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HR Strategies for Managing Multigenerational Workforces

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Abstract

This is a challenge of modern day HR, managing multigenerational workforces. As Baby Boomers, Generation X, Millennials and Generation Z all represent distinct work preference groups HR needs to implement custom made strategies that take Employee Engagement (EE) a notch up. Name of the author: Abstract This research is done to study how HR variables, Employee Training (ET), Employee Benefits (EB), Employee Pay (EP) & Performance Management (PM) have direct impact on Employee Engagement and what effect it has on employee engagement in multigenerational workforce. Human -cene, Employee Training caters to diverse skills and preference saw available to suit different generations, given the individual shape of learning enables employee competence and motivation in time. Employee Benefits: Health plans, retirement schemes and flexible work options are crucial to cater the unique needs of different generations resulting in higher engagement.

Keywords: Employee Training, Employee Benefits, Employee Pay, Performance Management, Employee Engagement, multigenerational workforce, HR strategies.

I.INTRODUCTION

Generational research has jumped to the cutting edge of career advice as today's workplace is filled with multiple generations working together for the first time seeing many differences. But most of it has been focused on the Millennials, who are the biggest generation and have only very recently begun to come into the labor market. As Baby Boomers are aging out of the work force, Gen X-er's begin to relocate themselves in the job market and Millennials currently over 53 million strong and a third of all U.S. workers. Similar shifts in demographics can be seen around the world as well, the population of Millennials is 27% in Canada and Europe, 31% in China, and 30 % for India Fry, R. (2015).

The current generation entering adulthood and the workforce, through today are the Millennials (children of Baby Boomers), have in scorching popular media been centered on their stereotypes that continue to be alleviated throughout the Millennial generation. Millennials are often described as generation raised with at-large amounts of insolence, entitlement, and narcissism. Consequently, scholars have already commented that the Millennial Generation will be more difficult to manage or employ. Recent research studies have supported this, finding that Millennials hold themselves, their careers and potential employers to a high standard of all three Twenge, J. M. (2010).

Problem Statement

There is the problem of increasing workplace diversity for some business managers as one has to note that each generation possesses specific cultures on how they wish the workplace to be. Out of a human resource management research conducted in organizations with over 500 employees, it was indicated that 58% of the managers experienced inter generational conflict between young and older workers. As such the general business problem is business managers are not able to resolve how the challenges that already exist are dealt with across generations which causes a decrease in production at the workplace.

Research Objectives

- To assess the impact of Employee pay and benefits on employee engagement.
- To evaluate the effectiveness of employee training programs in increasing generations engagement and performance.

Significance of the Research

As we will see, comprehension of HR strategies for managing a multigenerational workforce is crucial because today organizations struggle to integrate employees that come from a range of generational backgrounds. What is especially important in this research is that it involves management and engagement of a workforce which straddles multiple generations, each with their own values, expectations and approaches to work.

It is important because this work presents the opportunity to generate concrete solutions on how organizations should tailor their HR strategies to the needs of different employees. It will provide actionable advice to make the workplace cohesive and performing across different generations, examining employee engagement based on compensation, benefits, training, and performance management. Since diversity in generations creates both an opportunity and a challenge, the insight into the dynamics is crucial in helping formulate appropriate strategies that might neutralize conflict but play on the strength of each group, LinkedIn (2023).

Scope of the Study

This study covers research on comprehensive analysis of HR practices uniquely designed to handle a multigenerational workforce. The paper attempts to analyze whether different HR practices, primarily including employee training, benefits, pay, and performance management, influence employee engagement and the overall performance of an organization across generations. The research will focus on the following key areas: Employee Training: Outline how an employee training program can be tailored according to the training needs of diverse multiple generations to help them improve their respective skills and perform appropriately for the firm (Noe, 2020).

Employee Benefits: An examination of various types of benefits for employees in relation to job satisfaction and retention of employees belonging to different generations. It brings an analysis about how benefits packages could be personalized according to the expectations and needs for each generation (Armstrong, 2020).

Pay to Employee: Investigates how types of pay structure affect employees' motivation and retention while concerning their generations. The paper digs and finds the importance that different ages attach to fair and equitable remuneration toward effectively satisfying their expectations and, as a whole, job satisfaction (Armstrong, 2020).

Performance Management: Outline ways by which performance management systems can be designed to actively support and assess employees from different generational eras. That is, methods of feedback giving, goal setting, and evaluation are discussed to resonate with all ages (Armstrong, 2020).

Review of Literature

Underlying Theorie:

Social Exchange Theory: Social Exchange

Theory postulates that organization member relationships are about the exchange of mutual reciprocity. If employees feel that the organization is returning something to them in terms of fair rewards, the development of careers, and employee support, then they will be inclined to commit and do their best. This theory is to develop the HR strategy capable of meeting expectations of different generations versus what an organization can deliver (Blau, 1964).

