

Intergenerational conflicts and organizational management modes: an empirical approach in the Moroccan context

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Abstract

The objective of this research is to understand how Moroccan organizations manage intergenerational conflicts, highlighting the challenges associated with generational diversity. Through a quantitative approach, we conducted a survey with a sample of 415 respondents divided into four generational groups (Baby Boomers, Gen X, Gen Y, and Gen Z). The questionnaire was distributed via Google Forms, and data analysis was performed using Microsoft Excel, IBM SPSS, and STATA. The results of the simple linear regression indicate that intergenerational tensions impact leadership styles, HRM, and the revision of HR policies. Continuous training, inclusive HR policies, and strategies tailored to each generation are recommended.

Keywords: Conflicts, intergenerational, management, organization, impact.

JEL Classification: M12

Paper type : Empirical research

1. Introduction

In today's rapidly evolving professional environment, the issue of intergenerational dynamics within organizations has emerged as a critical area of interest for both scholars and practitioners. The presence of multiple generational cohorts in the workplace including (Baby-Boomers, Generation X, Generation Y, and Generation Z) has brought new layers of complexity to human resource management and organizational behavior. These generations, shaped by distinct socio-cultural, economic, and technological contexts, exhibit diverse values, attitudes, communication styles, and expectations toward work. While this diversity can offer significant potential for innovation, knowledge sharing, and resilience, it also poses substantial risks for organizational cohesion when not properly managed.

Differences between generational cohorts are not merely superficial or anecdotal; they are deeply embedded in lived experiences and socialization processes. For instance, older employees may prioritize job security, hierarchical structures, and long-term loyalty, whereas younger professionals often seek flexibility, meaningful engagement, and rapid professional growth. These diverging priorities can become sources of misunderstanding and conflict, particularly when left unaddressed. As noted by Eversole et al. (2012) and Costanza et al. (2012), poorly managed intergenerational tensions can result in communication breakdowns, lower collaboration, diminished job satisfaction, and, ultimately, reduced organizational productivity.

To build cohesive, high-performing workplaces, organizations must therefore adopt a proactive approach to understanding and managing intergenerational conflicts. This requires going beyond basic awareness of generational differences and examining the organizational structures, management practices, and leadership styles that either exacerbate or mitigate these tensions. Indeed, the style of management plays a pivotal role in shaping the nature and outcomes of generational interactions. Whether hierarchical, participative, or transformational, each management style carries specific implications for how generational differences are perceived and managed. Leadership that fails to account for generational diversity may inadvertently reinforce stereotypes and exclusion, whereas adaptive leadership can foster inclusivity and constructive collaboration.

The literature has underscored the relevance of leadership styles (Gursoy et al., 2013), organizational culture (Lyons & Kuron, 2014), and generational stereotypes (Parry & Urwin, 2011) as key factors in the management of intergenerational relationships. However, much of this research has focused on Western contexts, where organizational cultures and labor markets may differ significantly from those in emerging economies. In this regard, the Moroccan context presents a unique case for investigation. Morocco's socio-cultural landscape is characterized by a blend of traditional values and modern influences, shaped by rapid economic development, urbanization, and globalization. This hybrid environment poses specific challenges and opportunities for managing intergenerational dynamics.

Research on cultural dimensions by Hofstede (1991) and Aycan et al. (2000) suggests that national culture profoundly shapes workplace expectations, particularly in terms of power distance, collectivism, and uncertainty avoidance. These dimensions are especially relevant in Morocco, where generational tensions may be further complicated by hierarchical norms and strong social values. More recent studies, such as those by Orel and Kara (2019) and García et al. (2020), have highlighted the interaction between organizational and national cultures in shaping intergenerational relationships. These insights reinforce the need to explore how cultural specificity influences conflict emergence and resolution strategies within Moroccan organizations.

Within this framework, the present study seeks to investigate the interplay between intergenerational conflict and organizational management styles in Moroccan workplaces. It

aims to answer three central research questions: What are the primary drivers of intergenerational conflict in organizational settings in Morocco ? How do different management styles influence the nature and intensity of these conflicts? What practices can be implemented to reduce tensions and enhance intergenerational cooperation ?

This article is structured in three parts. The first presents a comprehensive literature review, outlining the theoretical foundations of intergenerational conflict and management approaches. It provides an analytical lens to identify the drivers, dynamics, and possible resolutions of generational tensions. The second part offers an empirical investigation based on data collected from Moroccan organizations, focusing on observed patterns of interaction, leadership responses, and employee perceptions. The third section discusses the practical implications of the findings and proposes context-sensitive strategies for improving generational integration. By focusing on the Moroccan case, this study contributes to the broader literature on conflict management and organizational behavior, offering culturally grounded insights into the evolving nature of leadership and human resource practices in diverse work environments.

2. Literature review and hypothesis formulation

2.1 Definitions and key concepts

Generation

According to Alwin & McCameron (2007) and Mannheim (1952), a generation is a group of individuals who have experienced significant historical events during their formative years, which impacts their worldview and behaviors. Mannheim (1952) defines a generation based on shared experiences related to initial events rather than birth year. In demography, a generation refers to a group of people born within a specific period, usually between 15 and 20 years (Costanza & Finkelstein, 2015; Parry & Urwin, 2011). According to Lyons & Kuron (2013) and Twenge (2010), researchers frequently classify generations into different categories, such as Baby Boomers (1946-1964), Generation X (1965-1980), and Millennials (1981-2000). Each generation has characteristics unique to its historical and social context. Baby Boomers emphasize loyalty, hierarchy, and career stability. Generation X, shaped by economic crises, values independence and work-life balance. Millennials, familiar with new technologies, are motivated by recognition and social influence. Generation Z, even more digitally connected, seeks autonomy, diversity, and sustainable projects. These traits significantly impact their behaviors within companies.

Intergenerational conflicts

Tensions and disagreements that arise between different age groups within organizations are called intergenerational conflicts, often due to differences in values, perceptions of work, and expectations regarding professional responsibilities. These conflicts often result from generational differences that impact attitudes toward authority, communication, and the use of technology (Zemke, Raines & Filipczak, 2013). According to Howe and Strauss (2000), Baby Boomers place particular importance on hierarchical relationships and job stability, while younger generations, such as Millennials and Generation Z, seek independence, flexibility, and work-life balance.

