

The Professionalism of Millennial in Smart work and Techno-savvy related to productivity

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Abstract

While academics have extensively examined employee engagement, little study has been done on this issue with millennial workers (Gen Y). The current study aims to fill the research vacuum by evaluating the viewpoint of the older generation and investigating employee engagement among Saudi Arabia's millennial population. The viewpoint of the baby boomer and generation X employees (n=45) employed by private sector businesses in Riyadh, Saudi Arabia, was established. A self-administered questionnaire was used to assess Gen Y traits, workplace behavior, technology usage, and its importance in employee and firm productivity. The results suggest satisfactory employee engagement among Saudi youth and older employees. The results also showed a significant relationship between technology and Gen Y, positively impacting their and company productivity. Moreover, their seniors highlighted Gen Y's ease with technology and ability to do multiple difficult tasks at a time quickly. However, respondents also report that Gen Y's unconditional social need, flexibility in working environment conditions, and low tolerance are drawbacks that could impact their productivity. This study contributes to the current literature and discovers how, why, and where generations vary, as well as the effective role of Gen Y employees in Saudi companies. Through surveys among different generation's employees in Saudi Arabia, we try to gain knowledge and give a vision of the future workplace environment.

Keywords: Productivity, Technology, Generation Y, Millennial, Work-Life Balance

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1. Introduction

One of the most significant subjects for the organizations is the employee's productivity that has gained noteworthy attention from organizations, labour and academia. The work culture of the organization impacts the productivity of the employees and organization. generally, productivity is referred as role of an organizational input in terms of time, money, and human resource into organizational outputs. Moreover, productivity of the organization is very important matter for the organization that depends upon manpower working there (Bieńkowska et al., 2022). Productivity of the organization is part of their culture in which it is key to understand the attitude of the employees. Several past studies have defined the concept of productivity in their studies. Some of the studies have discussed productivity in terms of qualitative and others have discussed it as quantitative variable. Thus, term productivity is not new in the field of social science as it is a multifactor as nature. Keeping in view importance of this concept, organizations around the globe are getting aware and concerned about this concept for their survival. Several studies reported that organizational performance is mainly impacted by the productivity of the employees. Higher the productivity of the employees, higher will be the organizational performance (Singh, Solkhe, & Gautam, 2022).

Since people live longer and economic constraints force many to work past the conventional retirement age, the workplace's rhythm shifted accordingly. Companies frequently find themselves with a staff of multiple generations working together. This causes different generations' expectations, motives, attitudes, actions, and workplace communication styles in organizations (Widen et al., 2020). This generational gap among employees will reflect and influence attitudes, ideas, and work performances, ultimately impacting overall organizational performance.

The millennial is very well informed regarding the technology because of their technological experience. The people who were born between the eras 1981-1997 are very comfortable with technology as they grew up with technology. The lives of these people are dominated by the massive usage of technology. Same is expected in terms of their workplace. The productivity is also positively impacted and boosted by being tech-savvy. Moreover, such people can perform their tasks efficiently in less time (Myers, 2016). The person who uses technology can get saved from a very hectic routine and use technology & text messages for the meetings and discussion. By this way, these people can easily meet the deadlines and priorities their work as well. Thus, everything is completed in time. It is habit of the millennial to look for the information that is new regarding technology. They are also quick learners of technology as well. Millennial can easily and effectively tool regarding technology. As a result, their skills are easily improved.

The examples of new talents and platforms include YouTube, E-Books and other similar channels ([Dwivedi et al., 2022](#)). Thus, Millennial are master in new technology.

According to [Cvenkel \(2020\)](#) generation Y (Gen Y), born between the 1980s and 2000, is also known as the millennial. Throughout their lives, Gen Y has been fashioned by the revolution of technology and because they rose with technology, being tech-savvy is in their blood. Gen Y can go online for 24-7 years, thanks to cutting-edge technology and devices such as phones, computers, and tablets. It might be suggested that the workplace norms of the twenty-first century will be defined by Gen Y's professional aspirations, work attitudes, and awareness of cutting-edge technologies.

