

# ARE BABY BOOMERS TEMPORARY FLEXIBLE IN NIGERIA? A CASE STUDY OF NESTLE NIGERIA PLC

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## Abstract

*Baby boomers in Nigeria are a shift toward temporary flexible employment in Nestle Nigeria Plc. The study used a descriptive survey design approach to choose its samples. The analysis was conducted using 175 questionnaires, which were distributed. The association between the two variables at the five-point Likert scale was examined utilizing a correlation model of statistical tool. According to the study, whereas Temporal Flexibility was 0.000, Baby Boomers had a Pearson Correlation of .462\*\*, which is significant at the 0.01 level (2-tailed). This suggests that Baby Boomers and Temporal Flexibility have a substantial link at Nestle Foods Nigeria Plc in Lagos. In other words, the null hypothesis was not accepted, but the alternative hypothesis was accepted. In Nestle Foods Nigeria Plc, Lagos, the study found a substantial correlation between Baby Boomers and Temporary Flexible. It was recommended that the organization's management encourage honest discussion on the importance of the work that is essential to employees from various generational groups. Additionally, ensuring that a diversified workforce of Baby Boomers can quickly adapt to technological advancements is crucial for establishing organizational performance.*

**Keywords:** Baby Boomer, Generational Group, Nestle Foods Plc., Nigeria, Temporary Flexibility,

## 1.0 Introduction

Each generation approach life and work in a unique way. At the risk of oversimplifying, relationships across generations have a significant impact on families and their companies (Davis & Silva, 2019). Employers are optimistic that flexibility will increase employees' productivity and happiness since flexible working arrangements have greatly increased during the past two decades (Wheatley, 2017). Because it allows individuals to customize their job in a variety of ways, flexibility is preferred by the majority of employees. Flexible working arrangements with flexible working hours and locations are the most common (Weideman & Hofmeyr, 2020). Working hour's flexibility is the capacity of an employee to choose the optimal time to work in a range of circumstances, such as having both "core" and flexible hours or having total

control over when to report for duty. Flexible working arrangements allow employees to perform business from their homes or other locations of their choosing (Ciarniene & Vienazindiene, 2018).

The baby boomer generation, defined as those born between 1946 and 1964, is a source of seasoned, devoted talent with extensive institutional knowledge, entrepreneurial skill, and great leadership and mentoring potential. The baby boomer generation increasingly anticipates retiring later in life or retiring gradually. However, the majority of businesses lack employee attraction or retention plans. Baby boomers all across the world share a strong work ethic, and most of them have joined organizations to further their careers, claim Davis and Silva (2019). Three important factors helped shape them throughout their formative years: modern education, increasing marketplaces in a relatively peaceful global economy, and a faith in scientific advancement.

For instance, boomers in the United States grew up amid a time of social unrest caused by two other assassinations of Martin Luther King, Jr. and RFK, as well as Watergate, the Vietnam War, the women's movement, and the civil rights campaigns. They are critical of the concentration of power in government and corporations, less trusting of authority than their parents were, and they think it is their responsibility to improve the world (Davis & Silva, 2019). They support bringing about change by information, reason, and communication.

In the workplace, there are options for flexible working hours, locations, and workload (including time off after childbirth or other life events). They encompass a variety of solutions, including job sharing, phased retirement for senior employees, and telecommuting that let people continue to contribute positively to the workforce while also taking care of their families and other obligations (Grzywacz, Patrick & Jones, 2017).

The four generations are now present in the workforce in a surprisingly consistent way. Overall, it defines the coexistence of older and younger employees in a workplace that is undergoing change after being defined by long-standing, steadfast employer-employee relationships that produced work through command-and-control management. The workforce is transitioning to a workplace where free agency characterizes flexibility for the twenty-first century. Organizations will find it simpler to create environments that support older workers' flexible schedules, women's less stressful responsibilities, and diverse environments that encourage minority workers to stay in the workforce for a longer period of time once they have a clear understanding of these differences. Studies on the effects of growing globalization on baby boomers in various countries are insufficient in developing nations in general and Nigeria in particular. In light of this, the primary goal of this study is to examine Baby Boomers and Temporary Flexibility at Nestle Foods Nigeria Plc. in Lagos..

