Boomers vs. Millennials: Critical Conflict Regarding Sales Culture, Salesforce Recognition, and Supervisor Expectations

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Abstract

Currently two of the largest generational groups occupying industrial field sales positions are Millennials and Baby Boomers. While anecdotal evidence suggests these two generations are widely different, few studies have compared their perceptions about sales workforce preferences. The purpose of this study is to empirically examine expectations from each group on key sales management aspects (face time in the sales culture, recognition of teams and not just individuals, and experienced and whatever it takes supervisor expectations). Knowledge of differences in these important aspects of the sales profession will provide insights for managing the salesforce across generations. Overall the findings provide support of critical differences between generations and suggest that Millennials do not prefer the current Boomer workplace preferences but instead have other expectations.

Keywords: generations, millennials, baby boomers, salespeople, work-related behaviors, recognition, supervision

Introduction

Focusing on generational cohorts has been suggested to be important in both marketing (Kritz and Arsenault, 2006) and sales management (Walker, 2003). Today's workforce includes the largest ever diversity of generations (Glass, 2007) with over 60 years separating the oldest and youngest workers (Crumpacker and Crumpacker, 2007). This generational gap has lead to several unresolved questions. Are the current sales management methods desired by Baby Boomers equivalent to those of younger generations currently being recruited? If differences in generations exist, how can supervisors adopt new or different tools that will appeal to each generation and in turn enable them to retain a skilled and productive workforce? Because Baby Boomers (born 1946-1964) and Millennials (born 1980–1993) are the two largest groups in the current workforce (US Department of Labor Bureau of Labor Statistics, 2011), and the generation in between these two (Generation X) comprises a much smaller portion of the workforce, this study focuses on proposed differences in Baby Boomers and Millennials. Each generation is separated in time by their shared historical memories (Arsenault 2004; Dencker, Joshi, and Martocchio, 2008). Generational researchers have suggested that one's life experiences shape people in their world views, expectations, and values (Glass, 2007).

Because such world views are shaped by different events (over different time periods), people born in different times are proposed to have different perspectives across generations. Boomers and Millennials have faced different levels of competition. For example, Boomers are known to be competitive which makes them value organizational achievement (e.g., rising through the ranks) and receiving recognition for this success. Boomers have competed for large salaries, the corner office and other visual signs of success. Many have excelled to management positions and use similar methods of recognition and supervision that suit their interests and those of other boomers. In contrast, Millennials do not compete with the same gusto of baby boomers. They grew up in an environment where everyone won a medal for participation, and thus everyone was a winner.

While only a third of the Millennials currently occupy the workplace, they are arriving in increasing numbers and with higher expectations than any generation before them. In five years, the presence of Millennials will increase by roughly 40%, to represent on average close to one-third of the sales workforce (Sibson.com, 2009). Millennials' attitudes and behaviors have been proposed to run counter to trends launched by Boomers (Howe and Strauss, 2007). In contrast to Boomers who believe in clear structure and levels of organizational responsibility, the perception of leadership to Millennials may be expressed as everyone working together in a non-competitive way (Erickson, 2010). Similar to the Gen X workforce, who want hands-off leadership and do not care who is in charge, the Millennials seem to be uncomfortable with hierarchy. Millennials may take this attitude because they have been on a soccer team or in other classroom groups where people help each other.

Baby Boomers place a higher value on independence and rebellion than other generational groups (Mitchell, 1995). Sociologists claim this emphasis on independence was a result of being raised under tight adult protection by parents who experienced the Great Depression and a World War. Millennials, in contrast, are a result of a birth-rate reversal with a view of planned parenting meaning increased trips to the fertility clinic. Helicopter parents protected them and hovered over their every move. Millennials have been described as optimists who believe in the future and describe themselves as cutting edge. They are intelligent, highly watched after individuals who follow the rules and are neither self-absorbed, nor distrustful (Howe and Strauss, 2000).

As Millennials continue to enter the workforce in greater numbers, boomers who currently dominate the sales workforce must be prepared for a possibly different set of attitudes and subsequent work behaviors (Super, Savickas and Super, 1996). Managers are left to understand expectations and learn how to adjust or to become frustrated. Ongoing analysis is called for to determine what works as companies change to address generational influences. Are generational differences more myth than fact (Giancola, 2006)? Are the differences distinct and even conflicting (Glass, 2007; White, 2008)? Are they overstated (Deal, 2007; Giancola, 2006)? Do we need to rethink work environments, supervisory styles and methods of rewards and recognition? Limited attention has been given in the sales literature to examining if and how generations differ and how the current forms of management may necessitate change to accommodate the new group of Millennials.