Gen Y prefers flexibility in the working environment that allows them the freedom to strive toward their objectives. However, they differ significantly from earlier generations in terms of their goals, expectations, and work-related attitudes ([Martin & Ottemann, 2016](#)). In conclusion, the Gen Y research revealed that conservation/intrinsic (Supportive socio-emotional work environment, working hours flexibility, new opportunities for professional growth) and extrinsic (promotion, higher salary, organizational stability) job motivating factors are this generation's most significant life priority globally ([Lim, 2013](#)). As a result, Gen Y employees demand monetary benefits and prospects for professional advancement at work.

By 2025, Gen Y will take over 75% of the global labor force ([Economy, 2019](#)). As the older generation withdraws from the labor market, new employees with different skills, attitudes, and expectations enter the current labor market ([Liyanaige & Gamage, 2017](#)). Therefore, attracting, nurturing, and managing millennial employees' expectations is important for any business's future ([McCoy, 2021](#)).

Smart work is referred as new way to perform tasks by using technology from environmental and economic perspectives. The term smart working is smart work is appreciated in the workplace as the work is performed by the employees effectively and efficiently. While performing the tasks, employees who are smart use technology. Thus, a number of workers get benefit of the technology as they do not have to move from one place to another to complete their tasks. It also result in reduction of cost associated with such factors ([Ko, Kim, & Kim, 2021](#)). However, smart work also helps in bringing balance in the professional and personal life of the individuals. Thus, the human resource that is tech-savvy is very valuable for the organizations because of their soft skills that can improve the efficiency and productivity of the organization. It also has the positive impact on the competitiveness of the organization in the market. The tech-savvy approach also results in hiring employees who are skilled and helpful for the organization to achieve the organizational goals.

The workforce that is tech-savvy can play integral role to improve the efficiency and productivity of the organization. Thus attitude of the millennial is key for the success of the organizations ([Dragomirescu-Gaina & Freitas, 2017](#)).

According to the World Bank, Saudi Arabia's population is currently estimated to be 34.14 million. According to the demographic profile, 32.4% of the population is between the ages of 0 and 14, while the majority (55.8%) is between the ages of 15 and 54. Furthermore, Saudi Vision 2030 aspires to transform the economy (through diversification), society, and nation. It won't be easy to attain the goals more efficiently and effectively without the dedication and cooperation of the young Saudi employees who belong to the millennial generations ([Hibatullah & Syauquillah, 2020](#)). In this setting, Gen Y employee involvement would be critical to the firms and the country's productivity and effectiveness ([Sahni, 2021](#)). Saudi Arabia's Gen Y is still said to be the most unique of the rest of the Arabian Peninsula. Generation Y in Saudi Arabia is more religiously conservative and skeptical of authority than previous generations ([Luppigini & Walabe, 2021](#)). This indicates that the different cultural developments of Saudi Gen Y is influenced by strong religious backgrounds ([Lim, 2014](#)). In contrast, Gen Ys all around the Middle East are attempting to balance modern and traditional practices ([Lim, 2013](#)).

With globalization, the Saudi market has created challenging job openings and tasks that attract the millennial generation. However, despite millennial importance in the Saudi market, there is little research on mentoring and job performance among Saudi Gen Y through the older and more experienced generation perspectives ([Cismaru & Iunius, 2019](#)). Therefore, the present study aimed to examine the job performance and related factors among Saudi millennial through the views of Gen X and baby boomer perspectives different industrial sectors.

This study aims to learn how millennial engage in the industrial environment and what elements might boost or lower their productivity. The study determined the perspective of the older Saudi employee generation on the working behavior of the millennial workforce. Furthermore, this study will adequately suggest how organizations could use training approaches to effectively engage and attract Gen Y to the workforce based on their values.

2. Literature review

Productivity

Productivity of employee is the organizational capability to produce services and goods so the organizational goals can be achieved. Past studies have defined

employee productivity as the trust among the employees. If there is lack of trust among the employees of the organization, it will have negative impact on the productivity of the employees. As a result, the performance of the organization will be negatively impacted ([Iqbal, Ahmad, & Allen, 2019](#)). Employee's productivity is the workers or a team of worker's assessment in terms of efficiency to perform a certain task in each period of time. Past scholars examined productivity of the employees in terms of employee's development, training, and motivation. They have also discussed the organizational culture as well in terms of employee productivity. According to [Matui \(2017\)](#), productivity is the quality and quantity of the work completed by the employee keeping in view the cost and resources incurred while completing the tasks. If the productivity of the employee is high, it will have positive impact on the organizational performance which will lead to competitive advantage. The resources employed by the organization impacts the efficiency of the employees.