2.2 Theoretical framework

The phenomenon of conflicts within organizations has been explained by several organizational theories, such as the strategic approach by Cyert and March (1963), which suggests that conflict is endemic and inherent to organizational life. It inevitably results from struggles for influence, power dynamics, and constant negotiations among different coalitions of actors.

Additionally, Walton and McKersie's negotiation model (1965) considers conflicts as dysfunctions to be eliminated. These authors view conflicts as inherent to labor relations and social interactions within organizations.

Intergenerational conflicts arise due to divergent values, beliefs, and expectations among different generations in an organizational setting. These differences can be attributed to the experiences each generational cohort undergoes during their socialization period (Lyons & Kuron, 2014). According to Mannheim (1928), socio-historical events experienced during formative years shape generational values. For example, Baby Boomers prioritize loyalty and stability. Millennials emphasize innovation and social impact. Generation Z values autonomy, digital connection, and diversity. These distinctions can lead to misunderstandings when priorities are not clearly shared. Furthermore, Deal, Altman, and Rogelberg (2010) highlight that differences between generational expectations and workplace realities can create conflicts. Millennials, for example, expect immediate rewards and quick recognition, which Baby Boomers may perceive as impatience. According to social exchange theory (Blau, 1964), conflicts arise when one generation perceives an unfair distribution of contributions, leading to tensions. Younger employees' rapid career progression may seem unfair to Baby Boomers, while younger employees may feel their digital skills are undervalued. Moreover, social identity theory (Tajfel & Turner, 1979) suggests that individuals categorize others based on social groups, which can lead to intergenerational conflicts. Younger employees may see older colleagues as resistant to change, while older employees may view younger workers as inexperienced, reinforcing stereotypes and prejudices. To resolve these conflicts, it is essential to promote inclusive and collaborative methods such as mediation and reverse mentoring. These approaches foster cooperation across generations and leverage generational diversity as a source of innovation and cohesion within organizations.

Synthesis of studies and research on intergenerational conflicts in the moroccan or similar cultural context

Sources of intergenerational conflicts in the moroccan context

- Divergences in values and work methods

Research on Moroccan organizations highlights that intergenerational conflicts often stem from value differences between generations. According to El Khayati (2021) and Cherkaoui (2019), Baby Boomers and Generation X prefer hierarchical and formal work methods, while Millennials and Generation Z adopt more informal, collaborative, and technology-driven approaches. These differences create misunderstandings regarding organizational priorities and professional expectations.

- Role of Organizational Culture

Moroccan culture, which values seniority and hierarchy, tends to exacerbate generational conflicts. According to Mernissi (2020), younger generations often perceive hierarchical structures as barriers to innovation and flexibility, leading to frustrations and tensions within teams.

Consequences of intergenerational conflicts

- Impact on organizational performance

Research such as that by Bouazza (2022) demonstrates that intergenerational conflicts can reduce productivity and team cohesion, especially when managers lack appropriate conflict management strategies. Employee motivation is also affected, leading to lower engagement levels (El Amrani, 2020).

- Effects on HR processes

According to Benomar and Oulhaj (2021), intergenerational tensions prompt some Moroccan companies to adjust HR policies, such as implementing reverse mentoring programs or training

employees on intergenerational communication. However, these initiatives remain mostly confined to formal sectors like banking and telecommunications.

Conflict management strategies

- Participative and inclusive leadership

Moroccan managers who adopt participative leadership methods often succeed in reducing intergenerational conflicts. According to Tazi (2021), these methods include promoting dialogue, recognizing contributions from all generations, and implementing flexible policies to accommodate employees' diverse needs.

- Reverse mentoring and intergenerational collaboration

Some initiatives, such as reverse mentoring, allow younger employees to share technological knowledge with older colleagues while benefiting from their experience. According to Moufid (2020), these methods, although effective, remain rarely used in Morocco.

2.3 Hypotheses development

2.3.1 Intergenerational conflicts and management styles

In contemporary organizations, intergenerational conflicts are a common reality, often manifesting in differences in perceptions, aspirations, and principles between various age groups. According to Parry & Urwin (2011), these conflicts are exacerbated by changes in the labor market and the evolution of management methods. According to Costanza et al. (2012), younger workers seek flexible environments and less hierarchical relationships, while older generations tend to prioritize stability and hierarchy. These differences are directly related to management styles, which must be adjusted to address the concerns of each generational group. Boehm et al. (2014) argue that Moroccan managers face this situation and must choose between authoritarian management models and others.

H1: Intergenerational conflicts significantly influence management styles within Moroccan organizations.

2.3.2 Value conflicts and the adoption of new leadership styles

Intergenerational disagreements are a source of tension within organizations. According to Twenge (2010), younger employees, especially millennials and Generation Z, place great importance on independence, recognition, and flexibility in their work environment. However, Lyons et al. (2015) report that older workers prefer more structured organizational frameworks and hierarchical leadership. According to Gursoy et al. (2008), these tensions push companies to reconsider their leadership models in favor of transformational and inclusive approaches. Linden et al. (2008) suggest that integrating servant leadership could reduce these tensions by emphasizing listening and addressing employee needs.

H2: Value conflicts have a significant impact on the adoption of new leadership styles.

2.3.3 Communication conflicts and the adaptation of feedback practices

Communication modes within companies greatly influence intergenerational differences. According to Kowske et al. (2010), younger workers expect frequent, immediate, and informal feedback, while older workers tend to prefer more organized and regular evaluations. Lancaster & Stillman (2011) show that a lack of appropriate communication can lead to misunderstandings and affect group cohesion. Ng & Feldman (2010) emphasize that establishing diverse communication channels helps reduce these tensions. Shaw & Fairhurst (2008) recommend communication training between generations for managers to improve communication effectiveness.

H3: Communication conflicts influence the adaptation of feedback and managerial communication practices.

