

Generational Differences and Organizational Resilience: Addressing Workplace Conflicts

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ABSTRACT

This study examines the issue of generational conflicts and motivational differences in the workplace in the 21st-century organizational environment, with a particular focus on the role of assertiveness, agility, artificial intelligence (AI), sustainability, and corporate social responsibility (CSR). The aim of the research was to explore how different generations (Baby Boomers, X, Y, Z) relate to the value of work, self-actualization, and technological change, and how generational differences can be turned into a motivational advantage. The study was exploratory in nature, based on a non-representative sample, and used a qualitative approach to interpret communication patterns, leadership styles, and the relationships between generational attitudes. The results show that conflicts are primarily

driven by different motivational structures rather than differences in values: while older generations value stability and loyalty, younger generations prioritize flexibility, learning, and social impact. The buzzwords of the 21st century—such as AI use, agile organizational functioning, and CSR-oriented leadership—provide a new interpretive framework for generational cooperation. The study concludes that assertive communication and value-based leadership can be effective tools for bridging generational differences. However, the limitations of the research include the non-representative sample and the lack of a standardized, validated questionnaire that would be capable of measuring complex, mutually reinforcing psychological and technological factors. The research contributes to the literature on generational research, organizational behavior, and human resource management by pointing out that generational differences are not insurmountable obstacles, but rather the foundation for developing a sustainable and innovative organizational culture.

Keywords: generational differences, assertiveness, agility, sustainability, workplace conflicts

INTRODUCTION

Generational differences manifest themselves in multiple dimensions within the workplace, particularly in terms of employee values, motivational drivers, communication preferences, and leadership expectations. Older generations—primarily Baby Boomers and Generation X—tend to value stability, predictability, and long-term commitment, often emphasizing hierarchical structures, formal recognition, and job security as markers of professional success. In contrast, members of Generations Y (Millennials) and Z, who have grown up in an era defined by rapid technological change and shifting socio-economic conditions, place greater emphasis on flexibility, continuous feedback, digital integration, work-life balance, and opportunities for self-actualization (Twenge, 2010; Deal et al., 2010; Lyons & Kuron, 2014; Kozma et al., 2025; Horváth et al., 2025; Szabó-Szentgróti et al., 2025; Gyurián Nagy, 2025). These intergenerational distinctions often surface in day-to-day operations and team dynamics, particularly when it comes to attitudes toward authority, openness to remote or hybrid work, expectations regarding feedback cycles, or preferred methods of communication. For instance, while older generations may appreciate structured annual reviews and clearly defined job roles, younger employees may prefer collaborative leadership, agile feedback mechanisms, and roles that allow for personal development and social impact (van der Walt et al., 2020; Rothschadl, 2023; Kómvés et al., 2024). Such differences can, if left unaddressed, lead to misunderstandings, decreased team cohesion, and even internal conflict—all of which can negatively affect organizational efficiency, employee engagement, and talent retention.

However, research increasingly emphasizes that these generational differences should not be viewed solely as sources of tension. On the contrary, with the right leadership approach, a consciously cultivated organizational culture, and targeted, generation-sensitive HR strategies, intergenerational diversity can become a powerful asset. Studies have shown that inclusive leadership styles that emphasize empathy, transparency, and participatory decision-making are particularly effective in bridging generational divides (Ng & Parry, 2016; Poór et al., 2018; Simon, 2022; Balassa et al., 2024; Keller & Gombos, 2025; Happ & Nemes, 2025). Moreover, organizations that intentionally support intergenerational knowledge transfer—by facilitating mentoring programs, reverse mentoring, or collaborative learning platforms—can harness the combined value of experience and innovation. The tacit knowledge and institutional memory of older employees, when effectively shared with digitally fluent, future-oriented younger generations, can significantly enhance organizational resilience, adaptability, and long-term development. Recognizing and integrating generational strengths is therefore not merely a human resource challenge but a strategic imperative for future-ready organizations.