Researchers goes on to say that specified and final outputs of the organization are most of the time the results of the organization. They can be examined monetary gain or the impact on community. Which will lead be measured in terms of time, quantity, quality, and cost. Assessment of the organizational or productivity of the employees leads towards determining the total time that is needed by the employees to complete the task. It can also be referred as the total time that are spend by the set of employees to travel, manufacture or delivering of the services. Assessment of employees productivity is important to control all the processes of the organization ([Nosike & Okerekeoti, 2022](#)).

Past studies have mentioned that it is very difficult task to quantify the productivity of the employees. It is the key to assess that the organizational profit is directly determined by the productivity of the employees. It is possible to assess the capability of the worker by the employers during the process of job interview. However, a number of different elements help and impacts the productivity of the employees ate the work place ([Bryson, Forth, & Stokes, 2017](#)). The productivity of the workers is influenced by the HR policy of the organization. Researchers also asserted that expenses on the labor or workers by the organizations also impact the productivity. Scholars further explained that the expenses of the organization on labor include compensation, appraisal and pay of the employees. The performance of the organization is enhanced by increasing the productivity of the employees and minimizing the expenses on the employees ([Okolocha, 2021](#)).

Generations

According to scholars, total four generations represent our work force today. It includes traditional representing people born between 1900 to 1945, baby boomers who were born between 1946 to 1964, then generation X representing people between 1965 to 1979 and in the end, millennial representing people born between

1980 to 1995. Motivational factors of every generation are different. There is also different among goals, values and needs of these generations. Furthermore, the job satisfiers, characteristics and historical perspectives of each generation are different ([Rudolph, Rauvola, & Zacher, 2018](#)).

The generations start with silent generation representing people born between 1900 to 1945. They are also known as veterans and are the oldest workforce. This generation only represents 2% of the total workforce. Most of the scholars claim that these people are disciplined, loyal and hard workers. Moreover, they give priority to their work as well. The ability to work of this generation was impacted by the great depression of 1930s. As this generation overcame their financial issues of 1930s, therefore they have sense of determination, and pride ([Gaidhani, Arora, & Sharma, 2019](#)). On the other hand, baby boomers are the people who were born between 1946 to 1964. These people are influenced by pursuit of American dream, sexual revolution, feminist movement, Vietnam War, desegregation, water gate and cold war. The generation known as baby boomers is dependable, committed and loyal. They respect authority and hierarchy as well. Thus generation has strong belief in stability in their lives ([Barbosa, 2021](#)). The work ethics of the baby boomers is very strong and they like to stay on the job they have.

On the other hand people who are born between 1965 to 1979 represents generation X. these people are influenced by corporate downsizing, Y2K, cold war, energy crisis and economic uncertainty. They also witness their parents losing their jobs even they were loyal to their employment. The work ethics of this generation is to strive for work-life balance by working smarter not harder ([Darby & Morrell, 2019](#)). Thus, the main goal is to keep balance between professional and personal life. Clear direction is required by the generation X regarding organizational goals.

Past studies have defined millennial generation as people who are born between 1980 and 1995. The millennial generation is influenced by economic expansion, 9/11, AIDS, terrorists attacks, school shootings, social media, and electronic media (Dwyer & Azevedo, 2016). This generation learns from the media regarding immediate answering and multi-tasking because of social media, cell-phones and internet. The work ethics of this generation include self-development, community involvement, life, family, balancing work. Millennials give value to vacations, job sharing flex timing which will lead to promotion of organization in the market (Mauricio, 2017).

Smart Work

Literature has discussed the term smart work in a variety way by which can develop self-development, self-control, and autonomy regarding their job. The main agenda is

to achieve business performance and employee productivity. The main origin of term smart work in literature lies with flexible work and non-traditional practices. It also does not have any regulations regarding location to carry out the work (Davidescu et al., 2020). Researchers in this context are modern companies that rely on creative work environment, cost effectiveness, and flexible work arrangements to support competitiveness and productivity of the employees without having negative impact on job satisfaction. In dynamic setting of these companies, term smart work is referred as interventions of the organization with aim to get innovation from employees. Moreover, autonomy is also provided to employees to perform their job task keeping in view time and space provided by the organization (Raguseo, Gastaldi, & Neirotti, 2016). As a return, strong commitment of the employees helps in achievement of organizational goals.

