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RESEARCH ARTICLE

EMPLOYEES' PERCEPTION ON HUMAN RESOURCE STRATEGIES FOR MANAGING A MULTI-GENERATIONAL WORKFORCE OF CHOSEN ORGANIZATION IN LUCENA CITY

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ABSTRACT

In the rapidly changing environment in the current workplace, organizations are now managing the needs in addressing the multi-generational workforce. This research, entitled "Employees' Perception on Human Resource Strategies for Managing a Multi-Generational Workforce of Chosen Organization in Lucena City," explores the interaction between diverse generation and human resource strategies aiming to determine effective strategies in improving the workforce connection, productivity, and employee satisfaction. The study focuses on a chosen organization in Lucena City, Philippines, which are the respondents in the case study and to study how these multigenerational employees view the strategies of Human Resource on managing their needs. The study covers four generations: Baby Boomers, Generation X, Millennials, and Generation Z. With the use of mixed-methods research design, involving surveys-questionnaire, and interviews, this research shows the distinctive traits and work-related preferences of each generation and assesses how current HR strategies support these differences. Results show that the majority of the respondents are millennials, and the majority of the employee tenure is 6 - 10 years. On the recruitment and selection most of the respondents are highly acceptable with the process. On the training and development most numbers of the respondents are only acceptable. On the performance management however majority of the respondents are also acceptable and with the impact of the strategies to the employee engagement and satisfaction are highly acceptable. Primary HR functions like recruitment, training and development, performance management and employee engagement and satisfaction were studied to assess their efficacy in catering to the diverse needs of a multi-generational workforce. Both gaps and best practices in the organization's existing HR framework were identified through the study.

KEYWORDS

multigenerational, workforce, human resource, organization, and perception

1. INTRODUCTION

In this fast-paced business environment, organizations are now shifting on their workforce, with different generations working together. These circumstances have both opportunities and challenges, since the various generational workforces have diverse beliefs, philosophies, ideas, and attitudes. Hence, the HR Department has become more strategic in the ways it manages this multi-generational workforce effectively.

The research will focus on how the multigenerational employees view the strategies of the HR Department in addressing the different needs in the areas or facets of HR. The strategies of the Human Resource in managing the multi-generational must focus on the different needs of the employees. These needs are such as: choice of communication, driving forces for career development and technological literacy. Having a reliable, inclusive, and productive workplace mostly depends on understanding the multigenerational differences and creating policies that will utilize their exceptional abilities while minimizing the possible conflicts.

2. LITERATURE REVIEW


This section of review of related literature aims to provide information

and support to the study. These are from the previous studies aligned with the topic of multi generational workforce.

Nowadays organizations consist of a workforce from diverse generations from Baby Boomers up to Generation Z, who have unique ethical conduct and expectations (Kostanek and Khoreva, 2018). A one-size-fits-all approach to recruitment and management is unlikely to be effective, as each workforce has its own needs and desires that must be understood and addressed.

The older generation of employees is said to be more industrious, goal oriented, follow ethical procedures, respectful, they are also loyal, struggle with the use of technology, and disciplined (Pitout and Hoque, 2022). On the other hand the younger generation seems to be almost the opposite of the older generation. The young generation is being labeled as tech-savvy, easy to implement tasks, doesn't have a sense of urgency, need constant support and reminder, not as respectful as the older generation, and not used to routinary tasks and can work from anywhere.

Promoting effective collaboration and minimizing conflicts, it's necessary to recognize and manage the differences between generational employees

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in the workplace. Furthermore, an adaptive leadership and management approach may be important to meet the expectations of the workforce from different generations working together (Ng and Parry, 2016).

Each generation has different philosophies, needs, values (DelCampo et al., 2017). Learning styles that will help in shaping their work habits (Jamaludin et al., 2023; Kumar et al., 2024). Managing a multigenerational workforce can be compound, however it creates a culture that promotes connection and teamwork among the generational workforce and can help reduce challenges and promote a good-natured work environment.

Organizations will have to realize how generational workforce differs from values (Appelbaum et al., 2022). The strategies that the management used in the past to influence employees may not work on the younger generation or the other way around. What motivates one generation may discourage another.

Based on this research, it has been said that generational workforce's values differences have an impact on the different facets of Human Resource Management like recruitment, compensation and benefits, training and development, that could lead to conflicts at workplace. In such a context, which is significant because of generational workforce differences, it is more likely that no single working style can reap desired objectives (Singh et al., 2020).

