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Gen-X to Zoomers: A Systematic Review on Intergenerational Digital Tensions During Digitalisation

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Abstract

This systematic literature review aims to explore the growing intergenerational digital tensions between Gen-X, Millennials, and Zoomers in the workplace, particularly during periods of rapid digitalization. As technology, particularly artificial intelligence (AI), becomes more integrated into business operations, generational disparities in perspectives of digital tools cause friction. While newer generations, such as Millennials and Zoomers, are eager to adopt new technologies, Gen-X is more cautious, frequently expressing concerns about the risks and long-term ramifications of digital tools. The review looks at key themes including psychological empowerment, communication styles, and workplace collaboration, and shows how economic pressures and social media worsen generational gaps. Additionally, the paper emphasizes the role of tailored training programs and organizational interventions in mitigating these tensions and fostering an inclusive digital ecosystem. By consolidating research across various studies, the review provides critical insights into how organizations can bridge these generational gaps to achieve successful digital transformation. Ultimately, this research highlights the importance of understanding and addressing intergenerational dynamics in the digital workplace to enhance collaboration, efficiency, and adaptability especially during the integration of advanced technologies.

Keywords: Intergenerational workforce, digital tensions, Gen-X, Millennials, Zoomers, digitalization

1. Introduction

Digitalisation has become an integral aspect of modern society, transforming how individuals and organisations operate, including the supply of products and services, exchange of information, and relationships with clients (Matei et al., 2023). The process of digitalising the economy is fundamentally changing the way work is organised. Moreover, digital technologies, namely artificial intelligence (AI), have substantial potential to replace human tasks and activities through recognition, understanding, learning, and taking action (Dwivedi et al., 2021). In light of the swift digitisation, it is crucial to enhance the digital proficiency of professionals, especially to assist older professionals in remaining employed until they reach retirement age (Hammarén et al., 2023). Within this organisational framework, three distinct cohorts emerge: (i) Generation X, also called Gen-X, encompassing individuals born from 1965 to 1980; (ii) Generation Y or Millennials, comprising individuals born roughly between 1981 and 1994; and (iii) Generation Z or Zoomers, who were born between 1995 and 2010 (Rahardyan et al., 2023).

Individuals from Gen-X, who are generally known for their extensive expertise and adherence to traditional work methods, encounter distinct difficulties when it comes to adjusting to swift technological progress. In contrast, Zoomers, who have been raised with digital technology as an integral aspect of their existence, exhibit an inherent inclination towards digital tools and platforms. Millennials grew up in a world full of economic, political, and technological change, and their lives were influenced by technological development (Rahardyan et al., 2023). Osborne (2023) notes that Millennials will represent 75% of the workforce in 2025, and Zoomers will comprise 30% of the 2030 workforce. Each generation possesses distinct personal and professional expertise, leading to varying perspectives on their preferred work environment and job prospects (Reinstein & Kaszak, 2024).

Nevertheless, Koutropoulos (2020) contends that not all persons born within a specific time period exhibit generic generational traits, as significant variations are shaped by factors such as educational attainment, socio-economic status, and historical context. However, the generational contrasts can lead to conflict, misinterpretation, and possibly cooperation. Guo et al., (2024) emphasised that individuals of varying age groups possess distinct levels of digital proficiency. The widespread adoption of digital technologies has diverse effects on various generations, resulting in a phenomenon known as intergenerational digital tensions. Younger generations are considered 'digital natives', as they have acquired fluency in using digital devices from an early age, whereas older generations have had to acquire this skill in their maturity (Hammarén et al., 2023).

Intergenerational tensions during organisational digitalisation are a critical aspect to consider in the current era of rapid technological advancements. The rapid advancement and widespread adoption of emerging technologies can induce stress, particularly among older professionals. The shift towards digital technologies in organisations can sometimes lead to conflicts between different age groups. The conflicts stem from differences in digital literacy levels, attitudes towards technology use, and the unique digital experiences that different generations possess (Guo et al., 2024). The digital conflicts between these generations are

evident in multiple areas, such as work, education, and social connections. In professional settings, such conflicts can affect efficiency, teamwork, and the overall organisational culture. Similarly, in educational contexts, disparities in digital proficiency and diverse learning preferences can influence teaching methods and student engagement. From a social perspective, digital disparities can influence the way people communicate and the dynamics between different generations. Therefore, understanding and addressing these tensions is crucial for successful digital transformation within organisations. Research by Sarker et al., (2022) highlights the importance of internet literacy programs that bridge the generation gap, such as Students to Seniors and Zoomers to Millennials, to enhance digital skills across different age groups. These programs can serve as models for promoting intergenerational understanding and collaboration in the digital age (Sarker et al., 2022). Indirectly, this might reduce or resolve the generation gaps or tensions in the workplace.

