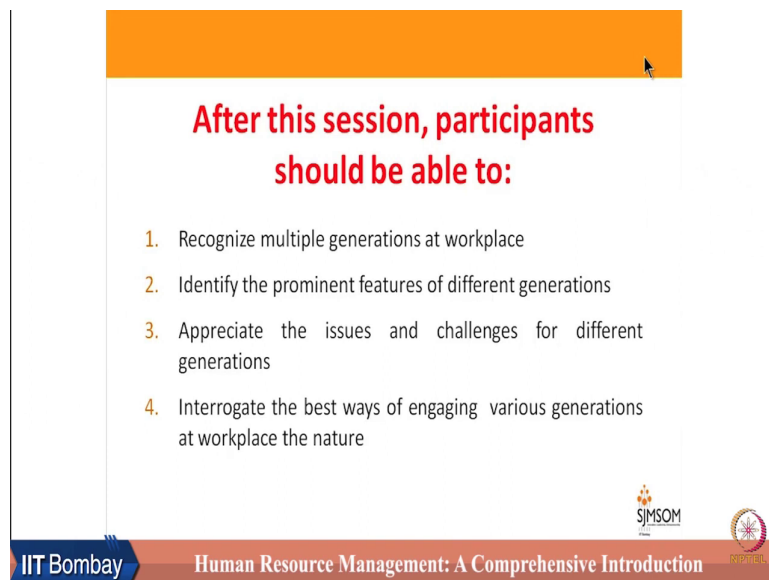


Advances in Strategic Human Resource Management
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Multiple Generations at Workplace
Lecture - 06 A
Intergenerational Relationships in Organization: The Introduction

[FL], in this session we will discuss about Multiple Generations at Workplace. After this session you should be able to recognize the multiple generations at workplace.

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After this session, participants should be able to:

1. Recognize multiple generations at workplace
2. Identify the prominent features of different generations
3. Appreciate the issues and challenges for different generations
4. Interrogate the best ways of engaging various generations at workplace the nature

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Identify the prominent features of different generations, appreciate the issues and challenges for different generations. Particularly pertaining to their behavior at work and we will also interrogate the best ways of engaging various generations at workplace.

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Why Study Intergenerational Relationships in Organizations.

- Managing an increasingly age diverse workplace (Different response to org processes like talent management, employee engagement)
- Transferring firm-specific knowledge and skills from retiring employees to new job incumbents (A 2005 study by Accenture found that at least 45% of respondent organizations were failing to transmit critical workforce knowledge to newer employees)
- Increasing complexity of tasks (tasks related to robotics, bio medical research, digitization by multidisciplinary by nature)
- Lack of engagement due to poor communication among generation
- Preference for Leadership, comfort with technology, different response from the same issue
- Asia Pacific region has the world's most positive view about generational diversity with 44% confident that it contributes to workplace productivity.

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Why we should bother about this topic? Why do we study intergenerational relationship in organizations? Very first and basic reason is that probably first time in the history in the large organizations we are having three or four generations of the people working together.

Different generations grow up at different times naturally that affects their psychographical profile and that happens to be different from each other. And any kind of difference in the world view or approach reflected in the psychographic profile is bound to result into some altercation or misunderstanding.

So, we need to recognize that in order to in order to respect the diversity across the generation we need to understand the generations and appreciate the strength and the limitations of each generation. So, we need to recognize that different generations respond differently to different

organizational or HR practices like talent management, employee engagement etcetera. So, that is why we need to study generations closely.

Transferring from specific knowledge and skill from the retiring employee to the new job incumbent is one of the very important challenges and activity of HR function and function of the overall organization. If we wish to enhance the effectiveness of the knowledge transfer across the generations, we need to study the generations more carefully.

A 2005 study conducted by Accenture found that at least 45 percent of the respondent organizations think that they are failing they are not doing that work force, knowledge transfer very efficiently. Nature of the task to be conducted at workplaces are also becoming more and more complex with more and more complexity you have more and more specialist working in teams, which bring complementary skills.

Because of the increasing complexity of task naturally in a team multiple people will be coming from multiple generations. So, task like robotics or biomedical research or digitization they are multidisciplinary in nature. Not only multidisciplinary they involve multiple generations of technology as well.

