

MANAGING MULTIGENERATIONAL WORKFORCE DIVERSITY MANAGEMENT VIA MOTIVATION: A CATALYST FOR EMPLOYEE WORK OUTCOMES

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ABSTRACT

This study investigated the relationship between multigenerational motivation and employee work outcomes in commercial banks south-south Nigeria. The purpose was to examine the relationship between multigenerational motivation and employee work outcomes. The secondary data collected was utilize. The data collected was based on extant literature and based on the data collected, the findings revealed that Motivation significantly impact employee work outcomes in diverse ways, therefore, based on the findings, the study concluded that there is significant relationship between multigenerational motivation and employee work outcomes of commercial banks south-south Nigeria. Therefore, the study recommends that commercial banks should encourage motivation of their employees, not only in terms of compensation but also recognizing their effort and ensuring justice and fairness irrespective of their differences.

Keywords: Multigenerational Motivation, Employee work outcomes, Employee Satisfaction, Customer Satisfaction, Service Quality

INTRODUCTION

There was a time when organizations were solely made up of people with same cultural background, work values. But not today, organizations over the years have moved from managing individuals with similar interests and values to managing a pool of individuals from different generations with communication, work value and cultural differences often addressed as the diverse workforce.

A generation is a "group of individuals who share a similar world view, resulting from exposure to common social and historical events occurring to common social and historical events occurring within the same times throughout their formative year" (Crumpacker & Crumpacker, 2007). Whereas, Lyons and Kuron (2014); and Weingarten (2009) agree that generation is a group of individuals born in a defined twenty-year period or within a period that offered a shared social experience. Additionally, Mannheim cited in Brough et al. (2023) sees generation as groups of individuals who are similar in age and share common historical and social events, which influence their attitudes, values, and personality characteristics. However, it is not surprising to see people from different generations working together in today's organizations leading to what we call the multigenerational workforce.

Organizations are faced with the challenge of a diverse workforce, employees in organization cut across four different generations that makes them different from each other due to the different upbringing (Sunkuli, 2017). Therefore, large and small organizations are extending great effort to manage the blending of the workforce as conflicts arise due to the unique characteristics and preferences of each generation (Lewis & Wescott, 2017). These unique characteristics are crucial in any organization because it has direct relevance to the organizational performance (Vijayalakshmi, n.d). According to the study of Pitts, Hicklin, Hawes and Melton (2010), multigenerational workforce creates opportunities for greater innovation and more creative solutions to organizational problems. Consequently, Richard, and Watson cited in Bhadury et al. (2000); and Baig et al. (2009) anticipated that when management is diverse and encourage

multigenerational workforce, the benefits from bringing underrepresented group into the one's work environment and organization is assured.

Employee work outcomes as defined by satisfaction, trust and commitment have far reaching impacts on business performance (Omari et al., 2012). Accordingly, employee work outcomes could also mean those business results attributed to an employee (Spacey, 2024). These outcomes could be positive or negative depending on the manner or how well the differences amongst the multigenerational workforce present in the workplace today are being managed. Employee work outcomes of improved performance and increased retention are essential to an organization's economic stability and progression, for which an organization can and even wants to spend more