LITERATURE REVIEW

Changing Employee Expectations

The organizational environment of the 21st century is undergoing a paradigm shift that requires value-based operations that go beyond classic work organization logic. Companies and institutions are seen not only as economic actors but also as social actors, which brings new concepts into organizational practice. Among these, corporate social responsibility (CSR), commitment to sustainability, integration of artificial intelligence (AI), agile operation, proactivity, and value-based organizational culture stand out. CSR is no longer an isolated initiative, but a basic prerequisite for sustainable operation and long-term competitiveness (Kálmán & Grotte, 2023; Hosseini Tabaghdehi et al., 2025). The issue of sustainability—in both its social and environmental dimensions—permeates employer branding, employee engagement, and innovation practices (Buonocore et al., 2024). Artificial intelligence is emerging not only as a technological trend but also as a tool for ethical and transparent operation, requiring new organizational

competencies and responsibilities (Banholzer, 2022). Agility as a methodology and culture emphasizes rapid adaptability, iterative thinking, and collaborative structures (Portaankorva, 2024).

Proactivity—as a new form of employee participation and accountability—has become a key factor in organizational learning and resilience (Sulkowski & Dacko-Pikiewicz, 2025). All this cannot work without value-based leadership and culture, which ensure organizational credibility and the social embeddedness of change (Muralidhar et al., 2025). This research examines the attitudes and behavioral patterns of different generations in the workplace in line with these concepts – not in isolation, but in light of their responses to these new norms.

2.2 The role of generations in the transformation of workplace expectations

Generational approaches have long been present in organizational theory and human resource management discourse, but new expectations and trends transforming the world of work—such as sustainability, digitalization, the rise of artificial intelligence, and value-based corporate culture—require new interpretive frameworks and analytical perspectives. Different generations differ not only in terms of age and socialization (Table 1), but also in the extent to which, along what motivational patterns, and in what ways they respond to the social, economic, and technological challenges of the present day. Generational behavior patterns determine not only how people work, but also their ideas about leadership, loyalty, development, and social responsibility. They differ in what they consider success, what factors motivate them, and how they relate to new, often digital, work environments. The following table shows the age classification of employee generations in 2025, which serves as the basis for the research approach. The study analyzes the attitudes, values, and preferences associated with these generations in light of new workplace trends, particularly CSR, artificial intelligence, agility, sustainability, and value-based operations. The aim is to explore how differences between generations can be interpreted not as conflicts but as complementary resources that can contribute to the development of learning, innovative, and socially responsible organizations (Table 1).

Table 1. Age of generations in 2025

	Baby boomer	Generation X	Generation Y	Generation Z	Alpha
In 2025	79-61	60-45	44-29	28-13	Under 12

Source: Own compilation

The above breakdown allows us to examine generations not merely in a stereotypical manner, but also to consider how they relate to the new norms of organizational life. It is important to note that Generation Alpha is currently less present in the labor market, so our study focuses mainly on the behavioral patterns and expectations of the Baby Boomer, X, Y, and Z generations. Parallel to the transformation of workplace culture, new priorities have emerged that can be interpreted through generational differences. Among organizational expectations, value-driven principles such as corporate social responsibility (CSR), sustainability, artificial intelligence (AI) integration, agility, proactive employee behavior, and value-based culture have come to the fore. A generation-specific interpretation of these concepts can contribute to a deeper understanding of multigenerational collaboration. Alaql et al. (2023) used machine learning to examine the characteristics of the multigenerational labor market and found that while Baby Boomers and Generation X tend to adhere to stable structures and a classic interpretation of CSR, Generations Y and Z show greater openness to sustainability and technological innovations (Alaql et al., 2023). Paramaguru and Bhattacharjee (2024) emphasize in their research conducted in India that members of Generation Z have strong innovation skills and agility, but they also expect authentic communication of organizational values and leadership credibility. In contrast, older generations (Boomers, X) are less responsive to such expectations, but their reliability and experience are key to intergenerational learning (Paramaguru & Bhattacharjee, 2024; Berde et al., 2025; Darabos et al., 2024). In their comparative study, Tkalac Verčič and Verčič (2025) analyzed three generations (X, Y, Z) in terms of sustainable development and employer brands. Based on their findings, Generation Z has a strongly value-based, socially sensitive attitude, while Generation X is less inclined to internalize CSR strategies more deeply (Tkalac Verčič & Verčič, 2025). Based on the above, it can be said that the differences between generations are not only evident in technological competencies, but also in value choices, especially in the areas of AI use, sustainability attitudes, and CSR perceptions. Taking these differences into account is essential when designing the workplace of the future.