2.3.4 Skills conflicts and human resource management

Companies face skills conflicts between different generations. According to Hedge et al. (2006), younger professionals, who are more adept with digital tools, are often seen as more competent in certain technical areas, while older employees value their experience and expertise. According to Ropes (2013), this perception can influence group dynamics and create friction regarding the validity of managerial decisions. Burke et al. (2006) suggest that companies should implement intergenerational training and mentoring programs to promote reciprocal learning.

H4: Skills conflicts influence human resource management, particularly recruitment and training.

2.3.5 Intergenerational tensions and participative leadership

Literature highlights that intergenerational conflicts encourage managers to adopt more inclusive methods. According to Deal et al. (2010), participative leadership helps reduce conflicts by promoting collective decision-making. According to Becton et al. (2014), involving employees in decision-making processes reduces friction and increases job satisfaction.

H5: Intergenerational tensions lead managers to favor participative and inclusive leadership styles.

2.3.6 Adaptation of hr policies to intergenerational conflicts

Tensions between different generations prompt companies to review their human resource management policies. According to Collins et al. (2009), HR policies must be flexible enough to meet the specific expectations of each generation while maintaining cohesion within the organization. Dries et al. (2012) recommend adapting HR practices to meet the demands of generations Y and Z, while also considering the expectations of older generations. The methods implemented to promote involvement, recognition, and the promotion of intergenerational diversity help reduce tensions. According to Gallardo-Gallardo et al. (2015), adopting these methods stimulates employee motivation and engagement based on their age.

H6: Intergenerational conflicts encourage a revision of HR policies incorporating approaches tailored to each generation.

2.3.7 Reorganization of work modalities

The preferences of different generations have necessitated a restructuring of work modalities in companies. According to Meister & Willyerd (2010), generations Y and Z prefer flexible work environments that allow for remote work and adjustable working hours. This contrasts with the aspirations of previous generations, who favor a more organized and predictable organizational structure. The resulting tensions compel managers to reassess work methods to ensure organizational efficiency and employee satisfaction (Reilly et al., 2012). These changes foster a more flexible and dynamic work environment.

H7: Intergenerational tensions require a reorganization of work modalities.

2.3.8 Strategies for managing intergenerational conflicts

To mitigate the impact of intergenerational conflicts on their leadership styles, companies implement various tactics. Westerman & Yamamura (2007) observed that training focused on conflict management and improving intergenerational communication skills are effective tools for reducing tensions. Previous studies (Karp et al., 2002; Smith et al., 2009) demonstrated that implementing participatory conflict resolution, which requires joint decision-making and managing change collaboratively with different generations, helps reduce the effect of conflicts on leadership. These conflict resolution tactics foster a good work dynamic and a relationship based on trust between the different generations.

H8: *Conflict management strategies mitigate the impact of intergenerational tensions on leadership styles.*

2.3.9 Factors influencing the intensity of intergenerational conflicts

The perception of intergenerational conflicts varies from person to person, and several factors can modulate their scope. According to a study by Gursoy et al. (2008), age, professional experience, and industry are crucial elements in how conflicts are perceived. Conflicts are often perceived as more pronounced by younger generations, who aspire for rapid change and innovation. In contrast, older generations tend to feel more comfortable with gradual evolution. Innovative fields, such as technology, experience a higher frequency of these dissensions due to the fast-paced nature of innovation and change management.

H9: *Age, seniority, and industry influence the perceived intensity of intergenerational conflicts.*

2.3.10 Influence of generation on the intensity of conflicts

The interpretation of conflicts varies not only based on demographic criteria but also according to the values specific to each generation. According to Lyons & Kuron (2014), younger generations often feel that intergenerational conflicts are more significant, due to their desire for rapid change and increased autonomy in their work. However, older generations tend to perceive conflicts as less problematic, as they place great importance on continuity and stability within the organization.

H10: *Generation influences the perceived intensity of intergenerational conflicts.*

2.4 Conceptual framework

- Intergenerational conflicts

Differences in values, skills, work methods, or communication styles between generations within an organization can lead to intergenerational conflicts. These conflicts can disrupt professional relationships, impact organizational results, and hinder collaboration between generational teams. It is crucial to manage these tensions effectively to maintain productivity and team cohesion.

- Impact on management and leadership styles

Intergenerational tensions directly influence management styles within companies. Managers facing generational conflicts often adopt more inclusive and participative leadership methods to foster collaboration and reduce tensions.

- Communication practices and managerial feedback

Intergenerational tensions also affect how managers interact with their teams. Generational differences impact how employees prefer to receive feedback or communicate. Younger employees prefer digital and immediate communication. Older generations favor formal or in-person exchanges. Adapting feedback and communication methods is essential to maintaining a positive work dynamic.

- Human resource management and HR policies

Talent management, recruitment, and training are all affected by generational conflicts. Professional development expectations vary across generations, potentially creating tensions. Organizations must revise HR policies to better manage generational diversity, including tailored training programs and promotion processes that account for each generation's specific needs.

- Work modalities and organizational restructuring

Generational conflicts can also lead to changes in work arrangements. Flexible practices, such as remote work, flexible hours, or collaborative technologies, can reduce tensions and enhance intergenerational cooperation.