Fingerman et al., (2020) provide valuable insights into the evolving dynamics of intergenerational ties in the context of technological advancements and societal changes. The research highlights how technological advances, such as the introduction of smartphones, have influenced the frequency of contact and interdependence between generations. The findings suggest that digitalisation has played a significant role in shaping intergenerational relationships, reflecting differences in how the younger and older generations perceive and engage with technology. This study contributes to understanding the impact of digitalisation on intergenerational dynamics and sheds light on the varying perspectives of different age groups towards technological changes (Fingerman et al., 2020). Therefore, understanding intergenerational dynamics and varying perspectives towards technological changes might help overcome barriers to technology adoption, thus embracing and accelerating technology integration in the workplace (Freeman et al., 2020; Fingerman et al., 2020).

Hence, the objective of this systematic review is to examine and consolidate the current body of literature on intergenerational digital tensions, with a specific emphasis on the interactions between Gen-X, Millennials and Zoomers individuals during the period of digitalisation. This study seeks to analyse these tensions in order to identify the root reasons, emphasise potential areas for intervention, and suggest solutions to promote a more cohesive and efficient intergenerational digital ecosystem. This review is informed by the subsequent research inquiries:

1. What are the main causes of digital conflicts among Gen-X, Millennials and Zoomers?
2. How do different generations perceive and adapt to digital tools and platforms in professional settings?

Gaining insight into the conflicts between different age groups regarding digital technology is essential for creating comprehensive strategies for digitalisation that effectively utilise the advantages of each generation. By acknowledging and resolving these conflicts, organisations and educational institutions can improve cooperation, creativity, and general proficiency in digital skills among different age groups. This review adds to the expanding knowledge base on digitalisation and intergenerational dynamics, providing significant insights for scholars,

practitioners, and policymakers.

2. Method

This systematic review adheres to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, which ensure a methodical and thorough process for identifying, evaluating, and synthesising the applicable research on intergenerational digital tensions during digitalisation. The review seeks to examine the gaps in digital integration and utilisation between Gen-X, Millennials and Zoomers, the consequent conflicts, and possible measures to alleviate these problems. An extensive literature search was performed utilising various electronic databases, such as Scopus, Science Direct and Google Scholar. This study also using AI-power research tools for more scientific literature including Semantic Scholars, Consensus and Scite. The search method utilised a blend of keywords to encompass a wide array of pertinent studies. The primary terms employed were “intergeneration workforce”, “digital tensions”, “generation conflicts”, “Gen-X”, “Millennials”, “Zoomers”, “digitalisation”, “workplace technology” and “ICT”. In addition, reference lists of selected papers were carefully examined to locate any further relevant studies.

2.1 Criteria for Inclusion and Exclusion

In order to guarantee the pertinence and excellence of the chosen research, we used the following criteria for inclusion and exclusion then the search string was built based on the keywords used based on the selected database. Table 1 presents the detailed search strings utilized for each selected database.

Table 1. Search string used based on selected database

Selected database	Search string
Scopus	TITLE-ABS-KEY ((intergeneration* OR generation* OR gen*x OR gen*y OR millennial* OR gen*z OR zoomers) AND (tension* OR conflict* OR stress OR divide*) AND (digital* OR workplace AND technolog* OR ICT OR “information system*”)) AND PUBYEAR > 2013 AND PUBYEAR < 2025 AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (PUBSTAGE , "final"))
Google Scholars	((intergeneration* OR generation* OR gen*x OR gen*y OR millennial* OR gen*z OR zoomers) AND (tension* OR conflict* OR stress OR divide*) AND (digital* OR workplace AND technolog* OR ICT OR “information system*”))
Science Direct	(intergeneration OR generation OR "gen x" OR "gen y" OR millennial OR "gen z" OR zoomers) AND ("digital tension" OR “digital conflict”)

2.1.1 Criteria for Inclusion

This research prioritizes articles published in reputable scholarly journals that have undergone a rigorous peer-review process by experts in the field. To ensure the inclusion of only high-quality and relevant studies, the following criteria were applied: (i) only articles written in English are considered; (ii) research is being conducted to address intergenerational

digital conflicts involving Generation X (born 1965–1980), Millennials (born 1981–1994), and Generation Z (born 1995–2010); (iii) the selected literature offers empirical data, theoretical analyses, or case studies on this topic and (iv) articles published between 2014 and 2024 were included to ensure the relevance and timeliness of the findings.