Therefore, the purpose of this study is to examine differences in the salesforce based on generational expectations in terms of key aspects of the sales profession including "face time" in the sales culture, recognition in the workplace, and supervisory expectations to provide insights for managing the salesforce across generations. A review of relevant literature is presented from which hypotheses are proposed. The research method and results are then explained. The paper concludes by discussing the managerial and theoretical implications, as well as the study limitations and directions for future research.

Sales Culture – Perception of Face Time

The sales culture has long been considered unique to other organizational units. Differences in issues such as how professionals are socialized (Bulent, Han, and Auh, 2007), work performance expectations (Mulki, Lassk, and Jaramillo, 2008), job behaviors (Jaramillo, Mulki, and Boles, 2011), and pay structures (e.g., commission, bonus, combination plans) all create a unique environment in which work conditions, structure, and expectations vary from most other organizational units. As a result, successful sales organizations and supervisors are asked to develop environments that will result in advancing sales goals. Baby Boomers tend to maintain the practices that have made them successful in the past. They grew up on teamwork and collaboration. Their view of collaboration is rooted in their competitive experiences.

They work together to accomplish overall team or company-wide goals. They want to collect enough information from a variety of sources to be able to make the best decision. It has been suggested that they want a leader who is collaborative and a team player (Crumpacker and Crumpacker, 2007). They want a manager to be visible to them. Without having much of today's technology available in their earlier careers, Boomers became comfortable using face-to-face meetings and thus base most of their success upon who they are working with and who they are personally meeting. Their view has often been that if you are not visible, you are not working. Therefore, it is logical that they focus on meetings. They want to have more than an email or text message from their managers. They want regular contact, although not too frequently such that it takes away from accomplishing their sales objectives. They expect supervisors to be active in the workplace.

Millennials seek managerial attention, not in the way the boomers collaborate with them, but as a way to make sure they are on the right path to personally move ahead. They seek managerial attention focused on what they should be doing to advance themselves. They often redirect the need for positive reinforcement from their parents to their new managers (Marston, 2010). Their early pampering makes them risk averse and dependent on constant feedback. Since they did not grow up relying on the nearest pay phone or having to wait to get messages at the office on their landline, they assume face-to-face meetings can be inconvenient and are replaceable with teleconferences, webinars, texting, instant messaging and email formatted for delivery to a portable device (e.g., Blackberry, iPhone). Will this same tendency be expressed in their behaviors with customers and their supervisors? While Boomers are adopting many forms of technology, it may not be second nature to them and therefore they are likely to revert to face-to-face contacts as their first preference.

Millennials, unlike Boomers, are not expected to value the same level of teamwork, collaboration and face-to-face meetings. Millennials are energetic and tech-savvy, expect rapid advancement, and are not as loyal to the firm as previous generations (Espinoza, Ukleja, and Rusch, 2010). They are group-oriented (but not necessarily team oriented). Millennials do not respond as favorably to group/team goals as to individualized goals. Employers' views are that team goals are negatively perceived by Millennials (Sibson, 2009).

One of the characteristics of the Millennial generation is their need to do things together. Being connected is more than a desire but an important part of their herd mentality (Lee, 2011). Millennials' pack behavior makes them good in groups and they treat coworkers as partners rather than rivals. It should not be surprising that they tend to reject the competitive nature of their parents' age generation, but the form of collaboration they are claimed to support is not the same as that of boomers (Sujansky and Ferri-Reed, 2009). They may not automatically see value in collaboration because their central focus is on individual performance and how they can continue to advance.

Based on this literature, sales culture differences are expected on the following five components:
  H1: Boomers will indicate more than Millennials that a sales culture should
  (a) Demonstrate that face time matters.
  (b) Promote collaborative meetings where everyone can provide input as desired.
  (c) Have managers who are visible and active in the workplace.
  (d) Encourage managers to check in regularly.
  (e) Focus on managing in person instead of via email or text messages.