Techno-savvy

Several owners of the business train their employees to use technology for the achievements of organizational goals. Past studies have defined techno-savvy as “someone who is well informed or knowledgeable about modern technologies and technological matters, and also is proficient in the use of modern technologies”. According to this concept, the person who is techno-savvy can easily learn new technology easily. Education can be used to get information and knowledge regarding technology (Spica, 2022). The education regarding technology means training at work and relevant experience to use modern technology. Past studies have reported that education has positive linkage with communication technologies and information. Scholars have also reported that the person who is more educated, will have less stress and have ability to learn faster regarding technology. On the other hand, stress among the employees is also less among the person who is educated. Researchers have also proposed that job satisfaction among techno-savvy individuals is more and stress is also less as compared to other individuals (Ye, 2018).

Employee engagement research originates in the positive psychology movement, which aims to improve comprehension of human variables that might lead to good and long-term behavior (Anthony-McMann et al., 2017). Shuck et al. (2017) define employee engagement as an optimistic and active work-related psychological state. The difficulty lies in understanding how the gender gap impacts any organization's working environment, employee relationships, and productivity. Gen X and Y comprise most of the workforce, and Gen Z will enter the force in a few years (Mahmoud et al., 2020). Inappropriately, Gen Z and millennial are commonly jumbled together by individuals who don't comprehend the concept of a new generation. Table 1 shows the age groups of generations X, Y, and Z.

Table 1: Age group range of different generations currently working (Nuraeni &

Nasution, 2021)

Generation in workforce	Years
Baby boomer	1946 – 1960
Gen-X	1960 – 1980
Gen-Y	1980 – 1995
Gen-Z	1995 – 2010

Currently, millennial make up the mainstream of the workforce all over the world, and more rise in their responsibilities and roles in organizations are expected of them (Stillman & Stillman, 2017).

Hypothesis

We anticipate that (i) technology, (ii) face-to-face contact, (iii) e-mail interaction, (iv) social network usage, (v) formal authority, and (vi) workplace fun are the areas where the attitude of Gen Y differs from previous generation preferences. The first three areas are discussed regarding Gen Y's relation to the technical approaches, and the last three items describe how they relate to work culture and their performance.

Therefore, the present study aimed to fill this research gap by examining the following Gen Y technology preference and its impact on job performance as a whole and hypothesize that,

H1: There is a significant relationship between Saudi Gen Y working preferences and technology

H2: There is an important relationship between technical skills and performance of Saudi Gen Y

3. Methodology

3.1. Study Location

This study was conducted with the old and baby boomer generation working class of Saudi Arabia.

3.2. Study design

Through questioner, data for this research was collected for the quantitative analyses. The technique of quantitative analysis includes research, measurement, statistical modeling, and mathematical tools for the understanding of human behavior. The process of quantitative analysis includes evaluation and collection of verifiable and measurable data such as wages, market share and revenues to understand performance and behavior

of business. The core data for this study comes from a questionnaire created by the researcher using Google Forms. Gen X's professional employees were encouraged to participate in this study. Candidates with an education degree or more than one year of experience were included in the study.

3.3. Research question

The research questions were open-ended, and participants were encouraged to contribute their thoughts on the subject to gain a better understanding. The following questions are the main topic of interest.

1. Detail demography of the respondent.
2. Millennial personality and working environment preferences.
3. Millennial usage of technology as a communication or working tool. Does it affect company?

Analysis of data

The data were analyzed using the Statistical Package for Social Science (SPSS) version. The SPSS can provide different analysis including numerical outcome prediction, bivariate statistics, descriptive and prediction of the identified groups. This software also can provide direct marketing, graphics and data transformation features. Open data similarity is displayed by this software in the form of spreadsheet. Tables, charts, and graphs showing the frequency and percentages were utilized to represent and explain the results in detail.

4. Results and discussion

4.1. Demographic of participants

Demographics are the most recent statistical features of a population. The first part of the questionnaire covered demographic information about respondents, such as age, gender, marital status, educational level, current position, and working experience. This research included 45 respondents (men (35) and women (10)). All participants are Gen X (55.5%) or baby boomers (44.4%) and were married (88.8%). In all, 55.5% of participants hold 10 - 15 years of working experience.

