

# Chapter 1

## Upskilling and Motivating a Multigenerational Workforce in the Post–Pandemic World: A Holistic Perspective on Effective Human Resources Management

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### **ABSTRACT**

*This chapter delves into the comprehensive examination of upskilling and motivating a multigenerational workforce in the post-pandemic era, marked by remote work and increased technology adoption. It underscores the importance of comprehending the unique values and work habits exhibited by diverse generational cohorts, presenting a comparative analysis of each generation's characteristics. The chapter also delves into the far-reaching effects of the pandemic on remote work and emphasizes the necessity for customized training programs to cater to different segments of the workforce. Furthermore, it explores the integration of technology in human resource management (HRM) and delves into the ethical implications arising from AI and machine learning. Lastly, the chapter underscores the significance of managing employee well-being, particularly within the pandemic context, and proposes strategies to foster physical and psychological health. Ultimately, the chapter establishes a foundation for further exploration of employee motivation and how to use HRM practices in the new era.*

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## **INTRODUCTION**

The COVID-19 pandemic has brought about significant changes in the global landscape, including the way organizations manage their human resources (Azizi et al, 2021). With the sudden shift to remote work, the adoption of new technologies, and the need for organizations to prioritize employee well-being, there has been a significant impact on employee engagement and productivity (Galanti et al, 2021). This chapter aims to provide a holistic perspective of how the global landscape has changed with regard to effective human resources management in the post-pandemic world, and the resulting effect on employee engagement and productivity within a multigenerational workforce. Specifically, the chapter will focus on the importance of upskilling and ways to motivate a multigenerational workforce.

The chapter examines the current state of research on human resources management in the post-pandemic world. This literature review includes a discussion of multigenerational workforce, the shift to remote work, the adoption of new technologies, and the need for organizations to prioritize employee well-being (Saura et al, 2022; Mironko et al, 2022). Additionally, the review will explore the importance of upskilling and motivating a multigenerational workforce and the impact it has on employee engagement and productivity under vulnerability, uncertainty, complexity, and ambiguity (VUCA) scenarios such as pandemics or war (Galanti et al, 2021; Nankervis et al, 2022).

The chapter builds on the work by Cote (2019) which conducts a systematic literature review on the topic of motivating a multigenerational workforce by highlighting the main aspects related to HRM. They observe that a multigenerational workforce is becoming increasingly common in organizations, with four generations potentially working together: Traditionalists, Baby Boomers, Gen Xers, and Millennials. In addition, generation Z also started to join the labor market and will become a major workforce in the near future. While different generations have different values, attitudes, and expectations regarding work, which can lead to conflicts and challenges in motivating them. The paper also identifies several factors that can motivate the multigenerational workforce, including job security, career development opportunities, work-life balance, recognition and rewards, and a positive work environment. The authors emphasize the importance of understanding and acknowledging the differences among the generations, and of tailoring motivation strategies to meet the needs and preferences of each generation. Their research suggests that effective communication, collaboration, and teamwork can help bridge generational gaps and create a more cohesive and productive workforce (Cote, 2019).

Further, the study by Gallardo-Gallardo et al (2020) provides an overview of the current state of talent management research and argues that context plays a crucial role in shaping talent management practices. The authors highlight the importance of understanding contextual factors such as national culture, industry, and organizational size and structure in designing effective talent management strategies. They also discuss the challenges associated with implementing talent management initiatives, including issues related to employee diversity, employee retention, and measuring the impact of talent management on organizational performance. In their paper, the authors argue that a “one-size-fits-all” approach to talent management is not effective because different organizations have different cultures, goals, and strategies (Gallardo-Gallardo et al, 2020). The paper provides an overview of the various contextual factors that influence talent management, including organizational culture, business strategy, and the external environment. They also discuss the challenges of implementing talent management practices in different contexts and provide recommendations for HR practitioners to successfully adapt

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