Salesforce Recognition – Teams and Public Displays

Rewards and recognition have received much consideration in the sales literature as the linkage between performance and rewards remains a critical issue in the sales organization. It is reasonable to expect that what motivates professionals who have been socialized uniquely will vary and that these motivational tools must be strategically adapted based on generational differences between sellers. Generational research suggests that there are distinct components of recognition that appeal to each of these two generations. Boomers who have competed their whole careers tend to see promotions, titles and more money closely tied with recognition as proof that they are successfully performing their job (Crumpacker and Crumpacker, 2007). Empirical studies demonstrate that throughout their careers many Boomers have focused on climbing organizational ranks (Gursoy et al., 2008). They are the original workaholics who, even as young adults, had little notion of work-life balance (McGuire et al., 2007; Stauffer, 1997).

Advanced titles, more money, special parking spaces, large private offices and a sense of living the American dream have been indicated as Boomer rewards (Kyles, 2005). As part of the nature of the sales position and its requirement to meet sales quotas, it should not be surprising that salespeople seek individual acclaim. Boomers, however, are also expected to be interested in the macro aspects of team and company success. Baby boomers (more so than younger generations) seek job recognition and appreciation, a supportive environment and opportunity for empowerment (2008 World of Work).

One commonly used form of recognizing performance is the usage of tangible awards such as plaques, certificates and mementos. One distinction of Boomers is often their wall filled with awards displayed as a way to indicate their success (Marston, 2010). The tangible signs are evidence of competitive victories. The overwhelming evidence seems to suggest that Boomers will to a great extent prefer this form of recognition. However, it is not completely clear that Millennials will not also adopt this same coveting of tangible trophies. It is possible that Millennials may share the interest in collecting tangible signs of their success – not as signs of victory but because it demonstrates they tried. Many Millennials grew up participating in sports and activities where no clear designation was made of winners and losers. Everyone received a trophy or medal. While the awards were not given in the same context – competitive vs. participatory – there may be a similar positive association with these tangible items.

Millennials may not share Boomers' motivating beliefs and values, partly because building a career is not a primary motivator for most Millennials (Martin, 2005). Instead, and as touted in popular literature, work is a less significant part of their personal identities, but an instrument to supporting the lifestyle they desire (Marston, 2007). Millennials are likely to communicate an interest in flexible career paths because their priority is work-life balance (Carless and Wintle, 2007; Smola and Sutton, 2002). Research shows major opinion gaps between generations. Rewards such as flexible hours, performance related bonuses, and career development programs provide greater workplace benefits to Millennials than to Boomers (Strategic HR Review, 2006). Millennials want timely performance feedback, more frequent than annual reviews, and non-monetary benefits like job security and social commitment (Espinoza, Ukleja, and Rusch, 2010). They seek internal rather than external gratification (Kyles, 2005). Millennials want instantaneous recognition. They seek approval and praise from their supervisors. It has been suggested that they expect any form of recognition to be provided during the work day since they consider their colleagues as social camaraderie (Marston, 2010). Therefore, it is expected that:

    H2: Boomers will indicate more than Millennials that recognition should
- (a) Acknowledge both individuals and teams who have achieved their goals.
- (b) Recognize team as well as company-wide acknowledgements.
- (c) Be public and/or able to be displayed such as trophies, plaques, and lapel pins.

Supervisor Expectations – Paid your Dues

Sales supervisors are key influences in job satisfaction and performance of salespeople (Valentine, 2009). The sales supervisor is charged with leading the group to meet sales objectives. As part of that task, subordinates have expectations of how the supervisor will serve as a role model, how the supervisor's past experience will affect their supervision, and what supervisors will do to help accomplish sales goals. Baby Boomers currently hold a majority of management-level positions (Kyles, 2005) and therefore will have similar exposure and comfort levels with managers who share expectations similar to them. Boomers expect their leaders to have demonstrated that they earned the position (Marston, 2010).

Millennials are not as willing to accept that a supervisor has to spend many years in a position to be able to be a manager. They're ready to take over for the CEO any time. They don't want to be judged by their experience or qualifications, but by their ability to do the job. Some researchers attribute this to the younger employees' desire to contribute in a meaningful way and to feel like they're being used to their full potential. Others ascribe it to this group's need for instant gratification or to having little fear of authority. A third reason may be that these younger employees who were raised on technology their parents couldn't figure out, may feel superior to the older generation (TribeInc.com, 2011). While boomers assume everyone has to "pay their dues," Millennials are more willing to accept less experienced supervisors. Millennials tend to desire managers who will help them achieve their personal goals. As such, they expect managers to take a personal interest in them and help them develop relevant skills for achieving their goals. Believing that work should be enjoyable, Millennials look for a manager who considers work to be fun (Lee, 2011).