The multigenerational workforce makes an effort to work harmoniously, managing them entails challenges (Lewis and Wescott, 2017). With their unique outlook, values, and behaviors, this multiplicity shows both opportunities and obstacles for management leaders to navigate.

The diversity of the multigenerational workforce creates a new diversity challenge for global businesses, bringing both advantages and disadvantages (Lakshmi Narayanamma et al., 2018). The following are some of the advantages; enhanced creativity, innovation, adaptability, and team collaboration, which can drive competitive advantage and refine business goals through diverse perspectives and idea-sharing. On the other hand, the disadvantages are the following: conflicts, delayed decision making, and misunderstanding.

This study examines job burnout, such as emotional exhaustion, cynicism, and decreases the efficacy, employee satisfaction and turnover rates (Lu and Gursoy, 2013). It also explores whether generational differences like Baby Boomers, Gen X, and Millennials influence the relationship between employee satisfaction and turnover.

Being perceived as significantly older or younger than one's actual age can lead to misconceptions about experience, competence, and adaptability, affecting opportunities and interactions. However, in certain professional settings, appearing younger or older than one's true age can be beneficial. Similarly, not being physically visible and thus not being categorized by age can also have advantages in specific work contexts (Holian, 2015).

We recognize that generational shifts require us to reassess the effectiveness of traditional leadership methods and adapt them to better manage and support newer generations entering the workforce. (Anderson et al., 2017).

3. METHODOLOGY

This section showed the interpreted data results based on the survey conducted by the researchers. Hence, these results presented a comprehensible result of the study. It also presented how the researchers gathered data used for the study, described and measured the outcomes.

This study employed a quantitative-descriptive research design. This approach is used to describe and quantify employees' perceptions regarding the human resource strategies used in managing a multi-generational workforce. This method allowed the researchers to gather numerical data that can be analyzed statistically to identify trends, relationships, and differences in perceptions among various generational cohorts within organizations.

The statistical treatment used in the study was by getting the computed weighted average. This was used to determine the total average of the responses for every indicator of those who participated in the survey. This method was used because this will provide accurate interpretations. This tool enabled the researchers to interpret the collected response in a quantifiable way.

The study was conducted in selected organizations in Lucena City, Quezon Province. These organizations were chosen since they have the presence

of a multi-generational workforce. They employ different generations who are the focused of this research. This multi-generational workforce allowed the researcher to study how they perceived the strategies being made by the human resource.

The respondents of the study involved different generations of employees from the chosen organizations regardless of the tenure. Out of the total sample size of 200, only 120 respondents were able to participate in the survey. Primarily, the main reason was due to the conflict with the schedule, the availability and there are some who chose not to answer. Regardless of the limitation that the researcher have faced, they were still able to gather data that would suffice to come up with a reliable result.

The researcher used a personalized questionnaire designed for the respondents to collect related data. This questionnaire was carefully made aligned in gathering quantitative data. This contributed relevant findings in the analysis of the employees' perception on the strategies of the human resource.

4. RESULTS AND DISCUSSION

This section shows the result of the gathered data from employees' perceptions of HR strategies for managing a multigenerational workforce in the chosen organizations in Lucena City, with 120 respondents representing Baby Boomers, Generation X, Millennials, and Generation Z. Table 1 below shows the average rating that will interpret the results.

Table 1: Verbal Interpretation		
Scale	Average	Verbal Interpretation
4	3.26 - 4.00	Highly Acceptable
3	2.51 - 3.25	Acceptable
2	1.76 - 2.50	Fairly Acceptable
1	1.00 - 1.75	Not Acceptable

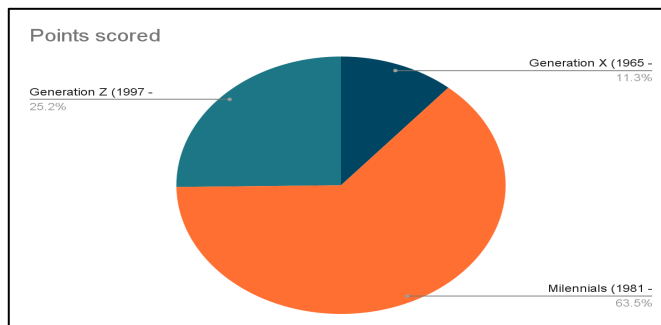


Figure 1: Demographic results based on the generations of the respondents

The chart above (Figure 1) shows that the majority of respondents, 63.5% were Millennials, followed by Generation Z, which had 25.2% of the respondents and the third, which had the least number of respondents, was Generation X, and the Generation who doesn't have any respondents was the Baby Boomers.