Table 2: Participants' characteristics in the present study

Characteristic	Frequency (n)	Percent (%)
Gender		
Male	35	77.7
Female	10	22.2
Age group (year)		

Gen X	25	55.5
Baby Boomer	20	44.4
Marital status		
Single	40	88.8
Married	5	11.1
Educational level		
Diploma/Certificate	3	6.6
Undergraduate	6	13.3
Bachelor's	17	37.7
Master's	19	42.2
Current position		
Junior officer	5	11.1
Senior officer	21	46.6
Manager	15	33.3
Other	4	8.8
Working years' experience		
5-10	13	28.8
10-15	25	55.5
15-20	7	15.5

4.2. Gen Y's preferred type of work

It was discovered that 86.6% of participants believe that, in contrast to the previous generation, millennials like to work in an easygoing, carefree, straightforward, pleasant workplace that pays well. In a broader sense, millennials prioritized the need for work-life balance and flexible work schedules to take care of personal or family needs. Similar results were noted where, besides high pay (Nickell, 2014), flexible working and maintaining a work-life balance are much more preferred by Gen Y (Ngotngamwong, 2019). According to a separate study of Saudi Gen Y workers, the material benefits of a job with a high salary, status, and promotion weren't desired solely for their own sake and to satisfy their egocentric wants but for the need of others (Lim, 2014). Moreover, it seems from most of the participant perspective that millennials do not prefer to work under strict rules and regulations (55.5%), lack self-organization, and do not want to follow rough work routines (62.2%).

Table 3: Gen Y preference toward the working environment

Gen Y's preference for the working environment	Frequency (n)	Percent (%)
Flexibility & freedom in working environment		
Yes	35	86.6
No	9	20.0

Don't know	1	2.22
Lack of inspiration in a strict atmosphere		
Yes	25	55.5
No	14	31.1
Don't know	5	11.1
self-organization and following of work routine		
Yes	28	62.2
No	15	33.3
Don't know	2	4.4
Total	45	100.0

4.3. Gen Y and technology

The mobile generation's access to numerous devices at work has been listed as one of the most important elements examined by one-third of millennials when contemplating a job offer, demonstrating the huge role that technology plays in the lives of this generation (Nickell, 2014). Overall, participant of the current study agrees that Gen Y employees are good when it's come to using technology. 86.6 % of participants reported that due to Gen Y's ease with technology; assigned tasks are completed more rapidly. The participant also agrees that Gen Y can work on multitask assignments (82.2%) with independence (77.7%) which increases the productivity of an organization.

Moreover, almost all the participants (91.1%) believed that being techno-savvy enabled Gen Y to make connections and collaboration more easily. Likewise, 68.6% also indicate that Gen Y prefers time-to-time feedback and communications, which concede with many studies where millennials wanting to have positive collaboration and feedback in the workplace was reported (Hodges, 2016; Puiiu, 2017). On the other hand, it was also observed that millennials prefer to work alone rather than in a group. They are not workaholics and choose to engage in activities other than work during working hours (Ngotngamwong, 2019).

4.4. Millennial and older generation differences

According to reports, the millennial generation acts differently at work than earlier generations worldwide, and this study's findings support those claims. The contrasts between millennials and the older generations, especially in loyalty and dedication to the organization, were significantly different. Most participants (57.7%) agreed that Gen Y's commitment to the organization is short-term, nonexistent, or severely low. Frequent job transfers brought on by alluring career opportunities or currently dull positions are a vivid illustration of this. It was reported that Gen Y is known for being short-term focused and not interested in

creating a sense of business identity or permanence (Trapero et al., 2017). In contrast, their older generations showed more indicators of dedication and devotion by remaining with the company for extended periods.