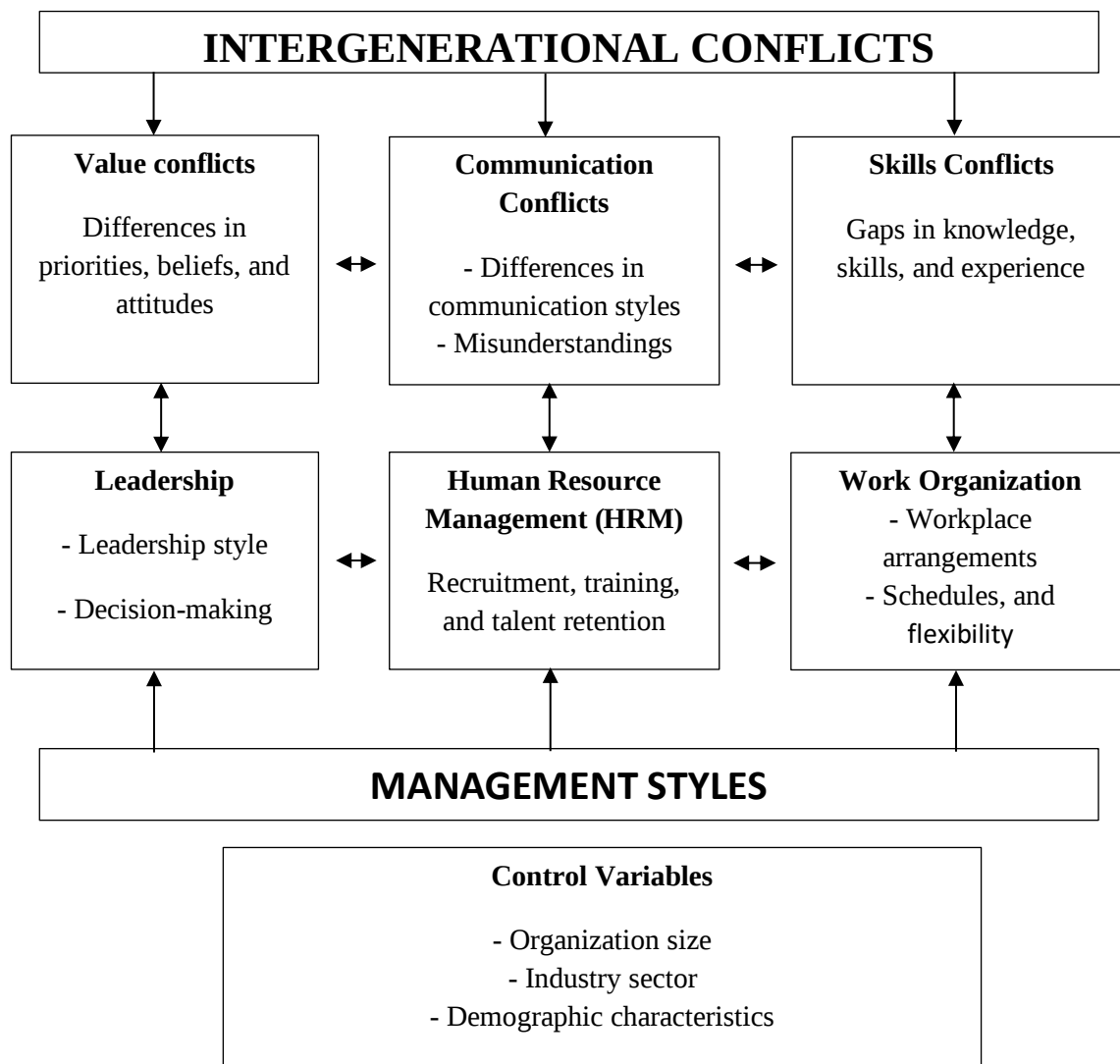
- Conflict management strategies

It is crucial to implement conflict management strategies to minimize the negative consequences of intergenerational tensions. Training programs, mediation, and enhanced communication tools can help resolve disputes and strengthen workplace cohesion.

- **Moderating Factors**

Age, seniority, and industry influence how intergenerational conflicts are perceived. For example, Younger generations may perceive less tension. Older employees may be more sensitive to intergenerational conflicts. These factors shape the intensity of generational tensions within companies.

Figure 1 : Conceptual framework



Source: Ngandu & Khatori (2025).

3. Methodology

3.1 Site and study data

This research was conducted within various Moroccan organizations from the public sector, the private sector, and multinational companies, reflecting the diversity of the country's economic landscape. The target population includes employees and managers from these organizations, distributed across four main generations (Baby Boomers, Generation X, Generation Y, and Generation Z), allowing for the analysis of intergenerational conflicts across different

organizational roles. The sampling was carried out using simple random sampling, ensuring reliable representativeness. The sample size, set at 415 respondents, exceeds the minimum thresholds recommended by statistical formulas, thus ensuring the robustness of the results. Participants were selected based on specific criteria, including age, tenure, and job position, in order to better understand the impact of intergenerational dynamics on professional relationships.

3.2 Analysis models

We will now present the analysis models used to interpret the data and derive meaningful insights.

Model 1: Impact of intergenerational conflicts on management styles within moroccan organizations (H1)

In this model, the dependent variable is management styles, while the independent variable is the impact of conflicts on productivity and performance. The estimated model is as follows:

$$\text{management}_{\text{styles}} = \beta_0 + \beta_1 \text{productivity}_{\text{conflicts}} + \varepsilon$$

Where:

- β_0 et β_1 are the regression coefficients ;
- ε is the residual error.

Model 2: Impact of value conflicts on the adoption of new leadership styles (H2)

In this model, the dependent variable is adapted leadership styles, while the independent variable is the divergence of values and attitudes between generations. The estimated model is as follows :

$$\text{leadership} = \beta_0 + \beta_1 \text{value}_{\text{conflicts}} + \varepsilon$$

Where:

- β_0 et β_1 are the regression coefficients ;
- ε is the residual error.

Model 3: Impact of communication conflicts on the adaptation of feedback and managerial communication practices (H3)

In this model, the dependent variable is the effectiveness of conflict management practices, while the independent variables are the perception of intergenerational tensions and awareness and training initiatives. The estimated model is as follows :

$$\text{effectiveness}_{\text{practices}} = \beta_0 + \beta_1 \text{perception}_{\text{tensions}} + \beta_2 \text{training}_{\text{actions}} + \varepsilon$$

Where:

- β_0, β_1 et β_2 are the regression coefficients ;
- ε is the residual error.

Model 4: Impact of skill conflicts on human resource management (H4)

In this model, the dependent variable is the effectiveness of human resource management processes, while the independent variables are the preferred working methods of each generation and mentorship and experience-sharing initiatives. The estimated model is as follows :

$$\text{HRprocess}_{\text{effectiveness}} = \beta_0 + \beta_1 \text{work}_{\text{methods}} + \beta_2 \text{mentorship}_{\text{actions}} + \varepsilon$$

Where:

- β_0, β_1 et β_2 are the regression coefficients ;
- ε is the residual error.