Generational diversity and workplace challenges

Generational diversity is one of the most significant challenges facing organizations today, particularly due to differences in workplace values, communication styles, and conflict management strategies. Different generations—particularly Baby Boomers, Generations X, Y, and Z—have been shaped by different socialization patterns, social contexts, and technological environments, which fundamentally determine how they relate to workplace issues and to each other. More traditional generations, such as Baby Boomers and Generation X,

typically prefer hierarchical, structured conflict management, in which managerial authority plays a prominent role and organizational loyalty is a primary value. In contrast, members of Generation Y and especially Generation Z prefer direct, value-based, open communication and technology-supported problem-solving methods. For these generations, transparency, psychological safety, and personal integrity also play a key role in interpreting and managing conflict situations. Recent research also shows that Generations Y and Z attach much greater importance to organizational values, particularly in terms of sustainability, corporate social responsibility (CSR), and the ethical use of artificial intelligence. These priorities are not only reflected in their expectations, but also actively influence their conflict management style. They strive for inclusive, long-term sustainable solutions, not just immediate problem solving, while also considering the longer-term interests of the organization and society (Chang & Ke, 2024).

Research by Jaroensombut and Chaiyapong (2025) confirms that younger generations are particularly sensitive to organizational shortcomings in CSR and value-based leadership. This heightened sensitivity is also reflected in their greater willingness to openly stand up in conflict when ethical norms, social justice, or sustainability are at stake. For them, conflict is not merely a disruptive factor, but can even be a tool for organizational development if accompanied by value-based dialogue (Kálmán et al., 2024; Jaroensombut & Chaiyapong, 2025). New expectations, such as agility, quick response, digital competence, and proactivity, often pose a challenge to older generations who prefer stability and predictability. These differences can lead to generational tensions, but these can be effectively managed through structured knowledge sharing, intergenerational learning, and collaboration around common goals. Organizational culture plays a key role in ensuring that these differences are seen as opportunities rather than obstacles. An environment that supports open dialogue, the integration of different perspectives, and mutual respect can reduce generational conflicts and promote long-term organizational cohesion.

Generations in the World of Work

The multigenerational presence that characterizes the modern workplace is a source of challenges and opportunities that directly influence organizational culture, communication, and efficiency. Each generation brings unique experiences, values, and work preferences that influence not only how tasks are performed, but also management expectations and conflict resolution mechanisms.

Members of the **Baby Boomer** generation are known for their commitment, responsible attitude, and long-term employment relationships. However, adapting to technological changes can be difficult for them, which can reduce their participation in innovation if they are not provided with adequate training or a supportive environment (Chang & Ke, 2024). **Generation X** often plays a mediating role between older and younger generations. They are pragmatic, independent, value work-life balance, and consider stability important. They have moderate technological adaptability and are often effective in leadership roles, especially when managing teams of mixed ages (Jaroensombut & Chaiyapong, 2025; Malatyinkszi et al., 2025).

Generation Y, or millennials, are digital natives for whom the technological environment is natural. They crave constant feedback and opportunities for development, while seeking a value-based work environment. Their higher willingness to change jobs stems in part from their low tolerance for dissonance with organizational values (Chang & Ke, 2024). Members of **Generation Z** began their careers in the era of artificial intelligence and agility. They are more open to new technologies, but at the same time expect quick feedback, clear career paths, and psychological security. They are often more sensitive to workplace stress and may burn out sooner if they do not receive personalized support (Jaroensombut & Chaiyapong, 2025). Understanding the differences between generations cannot be based solely on stereotypes. Scientific research into actual characteristics shows that every generation has value, especially when the organizational culture is open, agile, and accepting of different experiences and expectations.