Table 4: Gen Y attitude toward technology

Gen Y's attitude toward technology	Frequency (n)	Percent (%)
Complete assigned work rapidly		
Yes	39	86.6
No	4	8.8
Don't know	2	4.4
Ability to work independently		
Yes	35	77.7
No	8	17.7
Don't know	2	4.4
Can do multiple work at a time with proficiency		
Yes	37	82.2
No	5	11.1
Don't know	3	6.6
Collaborate and connect with the customer and other organization		
Yes	41	91.1
No	3	6.6
Don't know	1	2.2
Feedback & Support		
Yes	31	68.6
No	8	17.7
Don't know	6	13.3
Total	45	100.0

Moreover, most participants (62.2%) consistently stated that the millennial's work tolerance was low, and they do not prefer to work extra hours (48.8%). Similarly, the study highlighted Gen Y's low interest in coping with problems and problem-solving skills. On a more positive note, millennials were complimented for being fast workers with good working attitudes. Still, unfortunately, they are less comprehensive, have narrow visions, and are not as experienced as previous generations (Ngotngamwong, 2019). Likewise, participants agree (86.6%) that millennia keep looking for variety in their job. It is also reported that Gen Y has a lower need for social approval but particularly value their social activities, personal time, flexibility, and work-life balance (Hitka et al., 2019; Van Rossem, 2021).

Table 5: Personality differences between millennial and older generations

Professionalism attitude of Gen Y	Frequency (n)	Percent (%)
Loyalty and commitment to organizations		
Yes	13	28.2
No	26	57.7
Don't know	6	13.3
Tolerance at workplace		
Yes	15	33.3
No	28	62.2
Don't know	2	4.4
Social needs other than work requirements		
Yes	39	86.6
No	5	11.1
Don't know	1	2.2
Working extra hours		
Yes	17	37.7
No	22	48.8
Don't know	6	13.3
Short attention span		
Yes	32	71.1
No	10	22.2
Don't know	3	6.6
Total	45	100.0

5. Discussion

The findings demonstrate the study's objectives of analyzing the engagement of Saudi Arabia's millennial workforce with the older generation and testing the hypothesis that being techno-savvy increases Gen Y employee productivity. Through analyzing the perspectives of the older generation, who hold key organizational positions, millennial employee engagement within the workplace was studied. First, the study obtained helpful insights of young Saudi employees by assessing critical elements such as work environment, recognition, benefits, and development chances, all of which increase their dedication, potency, and absorption at work. From the result, it could be said that due to technological expertise Gen Y can work smartly on multiple tasks (Table 4). Gen Y's ability to engage with the older generation was moderate in Saudi organizations. Still, their lack of tolerance and continued looking for better opportunities lost their points and hindered their productivity and growth. The participant also agrees that Gen Y lacks the drive to give their time and effort, showing they are not enthusiastic about their profession and unwilling to put in long work hours. Additionally, a

different study found that employee engagement had little to no effect on intentions to leave their jobs (one in five Saudi employees" says they frequently thought about going their jobs). Therefore, companies need to think of many ways to boost staff members' involvement, engagement, and dedication to the company ([Sahni, 2021](#)).

Moreover, Gen Y working styles have completely changed during the COVID epidemic. Millennials and Gen Z, unlike any previous generations, face a new period of rising economic inequality, mounting debt, and employment insecurity. The economy has allowed young people to choose meaningful employment rather than stable jobs, and currently, they are also facing the burden of the economic consequences of COVID-19 control measures ([Gharzai, Beeler, & Jagsi, 2020](#)). However, during this pandemic, the abilities of the younger generations were found to be put to good use. Millennials' collaborative approaches, visual or electronic communication skills, and technology comfort make remote work possible as companies focus on social distance and work-from-home policies ([Roselina & Asmiyanto, 2020](#)). Furthermore, social media facilitated communication between peer groups of different generations ([Pasla et al., 2021](#)).

6. Limitations and recommendation

The methodological framework of this study is where the biggest restriction lies. The present study's dependence on the results of the self-report survey is one of its shortcomings. A mixed-method approach is therefore required, where quality (by conducting interviews) and quantity (high frequency) were needed. Employee engagement should be analyzed from a human resources viewpoint and survey data because it is essential to employee morale, satisfaction, and commitment. These limitations do not diminish the value of the research findings from this study because they suggest various directions for further investigation. Moreover, including an organization and Gen Y's perspective on the topic could widen the horizon.

7. Conclusion

From the result, it can be said that Gen Y has a way of doing more productive things. Saudi millennial is considered creative and tech-savvy in the eyes of the previous generation working in different organizations. According to respondents, the millennial generation is versatile. It possesses knowledge about many things because of technological influence, which helps organizational productivity. However, their productivity suffers greatly due to a lack of time management skills and short attention spans.

Declaration and statements

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Ethical Consent

Not required

Conflict of interest

Authors do not have any conflict of interest.

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