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Managing and Engaging a Multigenerational Workforce in Portugal

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Abstract

There are challenging changes in the job market with the multigenerational workforce, especially with the integration of new generations and the advancement of Artificial Intelligence, in an increasingly digital world.

At a time when it is becoming more and more difficult for companies to find the human resources they need to operate, the first challenge being to hire and the second to retain those human resources, it is important to have a better understanding of characterisation of Generations X and Y, who currently dominate the labour market.

The aim of this study is to understand what is valued by each of these generations, enabling organisations to develop strategies to match their needs with those of potential employees. HR departments and managers face new challenges to manage knowledge, skills, and attitudes, necessary in the organisations, to motivate, satisfy, and engage employees, from these different generations.

A questionnaire was applied to a convenience sample of graduates from a higher education school. 421 responses were obtained and validated, allowing the respondents of Generations X and Y to be characterised.

The data was statistically analysed, and it was concluded that Work–Life Balance, Autonomy, Work environment, Flexibility, Work time, Life at work quality, and Job Contents are highly valued, which corresponds to the reference literature.

The results of their answers made it possible not only to characterise the sample, the differences, and the similarities but also to understand what they value when looking to join the labour market or change jobs.

Keywords: Generation, Multigenerational workforce, Generation X, Generation Y, Human Resources Management