2.1.2 Criteria for Exclusion

The exclusion criteria for this research were established to ensure the focus remains on high-quality and relevant studies including: (i) articles that do not specifically address the designated generational cohorts were excluded, as well as those that fail to explore digitalisation or the conflicts emerging from technological advancements; (ii) studies that have not undergone peer review, including opinion articles and editorials, were omitted from consideration; and (iii) studies lacking methodological rigor or were considered irrelevant to the primary research questions were excluded from the analysis.

2.3 Process of Selecting Studies

The search strategy employed in this study adheres to the PRISMA guidelines, following a multi-stage selection process as depicted in Figure 1, starting with identification and screening, and culminating in the inclusion of finalized articles.

3. Results

After the screening process, the data were compiled and are presented in Table 2, which lists the articles that passed through the PRISMA flow. The articles are categorized by year, authors, methodology, and key findings.

Table 2. Summary of the review

No	Year	Author(s)	Methodology	Findings
1	2024	Ibrahim, Mohamad, Farinordin, Hamidaton, Lee and Ismail	Survey collected in Malaysia context: Millennial *n*=112 and Gen-X *n*=84	Generation gaps between Gen-X and Millennials in several factors a. difference in their views of the psychological empowerment hinders the leader from making changes in task distribution, function, and organisation structure b. ability to delegate tasks c. personal development of all the staff in every generation
2	2024	Richards, Becker and Stollings-Holder	Gamification involved 10% of the company workforce (*n*=60 employees) different generation from a utility	The employees were grouped into same and intergenerational team to play the game. a. **Performance differences**: same-generation teams were more successful in solving problems

			company in the Southeastern United State	compared to intergenerational teams. b. **Impact of diversity training**: 30-minutes diversity training session given to half of intergenerational teams did not significantly improve their performance. c. **Generational communication styles**: younger employees (Millennials and Gen Z) were comfortable with fast-paced, tech-driven communication, while older generation (Gen X) exhibited more traditional and slower communication styles.
3	2023	Chan and Lee	Survey method, (n=583) comprises Gen-X, Millennials and Zoomers	Perceptions on Generative AI across the generations a. Zoomers raised in an era of technology and the internet, are likely to readily adopt and embrace new digital breakthroughs. b. Gen-X and Millennials are inclined to exhibit higher scepticism about emerging technologies, prioritising the evaluation of potential dangers and problems connected with their adoption.
4	2023	Garai-Fodor, Vasa and Jackel	Semi-structured interviews, preliminary research and questionnaire, (n=1098).	Generation Z job choice preferences based on the six distinguish criteria according to their cluster: a. **Multicultural environment**: prefer working in creative and diverse work environment b. **Uncertain career starter**: do not have any distinctive characteristics for job choice criteria due to the immature values. c. **The income-oriented:** seek employers that offer better benefits (pay and bonus). d. **Stability seeking workers**: choose job based on employer's stable

				financial background and reputation. e. **Purposeful team player**: organisation's good team spirit and opportunities for development as main consideration. f. **The responsible employee**: prefer work-life balance and employer that creates tolerant working environment.
5	2023	Mannheim, Weis, Zaalen and Wounters	Focus group, (*n*=21).	Five themes identified using thematic analysis of intergenerational interaction of "older generation" in co-designing digital technology: a. Intergenerational gap in perceptions of digital technology and ageing b. Digital divide, accessibility and ongoing willingness to learn c. Ambivalent affects arise in relation to technology d. Experience of co-design in the digital development process e. The perceived role of older adults in co-design
6	2023	Supper, Urban, Acker, Linke, Kienast, Praschinger and Anvari-Pirsch	Case study involved three-stage, (*n*=139).	New teaching concept should create to bridge the generation gaps: a. The generation Z values flexibility, independency, active integration, individual approaches and technological approaches b. Millennials prefer the concept of peer teaching – by student for students
7	2023	Francioli, Danbold and North	Exploratory survey, (*n*=1,714) comprises Millennials and Boomers	There is conflict between Boomers and Millennials as both generations express more hostile attitudes toward one another than towards another generation. a. Asymmetrical threats - Baby boomers see Millennials as symbolic threat that Millennials challenge traditional values - Millennials view Boomers as realistic threat that continued