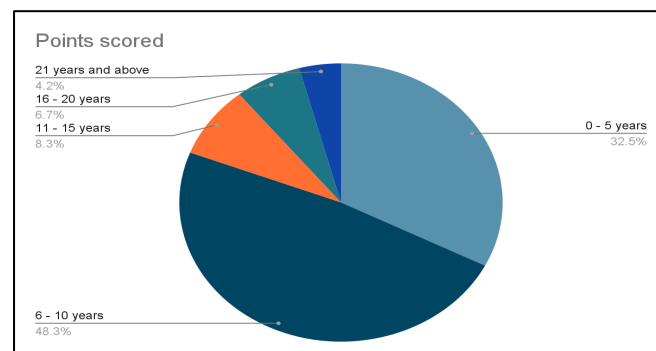


Figure 2: Demographic results based on the tenure of the respondents

The chart above (Figure 2) shows that the most numbered respondents are 48.3% who are 6–10 years of tenure. Followed by those who are 0–5 years of tenure which has 32.5% of the respondents. Moreover, the rest of the employees' tenure got the least respondents from 11–15 years, which has 8.3% of the respondents, from 16–20 years, which has 6.7% of the respondents and from 21 years and above, which only got 4.2% of the respondents.

Table 2: Result on the Recruitment and selection strategies

Recruitment and Selection	1-4	V.I.
S1	4	Highly Acceptable
S2	3.56	Highly Acceptable
S3	3.49	Highly Acceptable
Total	3.68	Highly Acceptable

Recruitment and Selection has a positive response from the respondents, 92% or 110 of 120 respondents were Highly Acceptable with processes of the recruitment and selection. The table above shows the average rating for each statement. It represents the number of the respondents who are Highly Acceptable with each practice in the recruitment and selection and the total number of respondents who are Highly Acceptable.

Table 3: Result on the Training and development strategies

Training and Development	1-4	V.I.
S1	3.45	Highly Acceptable
S2	2	Acceptable
S3	3	Acceptable
Total	2.81	Acceptable

The table above shows that when it comes to Training and Development, most of the respondents or the 70% are only acceptable. Of the 2.81 or 84 of 120 respondents who confirmed having professional development opportunities, the relevance of the training tools and the effectiveness of the training programs are acceptable to them.

Table 4: Result on the Performance management strategies

Performance Management	1-4	V.I.
S1	2.60	Acceptable
S2	3	Acceptable
S3	3.19	Acceptable
Total	2.93	Acceptable

The table above shows that in Performance Management, the majority of the respondents or 73% or 88 of 120 respondents indicated that the performance management was only Acceptable, with few reporting Highly acceptable. This data presents that there are still lacking when it comes to the strategies of the HR Department regarding the performance management of the generational workforce.

Table 5: Result on the Impact of the HR strategies

Impact of the HR Strategies	1-4	V.I.
S1	3.21	Acceptable
S2	3.57	Highly Acceptable
S3	2.59	Acceptable
Total	3.12	Acceptable

On the result of the Impact of the HR Strategies on the Employee Engagement and Satisfaction, only 78% or 93 of 120 of the participating respondents were Acceptable with the strategies of the HR Department. The generational workforce appreciated the strategies of the HR Department in the different facets and to be able to contribute with employee engagement and satisfaction. Overall, the study highlighted both best practices notably in recruitment and engagement and areas needing improvement, particularly in performance management and the customization of training programs. Managing these gaps is necessary to build connection and satisfaction among the multi-generational workforce.

5. CONCLUSION AND RECOMMENDATIONS

Execute a feedback system for each employee from different generations. This includes the simultaneous evaluation for younger employees and a designed performance assessment for Baby Boomers and Gen X. A hybrid learning model can be proposed, integrating standard on-site training for older generations with digital, independent programs for younger employees. The multigenerational team plans can be encouraged to influence various perspectives and encourage teamwork. A training on technological literacy can be managed for older employees while strengthening etiquette and precision regarding digital communications for younger employees. Constantly conduct employee satisfaction reviews to keep an eye on the needs and preferences of each generational workforce.

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