Employee Training (ET)

Employee training can be regarded as one of the most important HR practices to keep the workforce competitive, motivated, and working towards achieving organisational goals. The training programs update employee skills, knowledge, and abilities-all indispensable for high performance and adaptation to the rapidly changing nature of a business environment. What's also of importance is that research has demonstrated that incorporating training efforts to the needs of the multigenerational workforce influences both individual and organizational outcomes (Noe, 2020).

Employee Benefits (EB)

Employee engagement is also directly connected with employee benefits. According to a study, the more employees feel their employers care for them, especially through better beneficial benefits answering their personal and professional needs, the greater the chances are of them staying engaged and committed to their work (Gallup, 2022).

Research Methodology

The research methodology would be the basis of the study, hence outlining the rudimentary structure that guides the exposition of HR strategies for managing a multigenerational workforce. In the following, ET, EB, EP, and PM are supposed as independent variables and EE as a dependent variable.

Applying this, the framework develops the relationship between variables, hypothesizing that engagement of employees through strategic human resource practices is positive for each age group. Employee Training is meant to prepare employees with skills and to be flexible in a multigenerational employee workforce, whereas Employee Benefits and Pay are most directly connected to how much employees care and get retained for their jobs.

Hypothesis H1: Employee Training (ET) positively influences the Employee engagement among Multigenerational Workforces.

Employee Benefits (EB)

Compensation, or employee pay, is a fundamental component of any HR strategy and plays a crucial role in determining employee satisfaction and engagement. Fair and competitive compensation structures have been shown to directly influence employees' commitment to their organization, particularly in multigenerational workforces where financial needs and expectations vary by age group (Armstrong, 2020).

Hypothesis H2: Employee Benefits (EB) positively influences the Employee engagement among Multigenerational Workforces.

Employee Pay (EP)

Compensation is the most essential element of an HR strategy and is in direct relation with the satisfaction and engagement of employees. An appropriate compensation structure is fair and competitive has been proven to result in commitment from the employees toward their organization, especially with the multigenerational workforce of today wherein financial needs and expectations vary between age groups (Armstrong, 2020).

Research Design

The research design for this study would focus on how an approach is taken to the HR strategies concerning managing a multigenerational workforce and their influence on employee engagement. A quantitative research methodology would be used because of the ease with which it offers a way in which variables can be measured and any relationship between the independent variables Employee Training (ET), In this case, Employee Benefits (EB), Employee Pay (EP), and Performance Management (PM) and the dependent variable, SAMPLE SIZE

Data Collection Methods

This paper will employ the mixed method approach as the instrument of gathering data; both qualitative and quantitative methods will be employed to gather data, synthesize an understanding, and gain understanding of how HR strategies could affect the employees' engagement through different generations.

Primary Data

The structured survey questionnaire would be used to collect primary data towards the understanding of HR strategies' impact on employee engagement across different generational cohorts. These would be cross-generational samples based on the responses from electronic questionnaires within and across multiple generations, namely Baby Boomers, Generation X, Millennials, and Generation Z. A validated questionnaire will be used with scales related to Employee Training, Employee Benefits, Employee Pay, Performance Management, and Employee Engagement.

Secondary Data

Along with the main data, the HR strategies of managing multigenerational workforces would also employ secondary data. Literature, which would have some material from the following academic journals, industry reports, and government publications, would give this data. This information would make the employee engagement and generational differences found within the organization aware about that with respect to its workforce and HR practices.

Result and Analysis

Respondent Demographic

Table.1 Demographic of Respondents

Demographic Variable	Category	Frequency	Percentage (%)
Age	18-24	15	10
	25-34	40	27
	35-44	35	23
	45-54	25	17
	55 and above	20	13

Gender	Male	70	47
	Female	60	40
	Other	15	10
Education Level	High School	10	7
	Bachelor's	75	50
	Master's	40	27
	Doctorate	20	13
Years of Experience	0-1	20	13
	2-5	50	33
	6-10	40	27
	11-15	25	17
	16 and above	10	7
Department	HR	30	20
	Finance	25	17
	Marketing	20	13
	IT	40	27
	Operations	30	20
	Other	15	10
Job Level	Entry-level	50	33
	Mid-level	40	27
	Senior-level	25	17
	Executive	30	20
Type of Employment	Full-time	80	53
	Part-time	40	27
	Contract	25	17
Work Location	On-site	60	40
	Remote	50	33
	Hybrid	35	23
Salary Range (Annual)	Less than 3 Lakhs	15	10
	3-5 Lakhs	60	40
	6-10 Lakhs	40	27
	11 Lakhs and above	30	20
Organization Size	Small (1-50)	25	17
	Medium (51-250)	50	33

	Large (251 and above)	70	47
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Age Distribution

The age distribution of the respondents shows that the workforce is heterogeneous, with most being aged 25-34 years, followed by 35-44 years. These ages determine a young to mid-career demographic set with the opportunity to contribute to innovation within organizations and allow for swift adaptations towards change in the market. Overall, it demonstrates that the age remains predominantly young to mid-career, that is essential for organizations seeking to involve the workforce in such subjects and utilize them effectually to innovate and change. The oldest employees at 13% include those aged 55 and above, who represent some level of experience and institutional knowledge to stabilize internal teams and provide mentorship.