				hold on political, economic, and social power b. Generational animosity that Millennials and Boomers showing more antagonism towards each other compared to other generation c. Interventions to reduce tensions is by challenging the idea ha each generation is a distinct, unchangeable group.
8	2023	Ng and Indran	Qualitative content analysis, (n=332) videos	Five themes were identified conflicts on how younger generations view Boomers through TikTok video analysis: a. Negative encounters with baby boomers b. Conflicting values between younger generations and Boomer in term of religious, political, social and personal c. Baby boomers antagonising younger generations d. The "Karen" meme e. Wealth gap: the younger generations of Millennials and Zoomers experienced broken economy and struggles in securing a job
9	2022	Bidian, Evans and Frissen	Survey among Boomers, Gen-X, Millennials n=138 - Interviews with Boomers n=13	- The findings indicated that there were no reliable differences between Boomers, Gen-X and Millennials for: preference in knowledge sharing modes (i.e., written and verbal communication), strategies (i.e., face-to-face interactions, the use of different information and communication technologies). - All generations accurately understand each preference for sharing except to understand of Boomers preferences.
10	2021	Mahmoud, Fuxman, Mohr, Reisel and Grigoriou	Survey questionnaire involved Gen-X, Gen-Y and Gen-Z	Generational differences in what motivates employees at work is different one to another a. Gen-Z emphasised on the financial

			(*n=1,349*)	rewards and intrinsic satisfaction b. Gen-X more motivated by social recognition c. Overall, Gen-Y is driven by internal motivations that offer self-development and a sense of purpose
11	2016	Bejtkovsky	Mixed-method (*n*=3,364 respondents) from 182 selected corporations across Czech Republic	The study involved four generations of Boomers, Gen-X, Gen-Y and Zoomers. a. Gen-X and Gen-Y tend to prefer superiors from their own generations b. Heterogenous teams (comprising multiple generation) tended to perform better on complex tasks due to diversify of perspectives and creative problem-solving. c. Homogenous teams (from a single generation) often outperformed for process-driven tasks due to fewer conflict and smoother coordination d. Skills required for effective cross-generational collaboration: interpersonal skills, communication, teamwork, problem-solving and willingness to share experience. e. Generational stereotypes about certain generational work ethics and communication styles led to occasional conflicts.