And because of that different generations are comfortable with different kinds of technologies involved in a particular project and that is why we need to understand how different generations respond to different stimulants, how their psychographic profile are similar or different.

Lack of engagement at workplace is almost like a pervasive problem. We discussed in the session on employee engagement that more than 70 percent of employees at workplace worldwide according to the service published by Gallup are not fully or well engaged at workplace.

One of the reasons for the lack of engagement is poor communications across generations. In order to address this issue, we need to study generations more carefully we need to understand the generations more carefully. Comfort with technology, preference for

leadership style, different response to different issues, are natural ways of expression of the generational differences.

Generations have to be understood in context of these particular types of stimuli. Asia Pacific region has world's most positive view about generational diversity with 44 percent respondents are confident that it contributes to workplace productivity. This may be related to the cultural profile of these countries as well because in these countries. So, in these cultures old age also commands respect naturally.

Nonetheless as we discussed in the previous session diversity enhances the productivity, innovation, creativity, multiple generation is one of the aspects of diversity and that is also likely to enhance the productivity, innovation and efficiency of organizations and the teams if we manage the multiple generations carefully.

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Generations: The Two Essential Components

- Common location in a historic time period
- Distinct consciousness that is the result of important events of that time

Mannheim's (1952/1928)

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What do we mean by generation? Definition Basic definition of generation means two essential components. Number 1 it is common it has a common location in historic time period. So, they are related to a particular time period and second they have a distinct consciousness as a result of the important event during that time period. So, these two factors shape generations.

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Three Key Aspects of Generational Identity

- Cohort-based identity: E.g. Organizational entry, within a specific interval
- Age based identity: E.g. Baby boomer, Millennials
- Incumbency-based identity: Kinship based

➤ Chronologically linked

➤ Intergenerational interactions, ranging from resistive to transmissive

Joshi, A., Dencker, J. C., Franz, G., & Martocchio, J. J. (2010). Unpacking generational identities in organizations. *Academy of management review*, 35(3), 392-414.

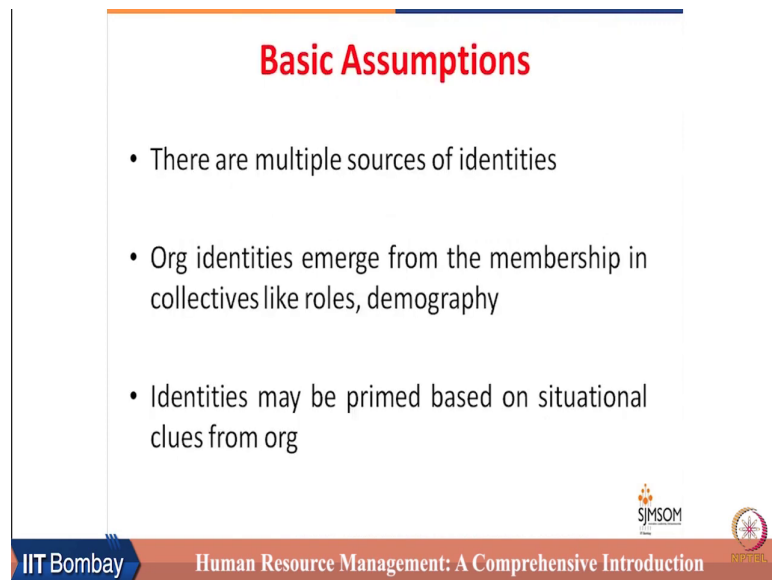
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Generations are build on identity. Identity can come in an organization can come because of the entry in the organization of people in a in particular time and that is called cohort based identity. Identity can come from the natural age of the employees. So, that is that brings the age based identity.

Identity can also come from my belonging to a particular community it is based on my kinship and based on the kinship we can have incumbency based identity. Generations are

chronologically linked. Generations are not watertight compartments. Generations interact with each other. So, there is a transmissive characteristics across the generations.

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Basic Assumptions

- There are multiple sources of identities
- Org identities emerge from the membership in collectives like roles, demography
- Identities may be primed based on situational clues from org

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Multiple source of identities work in the organization, organization are the places where identities emerge from multiple sources and a particular identity can be provoked at certain point of time based on organizational clues or external events.