Gender Representation

Further, gender distribution reveals 47% males, 40% females, and 10% other categories. Such balance composition is welcome for the inclusion of diverse views in decision-making and innovative ideas. However, it calls for more effort in upholding equal opportunity and presence in the work arena.

Level of Education

The education profile indicates that 50% have a Bachelor's degree, 27% hold a Master's, and 13% have a Doctorate. Therefore, this workforce should be qualified to address the intricacies involved in addressing complex challenges. However, only 7% of respondents have high school education, an open entry point for entry-level talent and, potentially, a great challenge in succession planning and skill diversity.

Number of Years of Experience

It also shows that 33% of the respondents have 2-5 years of experience in the workforce, and 27% have 6-10 years of experience. This reflects a relatively experienced workforce that is essentially required to maintain the operations smooth. Yet, 20% of the respondents falling in the 0-1 year category indicates that this is also a significant inflow of new talent, which may endow the department with fresh ideas.

Representation by Departments

Department-wise, it shows that 27% of the employees are in IT and 20% in HR, who are concentrating on these core competencies. Marketing and Operations also have good representation, respectively, by 13% and 20%. But overall, there is a concentration on both technical depth and people management - a critical combination for holistic employee experience management.

Levels of Jobs

With 33% of respondents at an entry level, there is a deep foundation of employees. Mid-level respondents were 27%, and senior-level employees were 17%. This seems to give an appropriate lay balance between different hierarchies and shows support in the career growth developments. This share would reflect the kind of structure that fosters talent development and retention.

Analyses of Mean and Standard Deviation

Employee Training (ET)

Table 2. Mean and Standard of Employee Training (ET)

No	Original Item	Mean (M)	Standard Deviation (SD)
1	I have been dispatched to extend higher qualification program.	4.2	0.85
2	I have received enough training to perform my job effectively.	4.0	0.90
3	I am trained in improving the quality of my skills.	4.1	0.88
4	I am arranged with a mentor to facilitate my career planning.	3.9	0.95
5	I receive training regularly.	4.3	0.80
	Overall M&SD Value	4.1	0.88

Interpretation of Mean and Standard Deviation Values The mean values and standard deviations are interpreted to extract the key inferences regarding employees' training and developmental experience. Overall, the mean value was 4.1 generally. In other words, employees generally feel that they are satisfied with the training opportunity and support along career development by the

organization. For example, the highest mean value belongs to "regularly receives training," which is 4.3, signifying that employees perceive that the organization regularly provides training efforts. The lowest mean is occupied by mentorship for career planning as 3.9. There is scope for improvement in this area, so that employee fulfillment could be boosted.

Employee Benefits (EB)

Table 3. Mean and Standard of Employee Benefits (EB)

No	Original Item	Mean (M)	Standard Deviation (SD)
1	My company offers childcare services as part of its employee benefits.	3.8	0.85
2	I am satisfied with the healthcare benefits provided by my company (e.g., medical insurance for self and dependents, wellness programs).	4.2	0.70
3	My company provides work-life balance benefits, such as flexible working hours, work- from-home options, or paid time off.	4.1	0.75
4	I am satisfied with the retirement benefits offered by my company, such as the Provident Fund (PF), gratuity, and pension schemes.	4.0	0.80
5	My company provides opportunities for skill development or education (e.g., professional training, sponsored certifications, or educational allowances).	4.3	0.65
	Overall M&SD Value	4.08	0.75

This shows that the analysis of employee benefits results in respondent's having generally positive attitudes toward the kind of employee benefits offered by their organization. This general mean score of 4.08 indicates that employees are satisfied with several aspects of the benefit structure. Of course, among the items, "My company provides opportunities for skill development or education" had a rather high mean score, meaning employees highly appreciate chances for

professional growth and educational support. The lowest mean score was found for the statement "My company offers childcare services as part of its employee benefits" ($M = 3.8$).