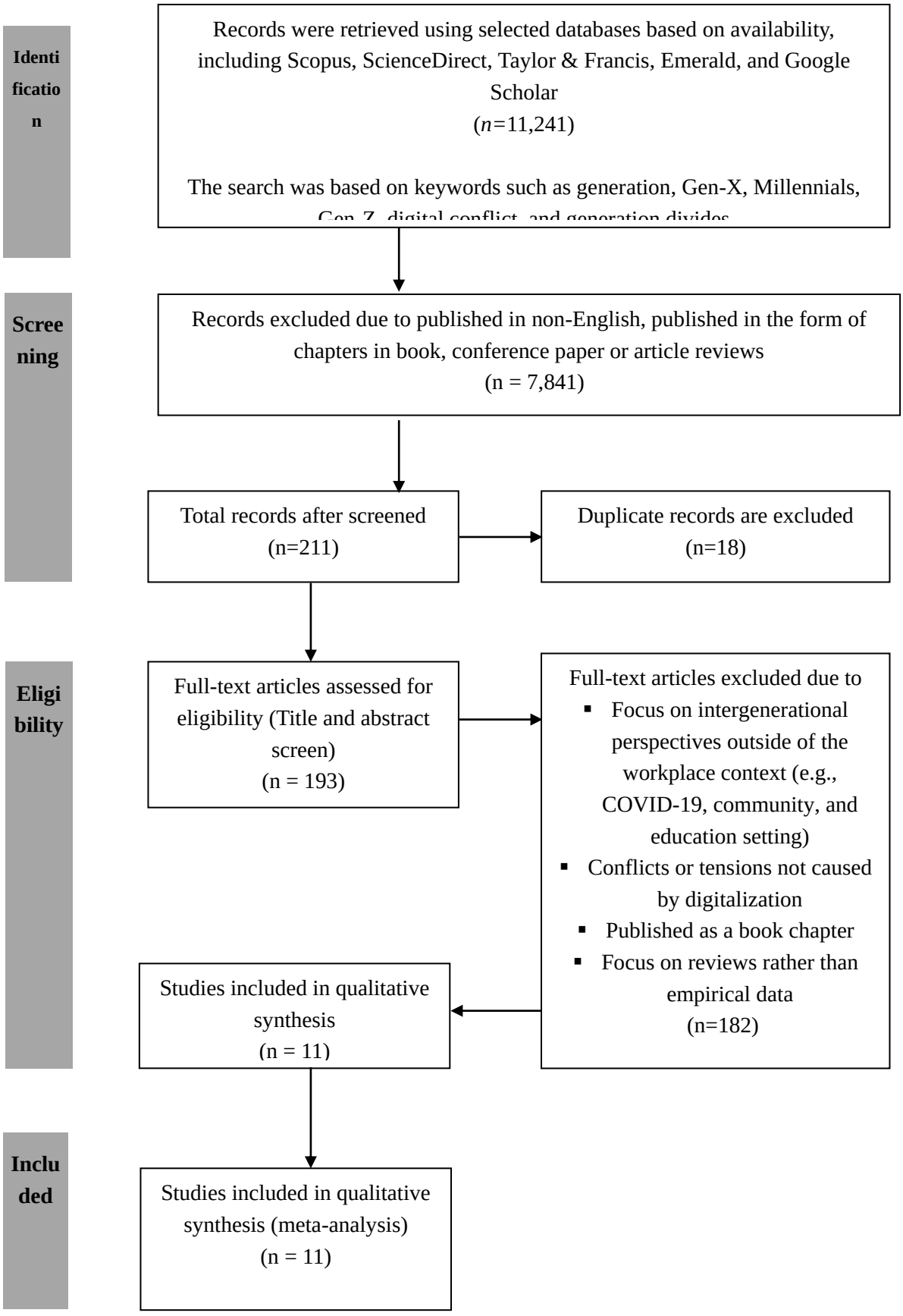

Figure 1. PRISMA guidelines

4. Discussion

Building on the findings, the researchers developed themes based on the articles gathered through the systematic literature review. The discussion is structured around two primary research questions: (i) what are the main causes of digital conflicts among Gen-X, Millennials, and Zoomers?; and (ii) how do different generations perceive and adapt to digital tools and platforms in professional settings? The discussion is organized as follows:

RQ1: Causes of Digital Conflicts Among Gen-X, Millennials, and Zoomers

Several studies identify key drivers of digital conflict between different generations, particularly in how they perceive and interact with technology in the workplace:

Psychological empowerment and task distribution

Ibrahim et al., (2024) highlight a notable divide between Gen-X and Millennials regarding psychological empowerment, which affects how they experience control and competence in the workplace. These differences become particularly visible as AI and other digital technologies are integrated into organizational structures. Millennials, being more familiar with digital tools, often see automation and AI as a means to enhance their roles and manage tasks more autonomously. In contrast, Gen-X employees may feel marginalized or less empowered, as the rapid pace of technological change can make them feel less in control of their work. This generational gap creates challenges for leaders trying to delegate tasks in a way that leverages each generation's strengths. For instance, Millennials may quickly adopt AI systems for managing tasks, while Gen-X may resist such changes, feeling that these technologies threaten their established ways of working. Similar insights from Bejtkovsky (2016) show that while diverse teams can enhance creative problem-solving, generational stereotypes and differing communication styles can hinder smooth task execution, especially when digital tools are introduced. Additionally, Gen-Z is driven by digital autonomy, further deepening the divide with older generations, who seek recognition through more traditional workplace structures (Mahmoud et al., 2021).