## **2.1 Literature Review**

### **2.1.1 Baby Boomer**

According to Valentine (2021), the baby boomer generation encompasses the whole period and makes up the majority of the US labor force. The bulk of management and C-level roles have been held by this generation due to their significant experience. Baby Boomers are departing the workforce in greater numbers, but those who are still working have invaluable knowledge and expertise from decades of corporate, economic, and industrial progress. They reflect a feeling of history in their industry, but sadly, their younger counterparts may not think highly of them. Baby Boomers were raised with the "brick-and-mortar" philosophy of productivity, which holds that you are only working if you are at your desk (Valentine, 2021).

The era of technology was just getting started for Baby Boomers. The most popular form of media was television after it started using color programming. The primary method of communication was still the phone, although rotary dials were replaced by touchtone keypads. In addition, because they tend to favor the tried-and-true methods of face-to-face or voice-to-voice interaction, fewer Boomers than their counterparts in other generations utilize email, texts, postings, or tweets for business communication. Many people operate with a "open door" philosophy because they are driven to succeed and value requests for help from peers. In their communication, they place a high priority on context and specifics as well (Valentine's Day, 2021).

AllianceStaff claims that the baby boomer generation is aggressive, diligent, and committed to their employers (2021). Early boomers were primarily motivated by social and environmental issues and sought meaningful work, but growing unemployment changed the path; later boomers seek money, perks, and status and typically identify themselves by their employment. Their preferred method of communication is face-to-face, and they enjoy gatherings of teams or groups. Email is preferred over texting. Baby boomers

place a high emphasis on independence, personal freedom, ownership, community involvement, hard work, and financial security (Alliance Staff, 2021).

### 2.1.2 Temporary Flexibility

Atkinson (1984), quoted by Harris (2004), characterized flexibility as "Peripheral workforce" and created a model dubbed "The Flexible Firm". This concept was created to support the notion that businesses wanted to boost labor flexibility. He stated that the two personnel groups, Core and Peripheral, provided the company with two parallel levels of flexibility. The organization uses numerical flexibility for the core and functional flexibility for the periphery. This is supported by the premise that numerical flexibility takes into account and reacts to fluctuations in output levels before adjusting its workforce to meet demand. Conversely, functional flexibility takes into account the same group of employees carrying out various responsibilities inside the same organization. Transferring a portion of a company's activities to another company is what in-sourcing and outsourcing entail (Harris, 2004). Since the employed staff is not in any manner within the company's control, these are not internal to the business.

Both the number of hours worked and the freedom in arranging those hours are referred to as temporal flexibility. There are two main sorts of flexibilities, according to the majority of academics: geographic flexibility and temporal flexibility (Ciarniene & Vienazindiene, 2018). The term "temporal flexibility" describes adjustments to the number of hours worked and the permitted vacation time. Temporal flexibility includes things like part-time work, flexible hours, and overtime. The number of part-time workers has grown significantly as more women enter the workforce; as a result, Switzerland now has the second-highest percentage of part-time workers in Europe (after the Netherlands). It may not come as a surprise that the main reason given for part-time employment is family.

Firms have adopted a more flexible approach to time management for the benefit of both their organizations and personnel. This essay focuses on flexible working arrangements that benefit both the business and the employee as advantages of temporal flexibility (Brankley 2013). Flexible working arrangements are therefore placed in an unpleasant situation as a result of temporal flexibility. Given that more people are willing to accept these agreements, it is inappropriate to characterize them as an improvement for the advantages of the companies. Unquestionably, there must be certain benefits that appeal to employees (Bonke, 2005). The problematic zero-hour contract, a recent breakthrough in temporal flexibility, is seen as being limited to the advantages of corporations.

## 2.2 Theoretical Framework

### 2.2.1 Cyclic Model (Strauss and Howe's, 1991)

*This article was based on the cyclic models of economic development developed by Kondratieff, sometimes known as the K-waves or economic seasons. These models were developed by Strauss and Howe in 1991. Economic cycles usually start off being expansive or driven by greed, get overextended, and then turn contractive or driven by fear. These patterns should be followed by generations, who should alternate between expansive generations like the Baby Boomers and civic-minded generations that clean up the damage (the Greatest Generation or Millennials separated by three generations).*