Moreover, they expect managers to provide clear goals as well as direct, ongoing supervision and guidance (Espinoza, Ukleja, and Rusch, 2010). When faced with a difficult problem, Millennials will not quit, but will stay put until a manager can solve it for them (White, 2008). The latter is in contrast to the Boomer's view of a supervisor who will get the job done and expect the subordinate to solve the problem on their own. Thus,

> H3: Boomers will have higher expectations than Millennials that supervisors should:
> > (a) have a "get it done - whatever it takes" attitude
> > (b) have firsthand experience of the subordinate's job preferably having done the same job at some point.

Methodology

Sample and Data Collection

A leading national data collection organization was utilized to conduct a nationwide electronic mail survey of business-to-business sales professionals. This organization sent an invitation via email to individuals in their database inviting them to participate in the survey. From this email, 1,989 individuals accessed the electronic survey via the Web. However, when accessing the survey 1,680 were screened out after answering the first question that was used to determine if the respondent was a supervised business-to-business salesperson, leaving 309 respondents. After examining the data for incomplete responses, a final sample of 273 remained. The portion of the sample used in this study includes 58 (aged 18 to 31) Millennials and 117 (aged 46 – 65) Baby Boomers. Details about the sample are provided in Table 1. A time-trend extrapolation test (Armstrong and Overton 1977) using demographic, classification and measurement variables was performed to estimate nonresponse bias. Results ($F = 1.22$, significance $F = 0.270$) suggest that nonresponse bias is not likely a problem.

Table 1: Characteristics of the Sample

Characteristic	Millennials Percent	Boomers Percent
Gender		
Male	48.3	65.8
Female	51.7	34.2
Marital Status		
Married	50	73.5
Unmarried	50	26.5
Education		
Some high school	1.7	0
High school graduate	1.7	6
Some college	25.9	30.8
College graduate	56.9	43.6
Some graduate work	3.4	3.4
Graduate degree	10.3	16.2
Primary Method of Compensation		
Salary	48.3	36.8
Commission	25.9	23.1
Bonus	1.7	0.9
Salary, commission & bonus	24.1	39.3
Primarily Sell		
Products	46.6	41.9
Services	20.7	23.9
Both	32.8	34.2
Industry Classification		
Manufacturer	22.4	25.6
Wholesaler	22.4	30.8
Services	50	43.6
Government	0	0
Nonprofit	5.2	0
Average Age	27.5	55.1

Operationalization of Study Variables

Participants were asked to respond to ten items that describe the typical Baby Boomer attitudes of the three overall constructs (1) *face time in the sales culture, (2) recognition of teams and not just individuals, and (3) supervisory expectations regarding experience and attitudes* - using a seven-point Likert scale ranging from (1) "strongly disagree" to (7) "strongly agree." These items were developed based on findings from the literature review.

Analysis and Results

Differences between the mean item responses across each generation were tested for each hypothesis using analysis of variance. Table 2 provides the results of this analysis.

Table 2: Results

	Millennials (N = 58)		Boomers (N = 117)			
	Average	Std. Dev.	Average	Std. Dev.	F-test	P value
Sales cultures should:						
1a. Demonstrate that face time matters.	5.22	1.34	**5.92**	1.25	11.52	0.001***
1b. Promote collaborative meetings where everyone can provide input as desired.	5.14	1.46	**6.03**	1.02	21.86	0.000***
1c. Have managers be visible and active in the workplace.	5.28	1.24	**5.65**	1.16	3.84	0.050*
1d. Encourage managers to check in regularly.	5.17	1.16	**5.71**	1.18	8.18	0.005**
1e. Have management in person instead of via email or text messages.	5.19	1.29	**5.31**	1.42	0.28	0.595
Salesforce Recognition should:						
2a Acknowledge both individuals and teams who have achieved their goals.	5.36	1.36	**6.12**	0.99	17.52	0.000***
2b Recognize team as well as company-wide acknowledgements.	5.28	1.36	**5.91**	1.13	10.83	0.001***
2c Be public and/or able to be displayed such as trophies, plaques, lapel pins.	**5.03**	1.28	4.85	1.77	0.48	0.492
Supervisors should:						
3a Adopt a "get it done" and "whatever it takes" attitude.	4.78	1.40	**5.51**	1.15	13.73	0.000***
3b Have firsthand knowledge of my work, preferably having done the same job at some point.	5.43	1.08	**5.97**	1.05	9.89	0.002**
Bold indicates larger values						