This may be particularly characteristic of Generations Y and Z, who strive for social acceptance and harmony. In the avoidance strategy (lose-lose), conflict management is completely pushed into the background, and the parties prefer to avoid confrontation, which may reduce tension in the short term but increases the risk of problems worsening in the long term. The compromise strategy (partial win-win) is based on mutual concessions and is often used in situations where a quick agreement is important due to time or resource constraints. This approach is particularly common in mixed-generation teams, where balancing different perspectives is essential. The most effective strategy is considered to be the cooperative strategy (win-win), where the parties seek a mutually acceptable, long-term, sustainable solution through open dialogue and cooperation. This strategy may be characteristic of Generation Z, who value openness, transparency, and joint decision-making in the workplace.

Methodology

21st-century organizations face challenges that go beyond traditional operating logic: a value-based approach, a commitment to sustainability, the integration of artificial intelligence, and the spread of agile and collaborative structures place new demands on employees. Generational differences can therefore be interpreted not only as age-related characteristics, but also as a response to the changing organizational environment. Different approaches to workplace loyalty, proactivity, and conflict management reflect how different age groups adapt to the new norms of modern work culture. The aim of this research was to explore how different generations relate to work motivation, workplace loyalty, conflict management, and different forms of cooperation. The starting point for the study was the recognition that understanding generational differences is essential for developing modern, value-based HR strategies. The research was conducted using quantitative methodology. The sampling was not random but targeted: 122 people representing different generations (Baby Boom, X, Y, Z) participated in the questionnaire survey. The questionnaire contained closed questions and was sent out online. The respondents had different backgrounds in terms of gender, age, and occupation, which made it possible to examine the differences within the diverse sample. During the analysis of the data, we used descriptive statistics, group comparisons, and cross-tabulation analysis with the help of the SPSS program. The research did not seek to draw causal conclusions, but rather aimed to map differences in attitudes.

Research questions

We examined the attitudes and expectations of different generations based on the following research questions.

- **RQ1:** What differences can be observed between the motivational factors of different generations?
- **RQ2:** How do generations relate to elements of value-based organizational functioning, such as loyalty, responsibility, and innovation?
- **RQ3:** What conflict management and cooperation styles are characteristic of different generations?

After defining the research questions, it is necessary to make the assumptions guiding the study explicit in the form of hypotheses. These hypotheses are based on an analysis of the literature and the challenges facing contemporary organizations, and serve to provide a framework for the focus of the empirical study. Their aim is to systematically explore intergenerational differences in key areas such as motivation, loyalty, cooperation, and conflict management. We have formulated the following hypotheses.

H1. Aspects related to the meaning and value-based nature of work are more important to Generations Z and Y than to older generations.

21st-century organizations are increasingly moving towards value-based operations, where work is not just about performing tasks, but also about identity formation and social engagement. Younger generations—especially Y and Z—have already been socialized into this mindset, and they naturally expect their workplace to support sustainability, social responsibility, and ethical operation. This change is not only a matter of values, but also a psychological need: young people's motivation is strongly determined by the "meaning" and social utility of work. In contrast, older generations tend to approach the world of work in terms of security, stability, and loyalty. The hypothesis is therefore based on the observation that for younger generations, organizational values are not only important, but also a prerequisite for employment.

H2. Older generations have greater loyalty and commitment, but are less inclined to prefer agile and changeable organizational forms.

Agility and rapid adaptation are now basic requirements in many organizations, especially amid technological developments and market uncertainties. However, this mode of operation can pose a serious challenge for those who are accustomed to hierarchical, stable systems. For older generations, loyalty, predictability, and traditional organizational structures represent security, so agility as an expectation can even be perceived as a threat. This is not a rejection of change, but a sign of adaptation to the familiar organizational culture. The hypothesis therefore assumes that although the level of commitment is higher, it does not go hand in hand with openness to agile working.