Model 5: Impact of intergenerational tensions on participative and inclusive leadership styles (H5)

In this model, the dependent variable is adapted leadership styles, while the independent variables are the perception of intergenerational tensions and intergenerational diversity and inclusion. The estimated model is as follows :

$$\text{leadership} = \beta_0 + \beta_1 \text{perception}_{\text{tensions}} + \beta_2 \text{diversinclu} + \varepsilon$$

Where:

- β_0, β_1 et β_2 are the regression coefficients ;
- ε is the residual error.

Model 6: Impact of generational conflicts on hr policies (H6)

In this model, the dependent variable is the effectiveness of human resource management processes, while the independent variable is the divergence of values and attitudes between generations. The estimated model is as follows :

$$\text{HRprocess}_{\text{effectiveness}} = \beta_0 + \beta_1 \text{value}_{\text{conflicts}} + \varepsilon$$

Where:

- β_0 et β_1 are the regression coefficients ;
- ε is the residual error.

Model 7: Impact of intergenerational tensions on the adaptation of management styles (H7)

In this model, the dependent variable is management styles, while the independent variables are awareness and training initiatives and intergenerational diversity and inclusion. The estimated model is as follows :

$$\text{management}_{\text{styles}} = \beta_0 + \beta_1 \text{training}_{\text{actions}} + \beta_2 \text{diversinclu} + \varepsilon$$

Where:

- β_0, β_1 et β_2 are the regression coefficients ;
- ε is the residual error.

Model 8: Impact of conflict management strategies on leadership styles (H8)

In this model, the dependent variable is adapted leadership styles, while the independent variable is conflict management strategies. The estimated model is as follows :

$$\text{leadership} = \beta_0 + \beta_1 \text{management}_{\text{strategy}} + \varepsilon$$

Where:

- β_0 et β_1 are the regression coefficients ;
- ε is the residual error.

Model 9: Impact of age group, seniority, and industry on the perceived intensity of intergenerational conflicts (H9)

In this model, the dependent variable is the perception of intergenerational tensions, while the independent variables are age group, seniority, and industry sector. The estimated model is as follows :

$$\text{perception}_{\text{tensions}} = \beta_0 + \beta_1 \text{age}_{\text{group}} + \beta_2 \text{seniority} + \beta_3 \text{sector}_{\text{activity}} + \varepsilon$$

Where:

- $\beta_0, \beta_1, \beta_2$ et β_3 are the regression coefficients ;
- ε is the residual error.

Model 10: Impact of generation on the perceived intensity of intergenerational conflicts (H10)

In this model, the dependent variable is the perception of intergenerational tensions, while the independent variable is the generation. The estimated model is as follows :

$$\text{perception}_{\text{tensions}} = \beta_0 + \beta_1 \text{generation} + \varepsilon$$

Where:

- β_0 et β_1 are the regression coefficients ;
- ε est l'erreur résiduelle.

3.3 Data Processing

Data analysis follows a hypothetico-deductive approach within a positivist framework. First, a descriptive analysis will be conducted to summarize the main characteristics of the data and identify any trends or anomalies. Next, a correlation test will be performed to assess the strength and direction of relationships between variables. Finally, a regression model will be applied to

examine causal links and measure the impact of explanatory variables on the dependent variable. Data processing will be carried out using appropriate statistical software such as Excel and Stata, ensuring rigorous and reproducible analysis.

4. Results and discussion

4.1 Descriptive statistics

Table 1 : Sample profile

Variables	Category	Percentage
Gender	Men	58.1
	Women	41.9
Group age	under 25 years old	8.2
	between 25 and 35 years old	30.1
	between 36 and 45 years old	26.7
	between 46 and 55 years old	27.0
	over 55 years old	8.0
Generation	Baby Boomers	18.8
	Generation X	47.2
	Generation Y	29.2
	Generation Z	4.8
Educational level	High school diploma	2.7
	Bachelor's degree	32.3
	Master's degree	52.0
	Doctorate	13.0
Industry sectors	Work in services	49.2
	Industrial sector	34.9
	Public administration	15.9
Seniority in the company	Less than a year	6.5
	1 to 3 years	20.0
	4 to 6 years	18.6
	7 to 10 years	24.8
	More than 10 years	30.1

Source : Ngandu & Khatori (2025).

Our sample consists of 415 respondents, of whom 58.1% are men and 41.9% are women. Regarding age groups, 30.1% are between 25 and 35 years old ; 27.0% are between 46 and 55 years old ; 26.7% are between 36 and 45 years old ; 8.2% are under 25 years old, and 8.0% are over 55 years old. Regarding generations, 47.2% belong to Generation X ; 29.2% are from Generation Y ; 18.8% are Baby Boomers, and only 4.8% are from Generation Z. Regarding educational level, a little more than half (52.0%) hold a Master's degree ; 32.3% have a Bachelor's degree ; 13.0% have a Doctorate, and only 2.7% have a high school diploma. Regarding industry sectors, 49.2% work in services ; 34.9% are in the industrial sector, and 15.9% are in public administration. Regarding seniority in the company, 30.1% have been working in the company for more than 10 years ; 24.8% have been there for 7 to 10 years ; 20.0% have been there for 1 to 3 years ; 18.6% have been there for 4 to 6 years, and only 6.5% have been there for less than a year.

The descriptive results show a strong perception of intergenerational tensions and value conflicts within organizations. Productivity is perceived as high, with an average of 4.11, indicating overall satisfaction with organizational performance. However, management styles have an average of 3.38, suggesting a moderate adoption of managerial practices adapted to generational differences. Additionally, value conflicts have a relatively high average of 3.94, reflecting significant divergences between generations.

Table 2 : Descriptive statistics

Variables	N	Mean	Median	Std. Dev.	Maximum	Minimum
Productivity	415	4.11	4.00	1.06	5.00	1.00
Management styles	415	3.38	4.00	1.26	5.00	1.00
Value conflicts	415	3.94	4.00	1.12	5.00	1.00
Effectiveness of practices	415	3.78	4.00	1.09	5.00	1.00
Training actions	415	3.28	3.00	1.37	5.00	1.00
Perception of tensions	415	4.03	4.00	1.13	5.00	1.00
HR process effectiveness	415	3.20	3.00	1.20	5.00	1.00
Mentorship actions	415	3.57	4.00	1.18	5.00	1.00
Work methods	415	3.93	4.00	1.14	5.00	1.00
Diversity and intergenerational inclusion	415	3.53	4.00	1.16	5.00	1.00
Conflict management strategies	415	3.39	3.60	0.94	5.00	1.00
Age group	415	2.96	3.00	1.10	5.00	1.00
Generation	415	2.80	3.00	0.80	4.00	1.00
Sector of activity	415	1.81	2.00	0.69	3.00	1.00
Seniority	415	3.52	4.00	1.28	5.00	1.00
Leadership style	415	3.38	4.00	1.26	5.00	1.00

Source: Ngandu & Khatori (2025).