*** p value of ≤ 0.001; ** p value of ≤ 0.01; *p value of ≤ 0.05

Based on the analysis, eight of the ten hypotheses are accepted. Specifically H1 (a-d) are significant. Compared to Millennials, Boomers are more concerned with working in a sales culture: where "face time" matters (F = 11.52, p = 0.001); that promotes collaborative meetings where everyone can provide input as desired (F = 21.86, p = 0.000); that has managers who are visible and active in the workplace (F = 3.84, p = 0.050), and that encourages managers to check in regularly (F = 8.18, p = 0.001). However, there is no significant difference between Millennials and Boomers with regards to a sales culture that focuses on managing in person instead of via email or text messages. This may be a reflection of Boomers beginning to accept one or both technology driven forms of contact or that Millennials also feel the need to have some face-to-face time with their supervisor. Both H2a and H2b are significant. Boomers have higher preferences than Millennials for acknowledging both individuals and teams who have achieved their goals (F = 17.52, p = 0.000). Millennials have significantly lower views of recognition for team as well as company-wide acknowledgements (F = 10.83, p = 0.001).

Although Millennials had a higher mean on H2c, "recognition should be public and/or able to be displayed such as trophies, plaques, lapel pins," there is no statistically significant difference between the two generations with regard to this type of recognition.

H3a and H3b are both significant. Compared with Millennials, Boomers are more likely to expect their supervisor to adopt a "get it done" and "whatever it takes" attitude ($F = 13.73$, $p = 0.000$). Boomers also are more likely than Millennials to expect their supervisor to have firsthand knowledge of their work, preferably having done the same job at some point ($F = 9.89$, $p = 0.002$).

Discussion and Implications

This study was one of the first to empirically compare Millennial and Baby Boomer business-to-business salespeople on their perceptions of workplace recognition, sales culture and supervisor expectations. It therefore provides an initial understanding of workforce generational differences to the sales management literature, as well as suggesting applications to other management and marketing literature. While certainly far from conclusive, results here suggest, at most, generational differences exist and, at least, are worthy of more research attention. Overall the pattern of these findings suggests the Millennial generation tends to have different preferences from their more senior counterparts. It appears that Boomers prefer to a greater extent than Millennials the status quo of the sales environment. The concern exists because these differences are not in favor of the sales generation who are the workers of the future.

If Boomers prefer more "face time," collaborative meetings, visible management, and systematic checking with employees, upper management is going to have to craft personnel strategies that incorporate such tactics (e.g., coaching). However, to satisfy and retain Millennials, management may have to explore coaching techniques and meeting times (e.g., creating a very limited agenda and time interaction), with specific pre-communicated goals. The recognition issue is particularly interesting because marketing organizations, as well as firms who work on projects in a "team framework," will discover these findings have important meaning. Boomers tend to embrace the team concept and want recognition for both the team, as well as recognition for the accomplishments of the company overall. In other words, Boomers seem to embrace teams and those individuals who contribute to those teams, thus accomplishments should be jointly recognized. Millennials, however, contend that individual over team recognition may be more important to them.

Consistent with the previous findings, it is interesting to note the difference in how Boomers and Millennials visualize their supervisors. Boomers see supervisors as more closely aligned with the workforce, where Millennials clearly want less managerial involvement and interaction with superiors unless it revolves around their own development. This means that organizations may have to alter the degree and content of how they connect with subordinates (e.g., fewer phone calls, meetings, emails, etc.) while retaining participative input to subordinates. Millennials are and will remain a critical part of the workforce and organizations must determine which preferences to incorporate to maintain a productive workforce. The two non-significant findings in this study suggest that in some areas, Millennials are not that much different from Boomers in their preferences. This may indicate that while many of the Boomers continue to be in the workforce (with some even delaying their retirements), management should retain many current practices for those accustomed to these methods. While differences were found in this study, it was clear that Millennials did not completely discount these methods. They may accept them as "typical business practices." The question will be to see which aspects can remain intact and which methods will have to be changed now and in the future as Millennials gain a stronger hold over the workforce.