Communication styles and technology comfort levels

Richards et al. (2024) emphasize the stark contrast between how different generations communicate in the workplace. Millennials and Zoomers prefer rapid, tech-driven communication, often utilizing digital platforms that allow for seamless collaboration. On the other hand, Gen-X employees typically favour more traditional, in-person communication methods and may find the fast-paced, technology-centered approaches of younger generations uncomfortable or inefficient. This divergence is particularly apparent when AI-enhanced tools or digital communication platforms are introduced, which can lead to misunderstandings and hinder team effectiveness. Similar patterns were observed by Bidian, et al., (2022), who found that while different generations generally understand each other's communication preferences, older generations tend to rely more on face-to-face interaction and may struggle with the increasing reliance on digital communication methods. Moreover, Supper et al., (2023) noted that Gen-Z values flexibility and prefers digital tools to be integrated into their work processes, while Millennials lean toward peer-based learning,

indicating a strong comfort level with technology-driven environments. This further illustrates the generational divide in how different age groups adapt to communication tools in a digitalized workplace.

Generational hostility and symbolic threats

Francioli et al., (2023) explore the underlying reasons for hostility between older (Boomers) and younger generation (Millennials), pointing out that both groups often view each other as threats. Boomers, rooted in more traditional values, may feel that Millennials are disrupting established norms, while Millennials often perceive Boomers as obstacles to economic and political progress. This generational tension is made worse by the introduction of AI and digital tools, which Millennials and Zoomers typically adopt more readily, leaving Boomers feeling disconnected or marginalized in the evolving workplace. Supporting this, Ng and Indran, (2023) note that younger generations express their frustrations with Boomers, often through social media platforms, highlighting perceived resistance to change, particularly when it comes to technological innovation. The rapid adoption of digital tools by younger workers can intensify these conflicts, as Boomers might struggle to keep up or resist these changes due to unfamiliarity. Similarly, Garai-Fodor et al., (2023) found that differing expectations between generations regarding workplace innovation versus stability contribute to tension, particularly in environments undergoing digital transformation.

Negative perceptions amplified by social media

Ng and Indran, (2023) examine how social media amplifies intergenerational conflict, particularly on platforms like TikTok, where younger generations openly criticize Baby Boomers for their perceived resistance to societal and technological changes. This criticism is often tied to economic challenges, with Millennials and Zoomers expressing frustrations over the hardships they face and blaming Boomers for obstructing progress, both in social and professional contexts. This digital divide extends into the workplace, where Boomers may be perceived as hindering the adoption of new technologies, further fueling generational tensions. Mannheim et al., (2023) offer similar insights, observing that older generations often exhibit ambivalence toward the rapid integration of digital technologies in the workplace. They point out that younger employees, who are more accustomed to the digital world, may push for faster adoption of AI tools and platforms, whereas older generations might resist these changes, feeling overwhelmed or displaced. Additionally, the analysis of social media content by Ng and Indran, (2023) underscores how younger generations use these platforms to highlight the perceived reluctance of Boomers to embrace digital transformation, which contributes to an ongoing narrative of intergenerational conflict in modern workplaces.

RQ2: Generational Perception and Adaptation to Digital Tools in Professional Settings

Generational differences in the perception and adoption of digital tools and platforms are driven by a range of factors, including familiarity with technology, openness to innovation, and economic pressures:

Technology adoption and generational scepticism

Chan and Lee (2023) observe that Zoomers, having grown up in a technology-dominated world, show enthusiasm for adopting new digital tools such as generative AI. They view these tools as natural extensions of their work environments, seamlessly integrating them into daily tasks. In contrast, Gen-X and Millennials exhibit greater scepticism, particularly in their approach to emerging technologies. Their adoption process tends to be slower, as they prioritize evaluating the potential risks and long-term consequences of these innovations. This cautious approach can create friction in workplaces where rapid digital transformation is critical for competitive advantage. Study revealed that older generations are conflicted about technological improvements, especially in collaborative digital contexts (Mannheim et al., 2023). Meanwhile, Supper et al., (2023) stressed out that Gen-Z employees, who value independence and technology-driven flexibility, are more likely to adopt these digital tools than older workers, reinforcing the age gap in how various age groups react to workplace digitalisation.