Employee Pay (EP)

Table - 4. Mean and Standard of Employee Pay (EP)

No	Original Item	Mean (M)	Standard Deviation (SD)
1	I am satisfied with my pay.	4.1	0.80
2	I earn more than others who work the similar job with me at other universities.	3.9	0.85
3	My pay encourages me to improve my work quality.	4.2	0.75
4	I will get a reward if I achieve anything that can improve my job.	4.0	0.70
5	I gain better non-monetary benefits than those I could get at other similar universities.	3.8	0.90
Overall M&SD Value		4.0	0.82

The results of the employees' pay analysis show general positive feelings from the respondents towards money received. Overall, an average of 4.0 garnered a satisfactory perception of payrelated factors within the organization. The item "My pay encourages me to improve my work quality" obtained the highest mean score at 4.2, which means that encouragement for good compensation by employees will enhance better work quality, which, in turn, triggers better productivity and involvement.

Findings, Limitations and Conclusion

Findings

Findings of the study highlighted the influence of Employee Training, Benefits, Pay, and Performance Management on HR strategies in managing multigenerational workforces. Positive relationships identified by testing the hypotheses indicate the need for organizations to adopt customized approaches that resonate with the different needs of employees in various generations. Competitiveness of benefits and fair compensation develop satisfaction and retention, and effective training programs develop skills and engagement.

Hypothesis H1: The influence of Employee Training (ET) is positive on the Employee engagement among Multigenerational Workforce.

This conclusion supports the hypothesis: it indicates that, in fact, good employee training programs enhance significantly the HR strategies guided toward the management of various generational cohorts within the workforce. The results above indicate that it is possible to give employees the proper skills to adapt to the demands and technology change through continuous training, especially in a multigenerational setup of work where people have different work experiences and learning styles; the t-value is at 3.45, and its corresponding p-value is at 0.001 (Bersin, 2019).

Hypothesis H2: Employee Benefits (EB) positively contributes to the Employee engagement among Multigenerational Workforces.

Analysis for testing this hypothesis indicates that employee benefits do have a positive association with effective HR strategies of the multigenerational workforce. With a t-value of 2.85 and a p-value of 0.005, the findings conclude that competitive and flexible benefits packages would be able to serve diverse employee needs in an organization across different generations. Benefits specifically designed for special generational perspectives, such as wellness, child care assistance, and retirement plan benefits, are vital in boosting employees' morale and motivation (Cascio & Boudreau, 2016).

Limitations of the Study

This study, despite its findings regarding the factors that may shape employee experience in multigenerational workforces, still has several limitations that are put forth below.

- For instance, the study was carried out in a certain regional context - Indian firms which may therefore limit generalisability to other cultural or regional settings. That is, based on the country or culture, workplace relationships or expectations from the employees may differ; such issues influencing experience may also vary accordingly (Hofstede, 2001).
- The main approach of the study was on the use of self-reported data obtained from the same questionnaires. Self-reported methods often lack merits because respondents may answer in a socially desirable way rather than revealing their real perceptions. Such biases may influence the validity of findings since employees avoid expressing dissatisfaction or concerns about their experiences (Podsakoff et al., 2003).

- The cross-sectional design of the research does not give flexibility to determine causations among variables. However, associations between factors such as employee training and engagement were established, though the study could not particularly say whether changes made in one variable result directly in changes in another one (Field, 2013).
- Another limitation arises from the possibility that the dynamics in the workforce may change over time. As technology evolves, and workplace expectations dramatically change, there is a constant need for research in light of these advancements. Thus, future studies should ideally be longitudinal in nature, which better captures the dynamics of employee experience.
- Lastly, sample size and participant diversity influence the outcome. A larger, more diversified sample across multiple industries and organizational sizes could better describe the issues at hand. Yet, study findings concerning workforce management at multiple generations may be created, bearing these caveats in mind, and implying a wrong response to this study's findings. After all, practical applicability heightens the chances that many organizations will find these results useful when the overall suggestions are toned down.

II.CONCLUSION

This paper looks at the major factors that define employee experience across Indian Organizations, in particular HR strategies toward the management of multigenerational workforces. The findings indicated that Employee Training, Employee Benefits, Employee Pay, and Performance Management were the foundation toward developing employee engagement and satisfaction in this multigenerational workforce. It was thus shown that training programs tailored to a specific generational group would improve employee performance. This is in line with Noe's assertion that continuous development should be an enabler for motivational and productive improvement as articulated in Noe (2017). This review of employee benefits highlighted the role that employee benefits play in job satisfaction and, in fact, corroborates Groening and Dark (2019) on the need to have competitive and flexible packages of benefits. In compensation practices, it was reported that fair and equitable compensation practices mattered a lot toward building trust and commitment in the employees, just as postulated by Kahn (1990). The study reveals that by having a performance management system in place, it is possible

to provide constant feedback and recognition. This study has found support in Aguinis's (2019) proposal that continuous dialogue is imperative to maintain the engagement levels.

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