires intentional control of the norms of communication, boundaries and employee welfare to avoid overload and loss of motivation. The other important area of change that will become serious is leadership, as Millennials and generation z prefer participative, transformational, and values-based leadership styles. Through the growth in the number of managerial positions held by Millennials and the entry into the leadership positions by Gen Z, there is likely to be further departure of an authoritarian leadership style toward a relational, inclusive, and ethics-based leadership style in an organization. Successful leadership in the multigenerational workplaces thus is determined by lower levels of positional authority but emotional intelligence, trust-building, and collaborative ability.

Overall, the study fits the developing body of literature on generational workforce dynamics by providing a combined insight into the combined impact of Millennials and Generation Z to shift between the traditional and transformative workplace behaviour. The study fills the gaps in the research and offers a comprehensive approach to the generational impact on organizational change by taking a conceptual and literature-based approach. The results highlight the fact that organizations that acknowledge and actively react to generational diversity are in a better position to achieve innovation, resilience, and long-term sustainability where resistance to generational change can lead to a lack of motivation, disengagement, and low performance in the organization. With the

ongoing evolution of the workforce, the future of work needs to be based on generational transformation, as it is essential for the long-term success of any organisation.

AUTHOR DECLARATIONS

CRedit Author Statement / Author contributions

Simran Mittal: Methodology; Validation; Formal Analysis; Writing – Original Draft; Visualization.

Harminder Kaur Gujral: Conceptualization, Supervision; Project Administration; Writing – Review & Editing; Resources.

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