Workplace collaboration and digital tools

The benefits of diverse perspectives in intergenerational teams are well-documented, particularly when dealing with complex, technology-driven tasks. However, Mannheim et al., (2023) and Bejtkovsky (2016) both point out that digital tools can exacerbate generational differences in collaboration. Younger employees, particularly Millennials and Zoomers, favour asynchronous communication platforms such as Slack, Teams, or AI-enhanced collaboration tools, which allow for flexibility and real-time updates. Conversely, older generations, particularly Gen-X and Boomers, often prefer in-person meetings and hierarchical communication structures that align with their traditional work experiences. These preferences can lead to challenges when integrating digital tools into intergenerational teams, as younger employees may view older workers' reliance on face-to-face communication as inefficient. Meanwhile, older employees might resist the use of technology they are unfamiliar with, perceiving it as disruptive to established processes. It also noted that while all generations generally understand each other's communication preferences, adapting to digital platforms for knowledge-sharing can still cause tension when some employees feel alienated by technological advances (Bidian et al., 2022).

Training and digital literacy

As digital tools and AI become more central to modern work environments, bridging the gap between generations requires effective training programs that are tailored to address the varying levels of comfort with technology. Mahmoud et al., (2021) highlight the importance of providing digital literacy support to older employees, particularly Gen-X, who may not have had the same exposure to AI and digital tools as their younger counterparts. For Gen-X employees, motivation often comes from social recognition and maintaining their professional standing. Without sufficient training, they may feel left behind as digital tools become more integrated into the workplace. On the other hand, Gen-Z employees tend to seek roles that leverage their digital skills and prioritize financial rewards and personal satisfaction. As a generation that thrives in digitally enriched environments, they are naturally

inclined to adapt quickly to new technological tools. To foster a more inclusive workplace, organizations must implement training programs that not only upskill older generations but also encourage cross-generational mentoring. This approach allows younger employees to share their digital expertise, while older employees contribute their experience and knowledge of organizational culture and processes.

Economic pressures and digital divide

Economic pressures play a significant role in shaping attitudes toward digital transformation. As noted by Ng and Indran, (2023), the wealth gap between Boomers and younger generations, such as Millennials and Zoomers, extends into the workplace and affects how each group approaches digital tools. Younger employees, facing economic uncertainty, job instability, and the challenges of entering a competitive labour market, are more likely to view AI and automation as tools that can increase efficiency and help them secure stable positions. For Millennials and Zoomers, adopting AI can be seen as a way to future-proof their careers, enabling them to remain competitive in a rapidly evolving job market. Conversely, Boomers, many of whom are nearing the end of their careers, tend to feel more secure in their positions and may resist these changes. For this generation, digital transformation can be seen as a threat to job stability, particularly if AI is perceived to be displacing human roles. Additionally, Boomers may fear a loss of influence and control as younger, more tech-savvy employees rise to leadership positions, leveraging digital tools to innovate and streamline organizational processes. This economic and technological divide reinforces generational tensions, making it critical for organizations to address these concerns by demonstrating how AI and digital transformation can complement, rather than replace, the skills and contributions of all employees, regardless of age.

5. Conclusion

This systematic literature review demonstrates that intergenerational digital tensions among Gen-X, Millennials, and Zoomers stem from differing levels of digital literacy, openness to new technologies, and economic pressures. Organizations undergoing digital transformation must recognize these complexities and implement strategies that promote inclusivity and mutual understanding. By fostering an environment that supports both younger and older employees through comprehensive training programs and open communication, businesses can leverage the strengths of each generation to successfully navigate technological change (refer to Ibrahim et al., 2024; Richards et al., 2024).

The findings carry significant implications for leadership and management practices. Leaders must develop tailored strategies that address generational differences in technology adoption and collaboration. This includes creating flexible work cultures that prioritize continuous learning and intergenerational mentorship, where younger employees share their digital expertise, and older employees provide valuable institutional knowledge. Such policies can mitigate the risks of alienation and ensure a cohesive multigenerational workforce capable of adapting to the demands of a digital workplace.

Future research should explore how generational attitudes toward digital transformation

evolve, particularly as digital natives advance into leadership roles. Additionally, studies should focus on the role of emerging technologies, such as AI, in shaping intergenerational collaboration, ensuring that no group feels marginalized by these tools. Finally, more research is needed on the intersection of socioeconomic factors and digital tensions to develop equitable digital strategies that address the unique challenges faced by different generations across various contexts.

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