Millennials, who have been called the "trophy" generation (Marston, 2010), seem to be similar to Boomers in wanting public recognition that can be displayed such as trophies, plaques, and lapel pins. Both groups showed lower overall average scores on this item. It is interesting to note that Millennials do desire some tangible or visible signs of their success. From a managerial perspective, this means that upper management must create an environment where individuals continue to receive public displays of performance recognition (for Millennials) and joint or team recognition (for Boomers). Since Boomers have themselves experienced some of the same influences that affected the Millennials and have seen the impact on their younger counterparts, they may have begun to re-examine and adjust their views. The trophies and plaques that once meant so much may no longer hold as much value.

In addition, Boomers and Millennials preferred similar levels of supervisor use of technology such as email and texting instead of only face-to-face meetings. Older salespeople see technology as offering both advantages and presenting complexities (Speier and Venkatesh, 2002). Boomers tend to see themselves as open to new technology as long as they can see the value in it (Glass, 2007). Since new forms of technology may help Boomers become more productive, they may be willing to utilize new methods in working with their supervisors, fellow sales workers and customers.

Limitations and Directions for Future Research

By restricting the sample to only field salespeople, this study was able to reduce extraneous sources of variability and test for generational differences. To some degree this may lend credence to the importance of generational distinctions. However, the study does not pretend to address all of the challenges of generational comparisons to the sales environment. There are other legitimate constructs that could be included to provide a more complete understanding of these complex issues.

The sample in this study was only of U.S. business-to-business salespeople. Workers around the world in places such as China and India born after 1980 share common experiences as they were swept up in a booming economy. Those born in Gen X and Millennials timeframes are the beginnings of global generations. Workers from the Millennial aged group in China have been nicknamed the "Little Emperors." They tend to have high self esteem and a level of confidence that positions them for leadership roles in China and globally (Erickson, 2009). According to Egri and Ralston (2004), China has three categories of generations (Consolidation, Cultural Revolution, and Social Reform) since the establishment of Communist China which are significantly more open to change and self-enhancing but less conservative and self-transcendent than the Republican Era generation.

Geography significantly influences the formation of generational beliefs and behavior. Each country's unique social, political, and economic events shape specific views and attitudes among today's adults. Western generational models cannot be applied broadly to a global workforce (Erickson 2011). Erickson conducted a study of generations in eight countries, including the four BRIC nations, some of the most important markets for talent over the next decade, as well as one country from the Middle East (Saudi Arabia) and two European countries, the U.K. and Germany, representing the two opposing sides in World War II. Her findings reinforce the importance of understanding differences both within generations and across geographies in order to manage the diverse talent pool. This global aspect offers fruitful opportunities for future research in a variety of different cultures.

Statistically significant generational differences were uncovered in eight of the ten areas examined in this study. Additional research could be conducted to further explore the areas where differences did not exist to determine if boomers are changing or if Millennials have different views than proposed. Additional studies could further examine elements comprising salesforce culture, recognition, and supervision. Development of multi-item multidimensional constructs could prove useful in such analysis. These constructs could then be assessed with other important sales outcome measures such as customer-oriented selling behaviors and sales performance measures (Saxe and Weitz,1982; Hunter and Perreault, 2006), as well as leader and salesperson influences on salesforce technology use and performance (Mathieu, Ahearne, and Taylor, 2007).

Another viable path would be to survey salespeople to determine if generational workplace aspects are related to characteristics of effective sales managers (Deeter-Schmelz, Goebel and Kennedy 2008), as well as satisfaction with supervisor (Valentine 2009). This could not only determine if different generations of salespeople think certain characteristics should exist, but also to see if they do exist and if they relate to other aspects such as higher levels of ethics, job satisfaction, and lower turnover intentions (Valentine et al., 2011). Generation X salespeople (aged 32 to 45) were not included in this analysis due to the relatively smaller size of the group in the workforce. However, in future studies, comparisons of all three generations or comparisons between GenX and Millennials may be productive as the salesforce faces the exit of more Boomers.

In addition to exploring these concepts with salespeople, research could be conducted with other employee positions such as retail employees, accountants, computer software designers, website developers, engineers, factory workers, etc. where the culture, supervision and forms of recognition will also impact successful managerial activities and the overall productive work environment.   This would help ascertain the ability to extrapolate these generational differences to other work groups.

In conclusion, managerial and research implications indicate the value of this topic of research. Future research in new contexts, with these or additional constructs can extend the understanding of how generations impact important workplace aspects.

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