



A Study on the Factors that has Impact on Multigenerational Workforce

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ABSTRACT

This study attempts to offer insights into practical tactics for managing the dynamics of a multigenerational workforce by a thorough analysis of the body of current literature, case studies, and interviews with industry professionals. Companies may utilize the aggregate skills of employees from diverse generations to drive innovation, boost productivity, and promote a culture of success by embracing diversity, developing understanding, and implementing inclusive policies and practices. This study also looks at how changing demographics and societal norms affect the makeup and dynamics of the workforce, emphasizing the necessity for businesses to modify their approaches to meet the changing demands and expectations of workers of all generations. Descriptive research was done for this study, and as the data were primary, a simple random sampling procedure was employed to choose the final sample size of 123. Furthermore, as normalcy deviates from the normal distribution, Spearman's Correlation, and the H - Test for additional demographic characteristics have all been done.

Keywords: Multigenerational workforce,

INTRODUCTION

Several generations working together under one roof in today's dynamic workplace is not unusual; each age brings different ideas, experiences, and work styles to the table. A multigenerational workforce is a phenomena that offers benefits and difficulties to firms trying to survive in a constantly changing environment. This study has examined three distinct generations: Generation X (Gen X), Generation Y (Gen Y), and Generation Z (Gen Z). When these generations collaborate, the results vary throughout companies. Organizations are facing unprecedented challenges in managing a multigenerational workforce as retirement ages rise and demographics change. Knowing and utilizing the many talents within these generations is crucial for everyone hoping to succeed, from seasoned veterans with decades of experience to eager millennials.

Generation X

Generation X who are born between 1965 and 1980. This generation marks the period of birth decline after the baby boom and is significantly smaller than previous and succeeding generations." This generation has unique traits. For example, they are often described as "individualistic, risk-tolerant, self-reliant, entrepreneurial, comfortable with diversity, and valuing work life balance".

Generation Y

Millennials have grown up in the digital age. They show greater familiarity than previous generations with communication, media, and digital technologies. Because they are more "wired," this gives Millennials a competitive advantage and makes them an asset when it comes to working with new technologies however, also points out that, "they are also sometimes called the "Trophy Generation" or "Trophy Kids" based on the emerging trend in sports and competition to reward everyone for participation, rather than for winning".

Generation Z

The Generation Z cohort began in 1997. The first members of this cohort have recently started college and/or entered the workforce. Gen Zers are a pragmatic cohort that "places heavy emphasis on being mature and in control". Lanier (2017) contended that the Gen Zers are "the first truly digital native generation" and have been connected to technology from birth, consuming information faster than any previous generation. Many Gen Zers do not know of a time without the internet, social media, or cell phones.

NEED OF THE STUDY

This study identifies effective learning styles and preferences across different generations within the workforce and to explore the impact of multigenerational learning environments on employee engagement, etc. To Assess the effectiveness of various training methods and programs in addressing the learning needs of different generations and to investigate how organizations can create a culture of continuous learning that appeals to

employees of all ages. It examines the communication barriers and challenges that arise from generational differences in communication styles, preferences, and technology use and explore strategies for improving intergenerational communication and collaboration within the workplace. To assess the factors influencing technology adoption rates among different generations in the workforce and to investigate how organizations can encourage and facilitate technology adoption among older employees.

OBJECTIVES OF THE STUDY

- To analyze how technology adoption takes place in multigenerational workforce.
- To measure how well employees are involved in learning and development.
- To analyze the impact of various leadership styles on engaging different age groups.