By using a person's year of birth to identify the boundaries of generations, Strauss and Howe (1991) also used the stages of a person's life to determine how long a generation should be. The length of a generation cohort is thus measured in increments of twenty-two years. But when identifying the generation, there is no clear cut limit set for the change from one to the next. Researchers can better comprehend the boundary between generations by observing how people of a generation think, act, and behave in relation to the events they encounter. A generation's historical

position is shaped by significant historical occurrences, social messages, familial dynamics, and technological advancements that occur during childhood and early adulthood (Strauss & Howe, 1991). Strauss and Howe (1991) assert that each generation carries a distinct imprint of earlier times. In this way, people who were born at the same time and experienced the same historical period make up a generational personality with significant occurrences, ideologies, and attitudes that have an impact on them particularly during adolescence and the formative years of early adulthood. The shared actions and attitudes that a generation exhibits throughout the course of its lifetime make up its identity (Strauss & Howe, 1991). A generation's personality is used to identify its characteristics and the line dividing it from other generations. Strauss and Howe (1991) assert that each generation carries a distinct imprint of earlier times. In this way, people who were born at the same time and experienced the same historical period make up a generational personality with significant occurrences, ideologies, and attitudes that have an impact on them particularly during adolescence and the formative years of early adulthood. The shared actions and attitudes that a generation exhibits throughout the course of its lifetime make up its identity (Strauss & Howe, 1991). A generation's personality is used to identify its characteristics and the line dividing it from other generations. The assumption that not every member of this generation will necessarily display the same characteristics leads to the formation of numerous definitions and classifications of a generation (Strauss & Howe, 1991).

The theory used in this study, the "Cyclic Model," by Strauss and Howes (1991), helps the researcher generalize the many aspects of an event from merely describing it and also identifies its limitations. It facilitates comprehension of concepts like "baby boomers" and "temporary flexible variables" by supporting and disputing theoretical assumptions.

### 2.3 Empirical Review

The Baby Boomers may assume certain positions inside an organization to ensure temporary flexibility, according to empirical investigations.

According to Chi, Maier, and Gursoy (2013), the objective of this exploratory study is to examine how employees in the hotel business evaluate their younger and older supervisors depending on their generation and job title across three generational cohorts. Using information acquired from both line-level employees and managers of a U.S. hotel firm, the fundamental elements of employees' perceptions of their younger and older supervisors were originally developed. A multivariate analysis of covariance (MANCOVA) test was then used to detect significant differences in workers' assessments of their younger and older supervisors by generations and job position across three generational cohorts after correcting for employee duration. The findings supported the claim that employees' opinions of their younger and older bosses varied noticeably by generation and job level across three generational cohorts. The effects on management are discussed.

The goal of Rajput, Marwah, Balli, and Gupta's (2013) exploratory study is to compare the values of different jobs in order to learn how to manage a multigenerational workforce and boost morale and productivity. Individuals born at roughly the same time who share distinctive social or historical life events throughout pivotal developmental phases are included in the term "multi generational workforce" (e.g., Schaie, 1965). A self-administered questionnaire was used to gather the data for this investigation. According to research, there are generational disparities, and managers can boost morale and productivity by acknowledging and utilizing these variances. We will be able to capitalize on the differences, offering people and organizations greater competitive advantages, if we are able to appreciate and better comprehend the generational variety that exists in the workplace. If managed properly, diverse teams provide superior solutions. In his study, Ji (2016) argues that companies with a diverse workforce may provide a larger selection of solutions to problems relating to their sourcing, resource allocation, and service. There are four generations that are now living and working in the labor market: Baby Boomers, Generation X,

Generation Y, and Generation Z. Generating teams, managing change, motivating, stimulating, and managing personnel, as well as boosting productivity, competitiveness, and service effectiveness are all factors that can be impacted by generational disparities in the workplace. The competitiveness and success of a company are dependent on.

The purpose of this study is to show the contemporary workforce—consisting of members of Generations X, Y, Z, and Baby Boomers on the basis of secondary research before introducing the findings of primary research conducted in a few Czech companies. The article gives readers a glimpse of some of the findings from quantitative and qualitative research done at a few selected Czech companies. On a sample of 3,364 respondents, these studies were carried out in 2015, and the findings were examined. There are now two research hypotheses and one research question. Using the statistical method of the Pearson's Chi-square test, the null research hypothesis was verified or rejected. In some organizations, it was discovered that how employees perceive the decision of a superior from a particular generation is influenced by their age. The preference for heterogeneous or homogeneous cooperation and the age of the workforce in particular firms were found to be statistically significant correlated variables.