The effectiveness of management practices is rated at 3.78, indicating a generally positive perception of the strategies implemented to support employees. However, training and mentoring actions have respective averages of 3.28 and 3.57, suggesting that additional efforts are needed to strengthen these initiatives. Furthermore, the perception of intergenerational tensions is particularly high (4.03), confirming that these generational differences represent a major challenge for companies.

HR processes, with an average of 3.20, are perceived as moderately effective, highlighting the need for adaptation to new generational expectations. Work methods, on the other hand, are generally well rated with an average of 3.93, suggesting consistency in the approaches used. Regarding intergenerational diversity and inclusion, the average of 3.53 reflects awareness, although further efforts are needed to foster a more inclusive environment.

Conflict management strategies have an average of 3.39, with a relatively low standard deviation (0.94), indicating a certain stability in their perception. However, variables related to age, seniority, and industry sector show notable differences in the perception of intergenerational tensions. Older employees tend to perceive these tensions more intensely, while younger generations experience them less strongly.

In conclusion, the results reveal that despite a satisfactory level of organizational performance, intergenerational tensions remain a major challenge for human resource management. Adapting management styles, improving training and mentoring initiatives, and strengthening diversity and inclusion policies emerge as key levers to mitigate these tensions and enhance intergenerational collaboration.

4.2 Correlation test results

The correlation test results highlight several significant relationships between the studied variables.

Table 3 : Correlation test

	Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
(1)	Productivity	1.00															
(2)	Management styles	0.19***	1.00														
(3)	Value conflicts	0.49***	0.08*	1.00													
(4)	Effectiveness of practices	0.34***	0.38***	0.30***	1.00												
(5)	Training actions	0.25***	0.48***	0.21***	0.39***	1.00											
(6)	Perception of tensions	0.55***	0.15***	0.57***	0.36***	0.28***	1.00										
(7)	HR process effectiveness	0.19***	0.43***	0.10**	0.35***	0.50***	0.21***	1.00									
(8)	Mentorship actions	0.19***	0.44***	0.19***	0.35***	0.43***	0.28***	0.34***	1.00								
(9)	Work methods	0.45***	0.09**	0.57***	0.22***	0.24***	0.56***	0.16***	0.16***	1.00							
(10)	Diversity and intergenerational inclusion	0.19***	0.62***	0.16***	0.46***	0.52***	0.23***	0.42***	0.44***	0.18***	1.00						
(11)	Conflict management strategies	0.26***	0.78***	0.20***	0.51***	0.79***	0.30***	0.71***	0.69***	0.22***	0.79***	1.00					
(12)	Age group	0.08*	0.13***	0.13***	0.22***	0.14***	0.22***	0.09**	0.19***	0.11**	0.13***	0.18***	1.00				
(13)	Generation	-0.05	-0.13***	-0.08*	0.17***	-0.10**	-0.21***	-0.07	0.13***	-0.07	0.12***	0.15***	0.83***	1.00			
(14)	Sector of activity	-0.09**	-0.09**	-0.14***	-0.18***	-0.11**	-0.17***	-0.14***	-0.14***	-0.17***	-0.17***	-0.17***	0.03	-0.03	1.00		
(15)	Seniority	0.07	0.07	0.10**	0.14***	0.03	0.21***	0.04	0.12**	0.03	0.09**	0.09**	0.72***	0.74***	0.07	1.00	
(16)	Leadership style	0.19***	1.00***	0.08*	0.38***	0.48***	0.15***	0.43***	0.44***	0.09**	0.62***	0.78***	0.13***	0.13***	0.09**	0.07	1.00

Source: Ngandu & Khatori (2025).

First, productivity shows a positive correlation with management styles (0.19), suggesting that adopting appropriate management styles can enhance employee productivity. Additionally, value conflicts are strongly correlated with the perception of tensions (0.55), indicating that the more value conflicts are present, the higher the perceived intergenerational tensions.

The effectiveness of management practices is positively correlated with training actions (0.48) and HR process effectiveness (0.35), emphasizing the importance of structured management in improving integration and collaboration between generations. Moreover, mentorship actions show a positive correlation with work methods (0.45), indicating that mentoring contributes to better adaptation to different work methods used within the organization.

Regarding intergenerational diversity and inclusion, they are significantly correlated with conflict management strategies (0.79), suggesting that companies promoting intergenerational diversity also adopt more effective conflict management strategies. Furthermore, employee age and seniority are correlated with the perception of tensions (0.12 and 0.17, respectively), confirming that older or more senior employees experience intergenerational tensions more intensely.

Finally, leadership style is positively correlated with conflict management (0.62) and HR processes (0.50), indicating that managers who adopt inclusive and participatory leadership styles are more effective in managing conflicts and optimizing HR practices.

These findings confirm that intergenerational tensions significantly influence management practices and that implementing tailored policies in leadership, training, and diversity is essential to mitigating these tensions and enhancing organizational performance.

