

**Stream title : Sustainable Diversity in a Transforming Digital World:  
Reimagining Generational Identity and Inclusion in Global HRM**

**Stream organizer's**

<b>Pr. Taha AHL-MAATALLAH</b>	<b>Pr. Doha SAHRAOUI</b>
<b>Associate Professor in Management Sciences</b> Faculty of Legal, Economics and Social Sciences, Marrakesh, Morocco Cadi Ayyad University Laboratory for Interdisciplinary Research and Studies in Management and Business Law (LIRE-MD) Email: <a href="mailto:t.ahlmaatallah@uca.ac.ma">t.ahlmaatallah@uca.ac.ma</a>	<b>Full Professor in Management Sciences</b> Faculty of Legal, Economics and Social Sciences, Marrakesh, Morocco Cadi Ayyad University Laboratory for Interdisciplinary Research and Studies in Management and Business Law (LIRE-MD) Email: <a href="mailto:doha.sahraoui@gmail.com">doha.sahraoui@gmail.com</a>

**Stream outline**

In the contemporary organizational landscape, we are witnessing a historical milestone: the simultaneous presence of four to five distinct generations : Baby Boomers, Generation X, Millennials, and Generation Z, within the global workforce (Nguyen et al., 2024). This demographic shift is profoundly influenced by prolonged life expectancies and changing retirement patterns, creating an environment where organizations must align a wide spectrum of work values and professional expectations. This evolution coincides with the "Intelligent Age," characterized by a rapid technological transformation where artificial intelligence and digital fluency act as both a vital bridge for collaboration and a potential barrier to inclusion.

The questions related to generational diversity are deeply rooted in Social Identity Theory, which suggests that individuals naturally categorize themselves into generational "ingroups" while perceiving those from different generations as "outgroups" (Tajfel, 1978). Such cognitive categorization can trigger "intergroup conflict" and age-related biases, where perceived differences in communication styles become substantial hurdles to organizational efficiency (Urlick et al., 2017). It is crucial to recognize that generational identity is not a static label but a dynamic social construct, constantly reshaped by an individual's cultural background and their specific interaction with technological advancements (Wang & Duan, 2025).

Recent research shows that moving beyond simple labels is essential for deconstructing the stereotypes that often plague management practices. While popular discourse frequently relies on generalized traits, such as labeling Generation Z exclusively as "digital integrators", scientific evidence reveals that performance and engagement are moderated by much more complex organizational factors (Nguyen et al., 2024). For instance, for younger employees, "soft" organizational elements like the quality of supervisory support, the physical working environment, and the depth of co-worker relationships are far more influential predictors of job engagement than traditional extrinsic rewards like compensation (Nguyen et al., 2024). This necessitates a transition toward "Sustainable Human Resource Management," which views diversity as a strategic asset rather than a hurdle. By implementing "Age Management Pillars", such as lifelong learning, reverse mentoring, and flexible career paths, organizations can better accommodate the different life stages of a diverse workforce (Vraňaková et al., 2021).

Central to this is the intersectionality of age and culture; managing a modern workforce requires a nuanced understanding of how global migration and diverse cultural contexts shape behavior (Nguyen et al., 2024). For example, the "Digital Native" identity manifests differently across various geographic landscapes, and the digital divide is now less about access and more about the ethical integration of AI (Schneider, 2023).

As we integrate AI-driven decision-making and automated HRM practices, we must remain vigilant regarding the risk of reinforcing systemic biases or cultural homogenization (Arslan et al., 2022). While younger cohorts may exhibit higher comfort with digital transformation, older employees often bring superior judgment and institutional wisdom to the strategic adoption of these tools.

### **Purpose of the stream**

The purpose of this stream is to investigate the complex interplay between generational cohorts, cultural identities, and technological integration in the modern workplace. It seeks to move beyond the "surface-level" management of age groups to explore how organizations can foster a culture of belonging amidst the rapid adoption of Artificial Intelligence. By deconstructing generational stereotypes and applying an intersectional lens, the stream aims to identify the specific leadership

behaviors and HRM practices, such as psychological safety and age-management pillars, that transform potential intergroup conflict into sustainable innovation and high performance

### **Expected contributions**

This stream invites theoretical, empirical, and methodological contributions that advance our understanding of how generational, cultural, and other diverse identities influence the modern workplace. We encourage research that moves beyond age-based stereotypes to explore the "judgment advantage" of senior employees alongside the digital fluency of younger cohorts, particularly in the context of AI integration and sustainable HRM. The stream also addresses how inclusive leadership, inclusive HRM practices and psychological safety can mitigate intergroup conflict, fostering a globalized workforce where diversity is both supported and celebrated.

Contributions may address, but are not limited to, the following generic and current axes:

- Intersectional Generational Identities and Professional Belonging
- Inclusive HRM Practices for a Multigenerational Workforce
- Decolonizing Generational Theory
- The Gender-Age Nexus in Career Trajectories
- Cultural Intelligence and Cross-Generational Collaboration
- AI and the Digital Divide: Inclusion in the Intelligent Age
- Ethical AI and Diversity Management in Recruitment and Evaluation
- Sustainable Diversity: Decolonizing Management Models
- Psychological Safety, Wellness, and the New Determinants of Engagement

### **Keywords**

Generational Diversity, Intersectionality, Cultural Intelligence, Digital Inclusion, Sustainable HRM.

## **References**

- Arslan, A., Cooper, C., & Golgeci, I. (2022). Artificial intelligence and human resource management: A review and research agenda. *International Journal of Human Resource Management*, 33(22), 4381-4410.
- Nguyen, C. N., Tho, A., & Nguyen, T. B. (2024). Understanding generation Z's job engagement and performance in generationally diverse workplace. *HCMCOUJS-Economics and Business Administration*, 14(2), 93-108.
- Schneider, H. (2023). Managing the Generational Divide in Digitally Transformed Workforces. *Digital Transformation and Administration Innovation*, 1(2), 17-23.
- Tajfel, H. (1978). *Differentiation between social groups: Studies in the social psychology of intergroup relations*. Academic Press.
- Urlick, M. J., Hollensbe, E. C., Masterson, S. S., & Lyons, S. T. (2017). Pivoting across the gap: An individual-level view of strategies for managing generational differences. *Group & Organization Management*, 42(6), 755-785.
- Vraňaková, N., Gyurák Babeřová, Z., & Chlpeková, A. (2021). Sustainable human resource management and generational diversity: The importance of the age management pillars. *Sustainability*, 13(15), 8496.
- Wang, L., & Duan, X. (2025). Generational diversity and team innovation: the roles of conflict and shared leadership. *Frontiers in psychology*, 15, 1501633.