Conceptual Framework

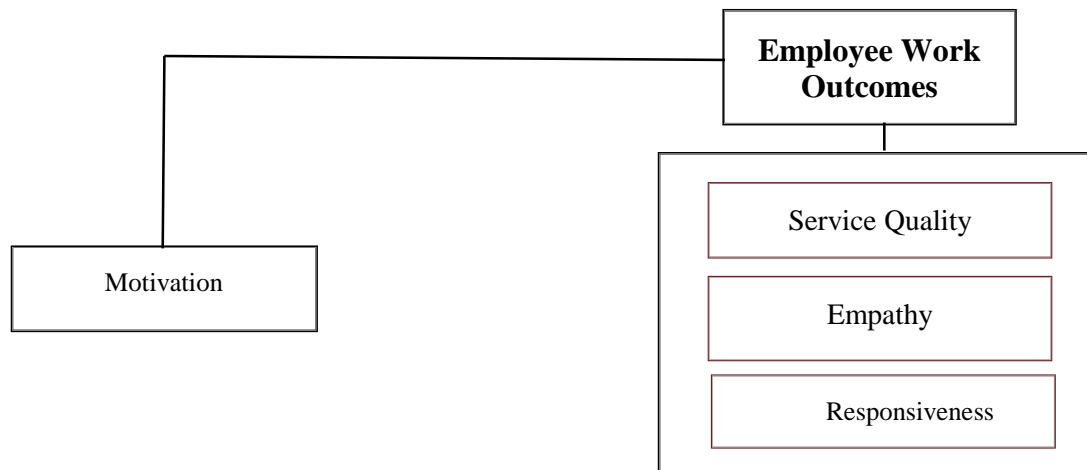


Figure 1.1: Conceptual framework of the relationship between managing multigenerational workforce diversity via Motivation: A catalyst for employee work outcomes.

Source: Research Conceptualization

CONCEPT OF MOTIVATION

Employees in today's organization come from different cultural backgrounds, different values and experiences and these differences most times define how they behave and relate with others in the organization. Therefore, managers need to device possible strategies to harness these differences to benefit organization, and one amongst the many strategies to employ is "motivation". Motivation can be described as a management process that enables employees to perform well for the success of the company by supporting them with their motives that are focused on their basic needs (Nduka, 2016). However, according to Nizam and Shah (2015), motivation is the process that stimulates performance, which results in stimulating people to make an action and achieve a desired performance. Motivation is a process that explains the intensity of direction and persistence of effort to achieve goals (Robbins and Judge, 2011). Similarly, motivation is a condition that encourages or becomes the cause of a person doing an act or activity, which takes place consciously (Manik & Sidharta, 2017). Motivation is an important aspect of managing the differences and similarities amongst employees within an organization. Therefore, finding way to motivate multigenerational workforce "will lead to higher output and greater job satisfaction"

Motivation refers to goal directed behaviour of employee to achieve organization's objectives by cooperation and collaboration from other people and give their moral up in order to secure their commitment and enthusiasm (Dogra, 2010). Consequently, organizations should recognize the differences amongst employees as well as treat them fairly and justly irrespective of these differences and similarities, this in return will boost their morale and also their ability to build relationship with others from other generations.

Multigenerational employees should be promoted and treated fairly not because they belong to a particular generational cohort based on ethnicity, cultural values, or age differences but because they are part of the organization and they deserve to be promoted and treated fairly. When employees within the organization perceive that their organization recognizes their differences and treats them fairly, this will motivate them to work excellently to ensure the organizational goals are achieved. In the same vein. According to Zhang and Bartol (2010), motivation can increase the desire to improve performance. Cerasoli et al. (2014) with a meta-analysis study proves that motivation has an effect on performance. Motivation is one of the strong predictors in improving employee performance (Rogstadius et al., 2011) the employees will also put more effort for achieving organization's goal if they are motivated. Motivation actually can give success to organization because it enhances employees to do their work with full concentration and determination. Hence, there will be more output from the production line, less product defect, less cost and job may be completed within the stipulated timeframe (Sahiri, 2015). Studies proved that motivation of employees may increase if they get their expected reward and recognition that will initially contributes to high performance (Kalimullah et al, 2010). Motivating the different generations in workplace irrespective of their differences stimulates them to take the right actions, reach corporate goals while working as a team. Accordingly, motivating multigenerational employees make them feel good about their jobs and subsequently, leads to better performance (Salleh et al., 2011; Jalagat, 2016). Additionally, Nizam and Shah (2015) stated that how well employees are motivated and with how dedicated they are performing, will have a direct effect on their work performance which can lead to either negative or positive results for the organization.