4.3 Regression results

Table 4 : Regression results

Model	Variables	Coefficients	P-value	
Management styles and productivity conflicts	Productivity conflicts	0.22	0.00	0.00
	_cons	2.43	0.00	
Leadership styles and value conflicts	Value conflicts	0.09	0.10	0.10
	_cons	3.02	0.00	
Effectiveness of practices, perception of tensions, and training actions	Perception of tensions	0.27	0.00	0.00
	Training actions	0.24	0.00	
	_cons	1.87	0.00	
HR process effectiveness, work methods, and mentorship actions	Work methods	0.33	0.01	0.00
	Mentorship actions	0.11	0.00	
	_cons	1.56	0.00	
Leadership style and intergenerational diversity	Diversity and inclusion	0.68	0.00	0.00
	_cons	0.91	0.00	
Effectiveness of HR processes and value conflicts	Value conflicts	0.10	0.03	0.03
	_cons	2.76	0.00	
Management styles, diversity and inclusion, and training actions	Diversity and inclusion	0.56	0.00	0.00
	Training actions	0.20	0.00	
	_cons	0.74	0.00	
Leadership style and conflict management strategy	Conflict management strategy	1.06	0.00	0.00
	_cons	-0.23	0.10	
Perception of tensions, age group, seniority, and sector of activity	Age group	0.14	0.03	0.00
	Seniority	0.11	0.05	
	Sector of activity	-0.31	0.00	
	_cons	3.76	0.00	
Perception of tensions and generation	Generation	-0.30	0.00	0.00
	_cons	4.86	0.00	

Source : Ngandu & Khatori (2025).

The results of Model 1 show that the coefficient sign (0.22) for the variable impact on productivity and performance is positive. This means that organizations experiencing a decline in productivity due to intergenerational tensions adjust their management practices to improve the situation. Thus, an increase in tensions is associated with a perceived 22% increase in the effectiveness of management approaches.

For Model 2, the coefficient sign (0.09) for the variable divergence of values and attitudes between generations is positive. This indicates that when value differences between generations become more pronounced, organizations adopt new leadership styles to better manage these differences.

Regarding Model 3, the coefficient sign (0.27) for the variable perception of intergenerational tensions is positive. This means that an increase in conflicts is associated with a perceived 27% increase in the effectiveness of conflict management practices. Therefore, the more conflicts are perceived, the more conflict management practices are improved. Additionally, the coefficient sign (0.24) for the variable awareness and training actions is positive, meaning that an increase in awareness and training actions is associated with a perceived 24% increase in the effectiveness of conflict management practices.

For Model 4, the coefficient sign (0.11) for the variable work methods preferred by each generation is positive. This suggests that an increase in generational work preferences is associated with a perceived 11% increase in the effectiveness of HR processes. Similarly, the coefficient sign (0.33) for the variable intergenerational knowledge sharing is positive, meaning that enhanced knowledge sharing between generations is associated with a perceived 33% increase in HR process effectiveness.

From Model 5, we observe that the coefficient sign (0.68) for the variable intergenerational diversity and inclusion is positive. This implies that an increase in intergenerational diversity and inclusion is associated with a perceived 68% increase in leadership styles.

Regarding Model 6, the coefficient sign (0.10) for the variable divergence of values and attitudes between generations is positive. This means that an increase in value and attitude divergence between generations is associated with a perceived 10% increase in HR process effectiveness.

For Model 7, the coefficient sign (0.20) for the variable awareness and training actions is positive. This indicates that an increase in awareness and training actions is associated with a perceived 20% increase in the adaptation of management approaches. Additionally, the coefficient sign (0.56) for the variable intergenerational diversity and inclusion is positive, meaning that an increase in intergenerational diversity and inclusion is associated with a perceived 56% increase in the adaptation of management approaches.

From Model 8, the coefficient sign (1.06) for the variable strategies in management practices is positive, while the coefficient for the variable leadership styles is negative (-0.23). This suggests that a 106% increase in management practice strategies is associated with a perceived 23% decrease in the impact of intergenerational conflicts on leadership styles.

Regarding Model 9, the coefficient sign (0.14) for the variable age group is positive. This means that an increase in age group is associated with a perceived 14% increase in the perception of intergenerational tensions. Similarly, the coefficient sign (0.11) for the variable seniority is positive, meaning that an increase in seniority is associated with a perceived 11% increase in the perception of intergenerational tensions. This implies that employees with longer tenure in the organization perceive higher levels of tension due to exposure to different work methods and intergenerational conflicts. Finally, the coefficient sign (-0.31) for the variable industry sector is negative, meaning that in some sectors, intergenerational tensions are perceived as 31% lower.

For Model 10, the coefficient sign (-0.30) for the variable generation is negative. This suggests that younger generations generally perceive intergenerational tensions less intensely than older generations, by 30%.

4.4 Discussion

From the obtained results, the majority (58.1%) of respondents are male; 30.1% are between 25 and 35 years old and belong to Generation X (47.2%). Most respondents (52.0%) hold a master's degree, 49.2% work in the services sector, and 30.1% have been employed at their company for more than 10 years.

From the correlation analysis and simple linear regression analysis, we find that when value differences between generations become more pronounced, organizations adopt new leadership styles to better manage these differences. This finding aligns with the work of Gursoy, Maier, and Chi (2008), who argue that generational value differences require adjustments in leadership approaches to enhance workplace harmony. Similarly, Parry and Urwin (2011) highlight that generational diversity necessitates flexible leadership to accommodate distinct expectations.

Intergenerational conflicts are perceived as a lever to improve the effectiveness of conflict management practices. This supports the perspective of Cennamo and Gardner (2008), who suggest that conflict, when well-managed, can foster innovation and strengthen managerial effectiveness. Skills conflict management can be improved by better adaptation of work methods and intergenerational knowledge sharing, as also noted by Kupperschmidt (2000), who emphasizes the importance of cross-generational learning for organizational development.

Greater recognition of tensions and better diversity and inclusion promote leadership styles that are more suited to diverse teams. The findings align with Bass and Avolio's (1993) transformational leadership theory, which suggests that inclusive leadership fosters engagement and mitigates generational tensions. Organizations facing generational differences adopt HR policies tailored to better manage different generational expectations, thereby improving their efficiency, a notion also supported by Smola and Sutton (2002), who highlight the importance of generational-specific HR strategies.

Additionally, from the correlation analysis and simple linear regression analysis, we observe that organizations implementing training initiatives and promoting intergenerational diversity and inclusion adjust their management approaches more effectively to address intergenerational tensions. This corresponds with research by Lancaster and Stillman (2002), who argue that training programs designed to bridge generational gaps enhance team cohesion.