Alferjany and Alias (2020) review the literature on generational disparities in values and attitudes in

the workplace in their conceptual paper. Cohort theory has been included into business and psychology literature. Five generations—Traditionalists, Baby Boomers, Gen X, Gen Y, and Gen Z—are represented in the modern workforce, according to studies. In conclusion, there aren't enough theoretical and empirical studies of generational disparities, especially ones that focus on the current generations(X &Y). There is a stream of literature, but it is somewhat diverse.

Boomers and traditionalists are the two generations that are most comparable.

In their study (2013), Gursoy, Geng-Qing Chi, and Karadag first define the work values of employees for a hospitality company before examining variations across workers from various generations. Seven dimensions of employees' work values are discovered using an exploratory factor analysis. The results of several one-way ANOVA tests show that the work values of the three generations of employees differ significantly. Management implications and suggested tactics to handle those disparities are examined in order to establish and sustain a work climate that fosters leadership, inspiration, communication, and generational harmony.

**Hypothesis Stating**

The paper wants to know whether there is a substantial connection between Baby Boomers and temporary flexibility in Nigeria: Multinational experience from the research study (Nestle Foods Nigeria Plc, Lagos., Nigeria).

**Conceptual Framework**

**Conceptual framework on Baby Boomers and Temporary Flexibility**



Source: By the Author, 2023

**3.0 Methodology**

According to Ary, Jacobs, Sorensen, and Walker (2014), research methodology is the strategy and body of knowledge that guides the study, whereas

research techniques are the specific ways in which the research is carried out by the researcher. Methods that support the research often fall into one of three categories: mixed, quantitative, or

qualitative designs. They vary in that qualitative research looks at immeasurable information, whereas quantitative research uses measurable data. Instead, mixed methods research includes the collecting of data from both quantitative and qualitative sources (Saunders, Lewis & Thornhill, 2019).

The researcher's objective in this instance was to use the descriptive survey design as the main data collection technique. The researcher sent copies of the structured, closed-ended questionnaire to the respondents who were chosen from the study area, and used the questionnaire as the instrument for collecting data on a five-point Likert scale.

A population is the entire set of individuals and other imaginable components that make up the survey's research population. According to Mugenda and Mugenda (2016), in order to generalize knowledge about the correct population, the researcher must consider all individuals, elements, and groupings of items that have specific features. Thus, the population of this study consisted of all of the employees in the top management cadre, medium level management cadre, and lower management cadre at Nestle

Foods Nigeria Plc. in Lagos, which was estimated at 2,320. (MarketScreener, 2022). The researcher used 237 different sources for information in this work (237). The mixture of all employee types aided the researcher in fairly and justly comprehending the underlying problems affecting all employees.

A sample is a subject who has been categorically chosen from the target population with important characteristics to be investigated (Mugenda & Mugenda, 2016). According to Mugenda & Mugenda (2016), a sample must represent at least 20% of the study's target population in order to be acceptable. The fundamental tenet is that generalizations about the entire population can be made by choosing a sample.

The respondents for this study were chosen at different levels from the various worker groups at the chosen Nestle Foods Nigeria Plc, Lagos. Random sampling was carried out. Workers at the chosen firm were given questionnaires to complete in order to get primary data from their staff members' opinions and responses. By choosing 20% of the target population, a proportionate stratified selection was utilized to pick respondents from each subgroup for inclusion in the sample size.

**Table 1: Sample Procedure**

<b>Cadre</b>	<b>Target Population</b>	<b>Sample Size</b>	<b>% of Sample Population</b>
<b>Top Mgt Level</b>	25	17	9.1
<b>Middle Mgt Level</b>	73	57	30.5
<b>Lower Mgt Level</b>	124	102	54.5
<b>Contract Staff</b>	15	11	5.9
<b>Total</b>	<b>237</b>	<b>187</b>	<b>100</b>

*Source: Data is From Nestle Foods Nigeria Plc, Lagos, 2023.*

The number of respondents for this study was one hundred and eighty seven (187), chosen at random from among the employees of the chosen Nestle Foods Nigeria Plc, Lagos.