Recognition

Recognition is said to be an important key to the success of an organization because it helps people understand how their behaviour makes a difference to both their personal and the organization's goals. Recognition when properly communicated, employees feel a greater sense of ownership, accountability, and pride (Achieve Global, 2003). It always leads to more spirited innovative environment, increased employee engagement, commitment, less staff turnover, higher customer satisfaction ratings and the organization grows in its sense of purpose (Paul, 2016). Organizations must recognize that people have differences, be they physical, generational or cultural, and you cannot pretend that these barriers have been broken down. Instead, celebrate the differences among your employees, and encourage them to let their individualities show. An employee's worth comes from more than his ethnicity or age (Meena & Ali, 2023). According to Augustinus and Halim (2012), Employee recognition is the acknowledgment of employees for their excellent performance. It is crucial for organizations to keep recognized and appreciated the contributions, achievements, services, or desired behaviors of their employees. As a human being, employees want to know how they are doing, and by being recognized can make them feel valued. Essentially, the purposes of recognition of employees are to improve particular behaviors, strategies, or practices which result in enhanced performance and successful business. If the hard work of

employees is recognized, it can satisfy them and thus increase their level of productivity which results in the improvement of performance in the organization.

Fairness

Workplace fairness refers to the employees' perceptions of just practices in organizations, based on their personal judgment (Cropanzana et al. 2007). It consists of equity, moral appropriateness, honesty, and impartiality (Polanyi & Tompa, 2004). Thus, when employee perceive the organization, they work for does not allow the differences amongst them affect their judgment on how they should be treated but go as far as treating everybody fairly irrespective of these differences, they get motivated to work with their soul to ensure organization succeeds. It is with this; fairness is one of the most important factors of managing multigenerational workforce in today's organization. Similarly, when organizations are fair and just to all their employees irrespective of their differences, such organization tends to experiences high performance from their employees, but the same cannot be said when employees perceive that their organization is being unfair to them or being fair to a particular group of employees. Accordingly, Employees who perceive unfairness in the workplace may experience feelings of under-appreciation, lack of respect and recognition (Swarnalatha & Prasanna, 2013). But when organizations are fair to their employees, they will feel motivated to work. Consequently, employees feel motivated and satisfied at the notice or perception of fairness, justice, and equity, resulting in positive behaviors (Aswathappa, 2008).

Justice and fairness have become a resounding topic in employees' whole working lives (Colquitt & Zipay, 2015). Distributive justice refers to employees' released fairness about work outcomes without any discrimination due to age, sex or ethnicity. Distributive justice concerns perceptions of fair distribution of gains in accordance with the value of the by employees (Tan, 2014). Procedural justice means the fair implementation of work policies on all workers without discrimination, and how employees perceive the fairness of rules and procedures used in a process (Nabatchi et al., 2007). The Importance of justice and fairness in managing workforce diversity cannot be overemphasized as it is one of the many ways organizations uses to portray that they respect the differences amongst their employees and such difference is never a barrier but an asset to the organization. When organization only become fair to a group of because of they speak same language, have same work values or cultural background, such organization may demonstrate insensitivity and may breed resentment and foster feelings of being left out (Meena & Ali, 2023). A number of prior studies provide empirical evidence on the role of workplace fairness in organizations, demonstrating that it enhances the cooperation and commitment of individuals to meet organizational goals (Wentzel 2002; & Maiga & Jacobs, 2007).

Concept of Service Quality

Service quality is a broad concept and trying to give a complete definition would only be a waste of time considering different customer perceive what is quality from different perspectives and this has led to the numerous measures and definitions of service quality without a single consensus (Eshghi et al., 2008). Huang (2009) defined service quality as the overall impression of consumers on a service. Accordingly, Zeithaml, Bitner & Gramler (2009) states that service quality is a customer's perception of the service component of a product, and is also an important determinant in achieving customer satisfaction. Similarly, service quality is considered as an evaluation of the expected service and what is actually received (Saleem & Raja, 2014). According to Malik et al.

(2012) service quality is an opinion about what consumers feel about the whole given by the company to customers. Service quality is "an attitude or general judgment of customers in relation to supremacy of a service" (Koozehchian et al., 2011). Additionally, Ikoromasoma and Echendu (2024) see service quality as "the perceived perception of service rendered as opposed to actual expectations".