A 106% increase in management strategy practices is associated with a perceived 23% decrease in the impact of intergenerational conflicts on leadership styles. An increase in age group is associated with a perceived 14% increase in intergenerational tension perception, which is consistent with the findings of Costanza et al. (2012), who note that older employees often experience greater difficulties adapting to evolving workplace norms. An increase in seniority is associated with a perceived 11% increase in intergenerational tension perception. Employees with longer tenure in an organization have a higher perception of tensions due to exposure to different work methods and intergenerational conflicts.

In certain industries, intergenerational tensions are perceived as 31% lower. Younger generations generally perceive intergenerational tensions less intensely than older generations, by 30%. This observation resonates with the research of Lyons and Kuron (2014), who suggest that younger employees often demonstrate higher adaptability to diverse work environments.

These findings support our hypotheses that: the intergenerational conflicts significantly influence management styles in Moroccan organizations; value conflicts have a significant impact on the adoption of new leadership styles; communication conflicts influence the adaptation of feedback and managerial communication practices; skills conflicts affect HR management, particularly in recruitment and training; intergenerational tensions lead managers

to favor participatory and inclusive leadership styles; generational conflicts encourage a revision of HR policies, incorporating generation-specific approaches; intergenerational tensions necessitate a reorganization of work modalities; conflict management strategies mitigate the impact of intergenerational conflicts on leadership styles; age group, seniority, and industry sector influence the perceived intensity of intergenerational conflicts and generation influences the perceived intensity of intergenerational conflicts.

4.5 Recommendations

At the end of this research and in light of the analyses on intergenerational conflict management in the organizational context, concrete actions must be implemented by political and administrative authorities to improve the management of intergenerational tensions within public policies and organizational management practices in companies and administrations. More specifically, it is necessary for them to:

Continuous training on intergenerational Conflict management

It is essential to strengthen awareness and training programs to help employees understand generational differences and collaborate more effectively. These programs should be integrated into schools, universities, and corporate training programs.

Adoption of inclusive HR policies

A better consideration of generational diversity improves HR processes. Organizations should implement tailored HR policies addressing different generational needs in recruitment, training, and career development.

Encouraging participatory and inclusive leadership

Managing intergenerational tensions requires inclusive leadership styles. Authorities should support leadership development programs focused on diversity, inclusion, and collaboration.

Promoting intergenerational mentoring

Since older employees tend to perceive more tensions, implementing mentoring programs will reduce these tensions and enhance knowledge-sharing. Public and private institutions should encourage mentorship initiatives.

Strengthening diversity and inclusion in management practices

Encouraging intergenerational diversity in teams and decision-making processes will help mitigate generational tensions. Companies should integrate diversity initiatives beyond simple inclusion.

Revising work methods and management strategies

Organizations should re-evaluate work structures to adapt processes to generational expectations. Flexible work arrangements, such as remote work and flexible hours, could reduce conflicts.

Investing in conflict management strategies

Organizations should train managers in conflict resolution and develop customized strategies to address intergenerational tensions effectively.

Measuring the impact of intergenerational tensions

Regular assessments of intergenerational conflicts' impact on productivity and engagement will help adjust HR policies and management strategies accordingly.

5. Conclusion

This article focuses on intergenerational conflict management in the organizational context. Specifically, it aims to explore in depth the issue of intergenerational conflicts within Moroccan organizations and to equip leaders and managers of Moroccan organizations with the necessary tools to address the challenges of managing generational diversity through practical recommendations.

The results indicate that when value differences between generations are more pronounced, organizations tend to adopt new leadership styles to better manage these differences. Intergenerational conflicts are perceived as a lever to enhance the effectiveness of conflict management practices. Skills conflict management can be improved through a better adaptation of work methods and intergenerational knowledge sharing. Greater recognition of tensions and better diversity and inclusion foster leadership styles that are more suited to diverse teams. Organizations facing generational differences adopt tailored HR policies to better manage the varied expectations of different generations, thereby improving their efficiency.

Furthermore, from the correlation analysis and simple linear regression analysis, we find that organizations that implement training initiatives and promote intergenerational diversity and inclusion are better at adjusting their management approaches to address intergenerational tensions. A 106% increase in management strategy practices is associated with a perceived 23% decrease in the impact of intergenerational conflicts on leadership styles. An increase in age group is associated with a perceived 14% increase in intergenerational tension perception. An increase in seniority is associated with a perceived 11% increase in intergenerational tension perception. Employees with longer tenure in an organization have a higher perception of tensions due to exposure to different work methods and intergenerational conflicts. In certain industries, intergenerational tensions are perceived as 31% lower. Younger generations generally perceive intergenerational tensions less intensely than older generations, by 30%.

By promoting continuous training on intergenerational conflict management, adopting inclusive HR policies, encouraging participatory and inclusive leadership styles, fostering intergenerational mentoring, strengthening diversity and inclusion in management practices, establishing mechanisms to review work and management methods, investing in the adaptation of conflict management strategies, and measuring the impact of intergenerational tensions, political and administrative authorities can improve intergenerational conflict management within public policies and organizational management practices in businesses and administrations.

6. Theoretical and empirical gaps

Lack of cultural contextualization

The theoretical approaches used to analyze intergenerational conflicts, such as the theory of generational values (Inglehart, 1997) or the theory of divergent expectations (Levine & Stark, 1981), are primarily based on Western contexts. These conceptual frameworks do not sufficiently account for the cultural specificities of Morocco, such as the importance of collectivism, family relationships, or religious influence.

Insufficient quantitative empirical research

Although some qualitative studies have explored the origins and consequences of intergenerational conflicts, there is still a lack of large-scale quantitative surveys to assess the extent and frequency of these tensions across various economic sectors in Morocco.

Limited focus on certain sectors

Current studies mainly focus on formal businesses (banks, telecommunications). However, informal activities, which constitute a significant part of the Moroccan economy, are largely overlooked, despite also being affected by intergenerational tensions.

Absence of a longitudinal perspective

Few studies examine how intergenerational conflicts have evolved over time, particularly in the context of rapid changes such as digitalization or labor market reforms. A comprehensive study could provide a better understanding of interactions between generations.

Underexplored role of public policies

In managing intergenerational tensions at work, there is little research on the influence of Moroccan public policies (vocational training, youth employment, pensions). However, these policies could have a direct impact on intergenerational relationships within organizations.

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