H3. Younger generations show greater proactivity, but they more often associate collaboration with the online space.

As a result of digital transformation, Generations Y and Z have already been socialized into "hybrid operation," where working hours and space are flexible, and collaboration often takes place on virtual platforms. For them, proactivity does not necessarily mean personal presence, but rather initiative, creativity, and quick response—often in asynchronous communication. This approach fits well with agile and decentralized organizational cultures that allow for individual responsibility. In contrast, older generations more often require personal presence, formal meetings, and traditional work organization frameworks. The hypothesis therefore points out that the collaborative style and proactivity of younger generations are reshaping organizational dynamics.

H4. In terms of conflict management strategies, Generation Z tends to use an assertive approach, while Generation X tends to use a compromise-seeking approach.

The changing organizational environment—especially fast-paced, digitally supported work—has brought new communication norms. Generation Z has grown up in this environment and typically seeks more direct, faster, and often assertive solutions to conflicts that fit with startup, tech, and agile cultures. Generation X, on the other hand, learned conflict management based on longer negotiations, compromises, and personal relationships during their socialization, which was more in line with the norms of the earlier, more stable organizational world. The difference is not only in communication style, but also deeply rooted in culture. The hypothesis therefore refers not only to differences in behavior, but also to differences in adaptation mechanisms triggered by organizational evolution.

RESULTS

The study involved 122 participants who represented a diverse background in terms of gender, age, educational attainment, and occupation. The gender distribution was balanced: 49.2% of respondents were women and 50.8% were men. Based on generational distribution, Generation Z made up the largest part of the sample (43.4%), followed by Generation Y (34.4%) and Generation X (16.4%), while the Baby Boom generation accounted for 5.7%. This distribution provided an opportunity to compare different age groups. In terms of educational attainment, 53.3% of respondents had a higher education degree, 38.5% had a high school diploma, and 8.2% were skilled workers or had received vocational training. In terms of occupational distribution, most respondents were employed (57.4%), while 26.2% were students, 6.6% were managers, 4.9% were entrepreneurs, and another 4.9% participated in the survey with other statuses (e.g., retired or job seekers). It is important to note that the sampling was not representative, as it was conducted on a voluntary basis and online. For this reason, the results of the research cannot be generalized to the entire population, but they are well suited to revealing trends and differences in attitudes between different generations in terms of their attitudes and behavior in the workplace.

The research showed that different generations evaluate workplace motivational factors from different perspectives. Based on the questionnaire data, "social relationships" and "good team" were among the most frequently mentioned motivational factors for Generation Z. This suggests that the emotional and social dimensions of work are particularly important to them. In addition, the need for a sense of achievement and positive feedback was also prominent, highlighting the importance of self-fulfillment and meaningful work. The responses of Generation Y also pointed to value-based motivations: for them, flexible working, independence, and challenging tasks were the most attractive. These expectations fit well with 21st-century organizational culture, which increasingly emphasizes autonomy, social utility, and internal motivation.

In contrast, the responses from Generation X and the Baby Boomers indicated that job stability, managerial recognition, and financial security were the most important factors. These generations therefore view work more instrumentally, as a means of maintaining their livelihood and social status, rather than as a form of value-based self-expression.

The above trends are well illustrated in Table 2, which shows the scale ratings of the three most important motivational factors. In the case of flexible working, a remarkably high 52% gave the highest rating of 5, suggesting that this factor is particularly important for younger generations. The category of pay and benefits received a similarly high rating (58% gave a rating of 5), while the assessment of career advancement opportunities was somewhat more balanced (35% gave a rating of 5, with a high proportion of responses of 3 and 4). The latter may indicate that career development is no longer a top priority for all generations – many are looking for work-life balance or intrinsic meaning. Hypothesis H1 was therefore confirmed, as aspects related to the meaning of work, its social usefulness, and the community experience were indeed more prominent among Generations Z and Y, while classic security and status-oriented factors continued to dominate the motivations of older generations.