REVIEW OF LITERATURE

- **Catherine Collinson, Micheal Hodin, 2023;** People have the potential to live longer than ever before, which is prompting workers to rethink their time in the workforce relative to retirement. Many workers — whether by choice or by necessity — now seek to extend their working lives beyond the traditional retirement age. An individual's working years can now span six or more decades. The U.S. Bureau of Labor Statistics estimates that almost one in four workers will be age 55 or older by 2031 and that age 65-plus workers represent the fastest-growing segment of the workforce. These societal shifts have given rise to the multigenerational workforce. Now and in the future, we will have four to five generations in the workforce at any given time.
- **Katrina Radford, Ellie Meissner, Dan Langerud and Megan Rose, 2023:** Rising life expectancies, decreased fertility rates, increased retirement age, and increased costs of living has meant Australia's workforce is highly diverse in age. By 2060, 23% of the Australian population will be aged over 65 years, which is likely to require higher participation rates in the workforce of older workers. This increases pressure for employers to address generational differences in their employee attraction, retention, turnover and engagement strategies. This report assesses the characteristics of successful age diverse workplaces, and the policies and practices these employers utilise to support their high-performing employees of all ages. This report supports the Department of Employment and Workplace Relations (DEWR) to develop appropriate training resources to support the capacity of Australian employers to create successful age-diverse workplaces.
- **Ashish Kolvalker, 2023;** The modern workforce is becoming increasingly diverse as life expectancy rises and retirement becomes more flexible. With four different generations now working alongside each other, organisations face the challenge of managing the unique expectations of each demographic cohort. Several studies and reports have demonstrated that baby boomers, Gen X, millennials, and Gen Zs each have different needs, wants, goals, and motivators. However, organisations often struggle to address these differences, which may be a contributing factor to the high attrition rates recorded in recent years.
- **Paula Brough, Ashlea Troth, 2023;** Look around your office, virtual, in-person, or hybrid. Chances are you'll find a baby boomer who hasn't thought about retirement since 2009, some Generation Xers deep in their second careers, a swath of millennials charting the waters of simultaneous care for their company, kids, and parents, Gen Zers who learned to email and handwriting in the same grade, and a few staff in their 80s providing, perhaps, the ballast of experience. For a variety of reasons — longer life spans, economic necessity, a passion for their vocation, and more — people aren't leaving the workforce like they did in the past.

RESEARCH METHODOLOGY

This study utilised a descriptive research design, which is characterised by a descriptive account of the state of affairs with no influence over the variables by the researcher. Not Probable Sampling is a sampling strategy where samples are chosen by the researcher based on their subjective assessment rather than by chance. It's a less strict approach. In this study, convenience sampling was employed. Units chosen for the sample based on their convenience of access to the researcher are known as convenience sampling units. This might be the result of factors like close proximity geographically, availability at a specific moment, or interest in taking part in the study. The D'Morgan table is used to calculate the sample size for this study, and a population of 180 yields a sample size of 123.

KRUSKAL-WALLIS H – TEST FOR AGE

NULL HYPOTHESIS (H₀): There is no significant difference between mean ranks of Age, with respect to Communication preferences, Technology Adoption, Learning and Development, Leadership and Management.

ALTERNATE HYPOTHESIS(H₁): There is significant difference between mean ranks of Age, with respect to Communication preferences, Technology Adoption, Learning and Development, Leadership and Management.

Ranks

| | Age | N | Mean Rank |
|---------------------------|-------|-----|-----------|
| Communication Preferences | 18-27 | 72 | 67.45 |
| | 28-43 | 39 | 50.85 |
| | 44-59 | 12 | 65.54 |
| | Total | 123 | |
| Technology Adoption | 18-27 | 72 | 62.51 |
| | 28-43 | 39 | 57.37 |
| | 44-59 | 12 | 74.00 |
| | Total | 123 | |
| Learning And Development | 18-27 | 72 | 65.94 |
| | 28-43 | 39 | 55.99 |
| | 44-59 | 12 | 57.92 |
| | Total | 123 | |
| Leadership and Management | 18-27 | 72 | 63.52 |
| | 28-43 | 39 | 62.55 |
| | 44-59 | 12 | 51.08 |
| | Total | 123 | |

Test Statistics ^{a,b}

| | Communication Preferences | Technology Adoption | Learning And Development | Leadership and Management |
|-------------|---------------------------|---------------------|--------------------------|---------------------------|
| Chi-Square | 5.707 | 2.077 | 2.175 | 1.279 |
| df | 2 | 2 | 2 | 2 |
| Asymp. Sig. | .058 | .354 | .337 | .527 |

a. Kruskal Wallis Test

b. Grouping Variable: Age

INFERENCE:

From the above Test statistics, it is inferred that $P(\text{sig}) > 0.05$, Accept Null Hypothesis (H₀). So, There is no significant difference between mean ranks of age with respect to Communication preferences, Technology Adoption, Learning and Development, Leadership and Management.