According to Princewill and Umoh (2022) Quality as a major facet of operational performance entails doing the right things according to specification and customers' satisfaction. According to Sylva (2020), higher quality results in higher loyalty, market share, revenues and user satisfaction. Therefore, it will not out of place to say "Service quality is one of the critical success factors that influence the competitiveness of an organization" (Shrestha, 2011). Therefore, Ikoromasoma and Agwuma (2022) for businesses to grow or achieve performance, "service quality and innovative product play a huge role". The idea of service quality was proposed in the 1980s when the organization understands that only quality product maintains a competitive edge (Boshoff & Gray, 2004). According to Tsoukatos and Mastrojianni (2010) customers compare actual services with their own expectations, which are shaped by prior experience, memories and or word of mouth. Tjiptono and Chandra (2012) define service quality as a measure of how well the level of service provided is in line with customer expectations. According to Wijaya (2011), the quality of service is a measure of how well the level of service provided is able to meet customer expectations, with the maximum level of service provided to provide customer satisfaction. Quality services are not only a significant element of customer satisfaction in manufacturing industries but also in developing service firms nowadays (Karim & Chowdhury, 2014). Firms nowadays in the service sector want to struggle through service quality and service quality enables firms to measure and to compare before and after changes, quality-related issues can be identified, clear standards for service delivery can be established (Muneeb et al., 2019). Improvement in customer satisfaction and by giving High service quality, will give a firm an edge in the market share and in getting attractive profit (Hossan, 2012).

Yilmaz (2011) described service quality as a phenomenon considered within the context of customers' expectations and perceptions about the service offered. Therefore, the same service can be perceived as high quality by a customer and as low quality by another customer (Saglik. 2014). It is with this, service quality is considered an important tool by companies to develop and maintain an ongoing relationship with customers (Yousuf, 2017). Quality is the lifeblood of service delivery firms, bringing increased customer patronage, competitive advantage and long-term profitability (Kenneth & Douglas, 1993 cited in Johnson & Karlay, 2018). Consequently, organizations can gain a successful competitive edge over competitors through good service quality (Sureshchandar, Rajendran & Anantharaman, 2002

Empathy

Customers are unique and special and it is important that their needs are understood by the organization. Thus, by understanding customers need, organizations must strive to put themselves in the shoes of their customers and show personal interest in the providing solutions to the problems they are faced with. Empathy is generally conceptualized and measured as a multidimensional construct within service quality, using measures from the SERVQUAL model (Galeeva, 2016; Parasumaran et al., 1988; Umasuthan et al., 2017). Therefore, According to Khanh Duy (2021) Empathy relates to individualized attention and care to each customer, making the best effort to see and acknowledge their viewpoint. According to Cavana et al. (2007), empathy is the ability of employees to pay attention to consumers individually, including sensitivity to consumer

needs. According to Kashif et al. (2015), empathy is a level of care that is extended to customers. Cited in Choudhury et al. (2020) Empathy is “a person’s ability to sense another’s thoughts feelings, and experiences, to share other’s emotional experience, and to react to the observed experiences of another person” (Wieseke et al., 2012). Ananth et al. (2011) referred to empathy as giving individual attention; convenient operating hours; giving personal attention; best interest in heart and understand customers' specific needs.

Empathy is the key to any positive relationship, serving as a mechanism to foster connectedness (Pavlovich & Krahne, 2012) with customers and organizations alike. This connectedness leads to the continuous use of banking services by its customers (Van Iwaarden et al., 2003; Lo et al., 2010; Nupur 2010; Santhiyavalli, 2011; Shanka, 2012; Devi & Ramburuth, 2012). Empathy is an important psychological phenomenon, and in the service marketing literature, it has been shown to be a key factor for successful interactions between customers and frontline employees (FLEs) (Davis et al., 2017). Empathy helps in building positive emotions toward the brand (Lee et al., 2011). Employee’s ability to understand customer emotions, expectations, and responding accordingly in the coordination with appropriate interactive behaviors increases loyalty towards the brand (Jones & Shandiz, 2015). Ilyas (2013) and Rajalakshmi (2016) found that empathy is one of the most significant factors considered by customers while assessing service quality. Empathy helps in bringing customer satisfaction (Lau et al., 2013; Hamzah et al., 2017). Ganguli and Roy (2011) claim that a positive correlation does exist between empathy and customer satisfaction. He also realized that without empathy customers will remain dissatisfied with service quality. Empathic employees have the ability to provide personalized assistance to customers (Wieseke et al., 2012) resulting in higher customer satisfaction. The empathetic employee develops a long-lasting relationship between customers and the brand (Agnihotri & Krush, 2015; Itani & Inyang, 2015). According to Karatepe (2011) there is a positive relationship between empathy and customer satisfaction. He noted that customer loyalty could be easily captured through empathy.