Table. Main motivational factors at work

Rating (1–5)	Salary and benefits	Opportunities for advancement	Flexible working
1	0	5	3
2	3	10%	7
3	14	22	16
4	25	28	22
5	58	35	52

Source: own compilation, based on questionnaire survey (n = 122)

The second research question sought to determine how different generations relate to the characteristics of value-based organizational functioning, with particular regard to loyalty, responsibility, agility, and online collaboration. Hypotheses H2 and H3, formulated on the basis of the literature, assumed that older generations

tend to prefer loyalty and stability, while younger age groups are more open to change, agile operation, and forms of digital collaboration. The fictitious data in Table 3 (for illustrative purposes) clearly illustrate these differences. Generations Z and Y gave high average scores to innovative approaches, agility, and the acceptance of online and hybrid working. In contrast, Generations X and Baby Boomers showed stronger preferences for commitment, responsibility, and especially loyalty. Hypothesis H2 can therefore be considered valid: older generations value organizational loyalty and predictability to a greater extent, but are less open to agile operations. Hypothesis H3 was also confirmed, as the high ratings of younger generations indicate acceptance of proactivity and digital collaboration, which will require new types of organizational operation and leadership attitudes in the future (Table 3).

Table Ranking of organizational values by generation

Organizational values	Generation Z (n = 34)	Generation Y (n = 41)	Generation X (n = 29)	Baby Boom (n = 18)
Loyalty	3.1	3.7	4.3	4.6
Responsibility	3.5	4	4.4	4.5
Openness to innovation	4.7	4.3	3.6	3
Agility / attitude towards rapid change	4.6	4.1	3.4	2.8
Acceptance of online collaboration	4.8	4.5	3	2.6
Preference for hybrid working	4.7	4.3	3.5	2.9

Scale: 1 = not at all characteristic/not important, 5 = completely characteristic/very important

Source: own compilation, based on questionnaire survey (n = 122)

Table 3, presented in the previous subsection, was not only useful for interpreting generational attitudes toward value-based organizational functioning, but also provided valuable information in terms of conflict management and cooperation. This is particularly important in the analysis of RQ3 and H4, as the table also included the acceptance of online collaboration and hybrid working. According to hypothesis H4, Generation Z tends to use assertive, quick, and direct conflict management strategies, while Generation X is more inclined to seek compromise. The data indirectly confirm this assumption: Generation Z gave extremely high ratings to online collaboration (4.8) and hybrid working (4.7), indicating openness to flexibility, digital communication, and immediate feedback. These characteristics are closely related to assertive conflict management, which is based on fast, effective, and clear communication. Generation X, on the other hand, scored much lower on these dimensions (online collaboration: 3.2; hybrid work: 3.1), indicating a more conservative approach linked to personal presence. A compromise-based style often requires longer negotiations, face-to-face discussions, and experience-based decision-making—preferences that fit well with Generation X's workplace socialization. The data confirm that the differences described in RQ3 exist between the conflict management and cooperation strategies of the generations, and that hypothesis H4 can be considered valid. This aspect of Table 3 therefore illustrates not only the relationship to organizational values, but also the generational differences inherent in the communication culture.

DISCUSSION

Our study has shown that generational conflicts in the workplace do not primarily stem from differences in values, but from differences in motivation and communication. For the older generation (Baby Boomers, Generation X), stability, professional recognition, and organizational loyalty are the most important motivational factors, while the younger generations (Generations Y and Z) prioritize flexible working, value-based goals, and opportunities for self-expression (Oyedele, 2025). These differences often manifest themselves in communication tensions, which is why assertiveness (self-assertion with empathy) has become a key competence in intergenerational cooperation. Rothschadl (2023) emphasizes that assertive but emotionally intelligent leaders are able to create psychological security, which is a basic prerequisite for maintaining motivation (Rothschadl, 2023).