SPEARMAN'S CORRELATION TEST

NULL HYPOTHESIS (H₀): There is no association between Communication preferences, Technology Adoption, Learning and Development, Leadership and Management.

ALTERNATE HYPOTHESIS (H1): There is association between Communication preferences, Technology Adoption, Learning and Development, Leadership and Management.

Correlations

| | | Communication Preferences | Technology Adoption | Learning And Development | Leadership and Management |
|--|-------------------------|---------------------------|---------------------|--------------------------|---------------------------|
| Spearman's rho Communication Preferences | Correlation Coefficient | 1.000 | -.098 | .454** | .267** |
| | Sig. (2-tailed) | . | .283 | .000 | .003 |
| | N | 123 | 123 | 123 | 123 |
| Technology Adoption | Correlation Coefficient | -.098 | 1.000 | -.252** | -.099 |
| | Sig. (2-tailed) | .283 | . | .005 | .277 |
| | N | 123 | 123 | 123 | 123 |
| Learning And Development | Correlation Coefficient | .454** | -.252** | 1.000 | .240** |
| | Sig. (2-tailed) | .000 | .005 | . | .007 |
| | N | 123 | 123 | 123 | 123 |
| Leadership and Management | Correlation Coefficient | .267** | -.099 | .240** | 1.000 |
| | Sig. (2-tailed) | .003 | .277 | .007 | . |
| | N | 123 | 123 | 123 | 123 |

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

INFERENCE

Communication preferences is negatively correlated with Technology Adoption, Moderately Correlated (0.454) with Learning and Development, Weakly Correlated (0.267) with Leadership and management.

Technology Adoption is negatively correlated with Communication Preferences, Negatively Correlated (-0.252) with Learning and Development, Negatively Correlated (-0.099) with Leadership and management.

Learning and Development is Moderately correlated with Communication Preferences, Negatively Correlated (-0.252) with Technology Adoption, Weakly Correlated (0.240) with Leadership and management.

Leadership and management is Moderately correlated(0.267) with Communication Preferences, Negatively Correlated (-0.099) with Technology Adoption, Weakly Correlated (0.240) with Learning and Development.

SUMMARY OF FINDINGS

Among all the respondents mostly candidates have satisfied with all the way of communication like face to face, e – mail, virtual meetings, phone calls, and they have least dissatisfied among them for the way of communication. The employees in the company has been preferred formal communication among them while in the organization than the informal communication. Most of the respondents have felt that indirect communication among the employees will lead to mis – communication. All the generation employees have been mostly having a same kind of thought regarding their work life balances.

SUGGESTION

Implement leadership styles that cater to the preferences and needs of various generations. This could include providing mentorship opportunities for older workers, fostering collaboration for Gen X and Millennials, and offering clear direction and feedback for Gen Z. Try to use different leadership style which helps the employees to build relationship between their superiors. Creating leadership training and mentorship programs to accommodate

diverse generational perspectives and to bring out good relationship between superior and employee. Offer diverse learning opportunities that cater to different learning styles and preferences. This could range from traditional classroom-style training for older workers to online, on-demand courses for younger employees.

CONCLUSION

In conclusion, there are possibilities and challenges in navigating the dynamics of a multigenerational workforce in this organization. Organizations may build a rich tapestry of talent and ideas by embracing diversity and utilizing each generation's distinct skills. Fostering collaboration and promoting innovation across generational boundaries requires effective communication, inclusive policies, and a dedication to lifelong learning. Ultimately, a successful strategy for managing a multigenerational workforce necessitates an appreciation of the value that every person, regardless of age, brings to the table and a commitment to fostering an atmosphere where each worker can flourish and make a positive contribution to the company's success.

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