Responsiveness

The process in which service providers react quickly to resolve customer problem positively within a given time is called responsiveness. In the same vein, it is the ability of employees to provide services quickly and responsively (Cavana et al., 2007). Responsibility is the behavior of employees in the organization to act in time and convey information in accordance with consumer needs (Holweg, 2005; Pitafi et al., 2019). According to Kashif et al. (2015), responsiveness is the accuracy of the company in handling customer complaints. According to Yousuf (2017) responsiveness shows how efficiently a company handles customer questions and provides solutions to their problems. Munusamy et al. (2010) state that responsiveness is the desire of employees or staff to help customers and provide good service and responses. Responsiveness is the readiness and willingness of the company to provide services at certain moments to customers (Arsanam & Yousapronpaiboon, 2014).

Customers highly appreciate to provide service in a timely manner; this aspect should be understood by the good service providers (Iqbal et al., 2010). Saad Andaleeb & Conway (2006) states that responsiveness has a positive effect on consumer satisfaction. This means that the higher the responsiveness that consists of the willingness and speed of employees in providing services to customers without having to be asked by customers, customer satisfaction will increase (Ngaliman et al., 2019). This is in accordance with the view of Robert and Wowor (2011) that responsiveness can create satisfaction for customers and repeat transactions.

EMPIRICAL REVIEW

Kumari et al. (2021) examined the role of motivation and reward in employee job performance through mediating effect of job satisfaction: Empirical evidence. The aim was to investigate the relationship between motivation and reward on employee job satisfaction. The population of the study consisted of staff of manufacturing and services firms in Karachi, Lahore and Islamabad in Pakistan. Data was collected with questionnaire and analyzed with structural equation modeling technique. The result revealed that reward and motivation significantly affect employee job performance and that the relationship between reward, motivation and employee performance depends on job satisfaction. based on this finding, the study concluded that when organization listen and understand their employees' different perspectives and preferences, they tend to feel more satisfied.

Augustinus and Halim (2021) investigated the effect of motivation towards employee performance for café workers I Medan. The aim was to examine the relationship between motivation and performance of café workers in Medan. A descriptive experimental research design was adopted. The population of the study consisted of 76 employees from both service and product departments in Mariott Café Medan. Data was collected via questionnaire and analysed with simple linear regression statistics. The findings revealed that there is a significant relationship between motivation and employee performance. Therefore, the study concluded that motivation and employee performance have a strong correlation and motivation positively and significantly influence employee performance.

METHODS

The study adopted the secondary data collection method and data were collected from the relevant empirical and non-empirical articles, journals, newspapers and government sources. Data collected were intensively revived to gather the needed information that this study to identify and proffer solution on the relationship between managing multigenerational workforce diversity via Motivation: a catalyst for employee work outcomes.

CONCLUSION

Based on the Literature review, motivation significantly impact employee work outcomes in diverse ways, employees should be promoted, recognized and treated fairly not because they belong to a particular generational cohort based on ethnicity, cultural values, or age differences but because they are part of the organization and they deserve to be treated fairly.

RECOMMENDATIONS

The study recommended that organizations should encourage motivation of their employees not only in terms of compensation but also recognizing their efforts and ensuring justice and fairness irrespective of their differences because when employees feel they are being treated fairly and justly, they will be satisfied with their job, quality service will be secured and customers will be satisfied.

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