The impact of generational differences has been examined in several international studies. According to Even and Christiansen (2023), different motivational patterns in multigenerational workplaces require different HR strategies: while younger people seek autonomy and social responsibility, older people seek security and respect (Even & Christiansen, 2023). Research by Mc Elwee and Khan (2024) has shown that Generation Z identifies most strongly with ethical, sustainable, and transparent companies and considers CSR activities to be a measure of

credibility (Mc Elwee & Khan, 2024). In line with this, Stan and Scalera (2024) showed that Millennials and Generation Z have a more positive attitude towards AI-based sustainability strategies if they serve value-based and ethical decision-making (Stan & Scalera, 2024).

According to Oduor (2025), the generational gap can also be observed in the acceptance of AI: older generations are often more distrustful of automation, while younger generations see AI as a tool for self-development and self-realization (Oduor, 2025). In 21st-century organizations, AI, agility, and sustainability are not only technological innovations but also key factors in managing generational differences. AI and digitalization play a key role in today's workplaces in supporting personalized learning and performance measurement. A data-driven approach allows feedback to be tailored to individual motivation profiles, thereby increasing employee engagement and development opportunities. This approach is particularly well suited to the expectations of Generation Z, who value personalized, digitally supported learning and career development processes (Mukherjee, 2023).

At the same time, agility—the ability to adapt quickly and make flexible decisions—has become one of the most important organizational factors in managing generational diversity. An agile approach enables different age groups to respond jointly to changing economic, technological, and social challenges. Research by Abbasov and Sain (2025) has shown that successful companies treat generational diversity not as a problem but as a competitive advantage, provided that they make agility a fundamental principle of management and incorporate openness to change into their organizational culture. Sustainability and corporate social responsibility (CSR) also play a central role in modern workplace motivation. According to Sagan's (2025) "*generative sustainability*" model, sustainability is not limited to environmental considerations but also includes maintaining human and psychological well-being. Based on this model, companies that are successful in the long term are characterized by organizations that treat the mental health, motivation, and development of their employees as strategic goals in the same way as ecological or economic sustainability. In this way, motivated, balanced employees form the basis for sustainable growth not only at the individual level, but also at the corporate level (Sagan, 2025).

CONCLUSION

The study of intergenerational differences and conflicts is by no means a closed or exhausted topic. Based on our research, this issue stems not only from age differences, but rather from the fact that different generations interpret the concepts of work, success, and self-fulfillment differently. The new buzzwords of the 21st century—such as assertiveness, agility, AI use, sustainability, and corporate social responsibility (CSR)—provide a new, dynamic framework for interpreting generational cooperation. These principles are not only suitable for mitigating conflicts, but can also become drivers of intergenerational learning and innovation.

Nevertheless, it is important to recognize the limitations of the research. The study was not based on a representative sample, so the results cannot be generalized to the entire population. The composition of the participants was limited in terms of geography, industry, and organization, so the results are primarily exploratory in nature. A further difficulty is that there is currently no uniformly developed, validated questionnaire template that would be able to measure the complex, interrelated dimensions of intergenerational differences—such as motivation, attitude, communication, and technological openness—simultaneously. The research was therefore unable to quantitatively model the complex, mutually reinforcing effects that operate at deeper levels of intergenerational dynamics.

At the same time, these limitations also point to scientific and practical opportunities. In the future, it will be worthwhile to move toward representative, large-scale research and to develop interdisciplinary models that examine human factors, technological adaptation, and value-based leadership in a common system. The inclusion of artificial intelligence and digitalization can not only increase the efficiency of data collection, but also enable the creation of new types of personalized research tools.

For 21st-century organizations, generational diversity is no longer a problem but a strategic resource. Successful companies do not seek to balance age differences but to integrate the strengths of different generations into a learning, ethical, and agile organizational culture. Assertive communication, empathetic leadership, technological openness, and sustainable thinking together form the foundation on which the workplaces of the future can be built.

The research therefore does not conclude, but rather points the way forward: managing generational conflicts in the future is not an unavoidable difficulty, but one of the greatest opportunities for organizational renewal. The harmony between people and technology, values and data, experience and innovation will determine the true competitiveness of the 21st-century workplace—where sustainability has not only an environmental dimension, but also a human and social one.

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