Both primary and secondary data were used by the researcher in this article. Primary data were gathered through a questionnaire that the researcher personally gave to the respondents. The

privacy and confidentiality of respondents were maintained throughout the data collection methods because some of the data were sensitive. The respondents' workplace served as the setting for administering the questionnaire. On the other hand, secondary data were gathered from publications such as journals, books, periodicals, newspapers, the Internet, and any other materials that would be pertinent for the research project to

be effective. These secondary sources were beneficial since they made it simple for the researcher to examine and comprehend the findings.

Structured questionnaires were used as the study tool for data collecting. The structured, closed-ended questionnaire was chosen as the best research tool for the study because of its characteristics. The questionnaire was created with the study's goals in mind, making it easier for respondents to provide the answers that were needed. The questionnaire covered both the socio demographic information about the respondents and straightforward, pertinent inquiries derived from the study topics. The items were given in a 5-point Likert scale, with "SA" standing for "Strongly Agree" and "A" for "Agreed," and the questionnaire included different scaling structures. 'D' stands for "Disagree," 'SD' is for "Strongly Disagree." The respondents of Nestle Foods Nigeria Plc, Lagos, were chosen and given the questionnaires.

An instrument's validity is its capacity to measure the things for which it is intended. Because there is no measurement error, the validity of the research tool is guaranteed. The draft of the research instrument was sent to research specialists and experts in content and face validity to assure instrument validity. These individuals then made any required changes and modifications to the study activity.

In order for an instrument to be reliable, it must consistently measure whatever it is supposed to measure. To verify its dependability, a reliability

test was performed every two weeks. The instrument's primary administration was delayed while the dependability was tested among a tiny subset of the research. Twenty people first completed the questionnaire. The same group of individuals received the identical surveys again after two weeks. The produced data was tested for consistency using the Pearson Product Moment Correlation coefficient. The research tool's internal consistency was determined using the cronbach alpha reliability coefficient, which produced a reliability coefficient over the threshold of 0.70.

#### **4.0 Results and Discussion**

The researcher presented, scored, and conducted data analysis using tables and the percentage technique. The developed hypothesis was examined with the help of SPSS 2.0 Statistical Packages for Social Sciences.

A descriptive and correlation method/model of statistical tool was used to investigate the proposed hypothesis, and its significance was assessed at the 0.01 level (2-tailed). This was done in an effort to gauge any disparity between observed and predicted frequency levels.

**Hi:** There is a significant relationship between Baby Boomers and Temporary Flexibility at Nestle Foods Nigeria Plc, Lagos.

Here, the researcher is testing if there is a significant relationship between Baby Boomers and Temporary Flexibility at Nestle Foods Nigeria Plc, Lagos.

**Table 3: Summary of Pearson Correlation results showing the relationship between Baby Boomers and Temporary Flexibility in Nestle Foods Nigeria Plc, Lagos.****Correlations**

		Baby Boomers	Temporal Flexibility
Baby Boomers	Pearson Correlation	1	.462**
	Sig. (2-tailed)		.000
	N	179	179
Temporal Flexibility	Pearson Correlation	.462**	1
	Sig. (2-tailed)	.000	
	N	179	179

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

**Interpretation:**

In the table of correlations above, Baby Boomers have a Pearson Correlation of .462\*\*, which is significant at the 2-tailed level of 0.01 whereas Temporary Flexibility has a Pearson Correlation of 0.000. This suggests that Baby Boomers and Temporary Flexibility at Nestle Foods Nigeria Plc, Lagos, have a substantial positive moderate association. In other words, while the null hypothesis was rejected, the alternative hypothesis was accepted.

According to the results of the above-mentioned test of hypothesis 1, the correlation between Baby Boomers and temporary flexibility is 0.000, whereas the correlation between those two groups is significant at the 0.01 level (2-tailed). In the table of correlations above, Baby Boomers have a Pearson Correlation of .462\*\*, which is significant at the 2-tailed level of 0.01 whereas Temporary Flexibility has a Pearson Correlation of 0.000. This suggests that Baby Boomers and Temporary Flexibility at Nestle Foods Nigeria Plc, Lagos, have a substantial positive moderate association. In other words, while the null hypothesis was rejected, the alternative hypothesis was accepted. This paper's goal is to examine the connection between baby boomers and temporary flexibility at Nestle Foods Nigeria Plc in Lagos. According to

the results of the above-mentioned test of hypothesis 1, the correlation between Baby Boomers and temporary flexibility is 0.000, whereas the correlation between those two groups is significant at the 0.01 level (2-tailed). This suggests that Baby Boomers and Temporary Flexibility at Nestle Foods Nigeria Plc, Lagos, have a substantial positive moderate link.

This is consistent with a research by Hicks and Hicks, (1999), which Shrivastava, Ikonen, and Savolainen (2017) cites as saying that baby boomers frequently hold leadership roles in workplaces due to years of professional advancement and promotion in employer organizations. Both emotionally and professionally, they are dealing with significant shifts in how they utilize technology. Baby boomers are optimistic and resourceful, according to Shrivastava, Ikonen and Savolainen (2017), and they judge their own value and that of others based on the caliber of their work. Because they have been with the company for a long time, they are more inclined to trust it. They value workplace obligations and have a process-focused attitude on work. This generation is notable for being genuine, experienced, and competitive, believing in equal rights and opportunities, taking into account values, collaboration, and conversations, being driven to work and placing a high value on dedication and loyalty, and believing in long-term employment (Cates, Cojanu & Peine, 2013).



Rose (2016) claims that employee temporal flexibility is a well-liked strategy utilized to aid workers in reducing conflict between work and family life. Information and communication technology can aid in this by enabling employees to manage a variety of personal life concerns throughout the working day. A certain amount of discretion over how work time is spent is essential to use such flexibility. However, in organizational contexts, such autonomy is restrained by normative and structural restrictions. The ability to manage one's workflow or to have spare time appears to be prerequisites for using ICTs for non-work interactions. In this literature, the idea of being able to govern workflow is not challenged. However, research on work time and the trend toward its flexibility for some employees, as well as more recent studies identifying real-world constraints on organizational rules permitting temporal flexibility, are instructive on this issue (Rose, 2016).

## 5.0 Conclusion and Recommendation

According to Rose (2016), employee temporal flexibility is a common strategy employed to aid workers in reducing conflict between work and family life. Information and communication technology can assist with this by allowing employees to manage a variety of personal life concerns throughout the working day. First of all, the research study emphasizes the benefits of generational diversity in the workplace, such as creativity where younger generations explore diversity, novelty, and variation. Older generations are more interested in strategy, structure, and stability than younger generations are because they have more experience and have had more time to hone their abilities. Mentoring, in which more seasoned employees may guide less seasoned ones. Both mentorship and reverse mentoring are beneficial for company and help everyone stay current (Henry, 2021). A workforce of flexible

employees is defined by flexibility and agility, which is a mix of generations at work.

According to statistics, older employees continue to choose office jobs with 9–5 schedules and weekends off. Younger employees (those under 45) are frequently as content working remotely or from home, and they appear to be somewhat at ease working on the weekends, after hours, etc.

All of these are essential for effective transition in the workplace and for old and new generational groups to work together and support current employees' efforts to build a strong, viable future for the whole organization. Additionally, a company can know how to encourage staff members to adopt new technologies quickly by having an awareness of the flexibility of temporary work and technology progress aspects that effect distinct generational temporary workers. Additionally, temporary flexibility and progression may help an organization overcome issue between generations since they foster a sense of unity among the workforce.

Finally, temporary flexibility among all workers of Baby Boomer by being proactive to the environment in which an organisation operates is inevitable in adapting to what technological advancement brings because technology will keep changing over time. In addition, organisational ability to easily ensure that diverse workforce of Baby Boomer adapts to technological advancement is essential to achieving organisational effectiveness.

The management of Nestle Foods Nigeria Plc Lagos should ensure to adopt the policy of temporary flexibility to accommodate all categories of workers (Baby Boomer) in the workplace to bring their experience to bear. Management should try as much as possible to carry all staff along most especially the baby boomers that do not have little or no knowledge of new technology to carry them along during the

introduction in order to ensure that they understand the need to adapt and use it so as to improve organisational performance along during the introduction.

Because all employees need new knowledge and abilities to meet the new requirements, training is crucial to enhancing employee performance throughout the introduction of new technologies in all generations (Baby Boomers). Employee work performance will rise as a result of performing these since it will make them feel more prepared to embrace the change. To help employees, particularly baby boomers, deal with potential changes brought on by technology, organizations need to implement stress management procedures.

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