

RESEARCH DESIGN SEMINAR
16TH AUGUST, 2019

RESEARCH TITLE:

INFLUENCE OF A MULTIGENERATIONAL
WORKFORCE ON HR PRACTICES IN
COLLEGES: A STUDY OF SELECT PRIVATE
UNDERGRADUATE COLLEGES IN THE
STATE OF TELANGANA

INTRODUCTION

Multigenerational Workforce is the phenomenon of multiple generations working together in a given organisation.

As an area of research, it seeks to address the inherent diversity prevalent in such a workforce because of generational stereotypes.

GENERATIONS- WHAT ARE THEY

Certain specific political, social and cultural factors prevail in certain eras, thus uniting those born during that era as one generational cohort.

According to Kupperschmidt, generation is defined as an ‘identifiable group that shares birth years, age, location and significant life events at critical development stages’.

GENERATIONS- THE HISTORICAL PERSPECTIVE

Since a lot of research was initiated in the Western world, we have been saddled with the following generational stereotypes.

- Veterans- born between 1925 and 1945 (alternately, 1920- 1943, 1921-1944)
- Baby Boomers-born between 1946 to 1964 (alternately, 1940-1960, 1941-1963)
- Generation X- born between 1965 to 1980
- Generation Y- born between 1981 to 1995
- Generation Z- The newest entry to the workforce born between 1995 to

GENERATIONS- THE INDIAN PERSPECTIVE

- *Veterans-1920 to 1945*
- The pre-independent cohort that is almost invisible in the current workforce.
- *Free Gens-1945 to 1960*
- Driven by loyalty and life-time employment, this cohort represents the population that came of age right after independence.
- *Generation X- 1961 to 1970*
- The transitionary cohort that saw the economy moving from a socialist to a liberalized one. Account for about 25% of the workforce today.
- *E-Gens- 1971 to 1980*
- Seen as more entrepreneurial and efficient, they are a much more economically robust and confident cohort that was part of the upswing in the economy.
- *Gen Y- 1981 to 1990*
- Represent the globalized mindset. Popularly called the Millennials.

(Rajesh, Ekambaram,, 2010)

DIFFERENT GENERATIONS IN THE WORKFORCE

Generation	Year of Birth	Entered Workforce	Work Values	Work is---
Free Gens	1945-1960	1960s- 1980s	Hard Working Conservative Loyal	Inevitable
Gen X	1961-1970	1980s-1990s	Flexibility Job Satisfaction Duty Work Life Balance	A Challenge
E- Gens	1971-1980	1990s-2000s	Customised Careers Entrepreneurial Own-Time	Exciting
Gen Y	1981-1990	2000s to now	Value diversity Techno Savvy Global Mindset Portfolio Careers	A means to an end

COLLEGIATE EDUCATION AND ITS WORKFORCE

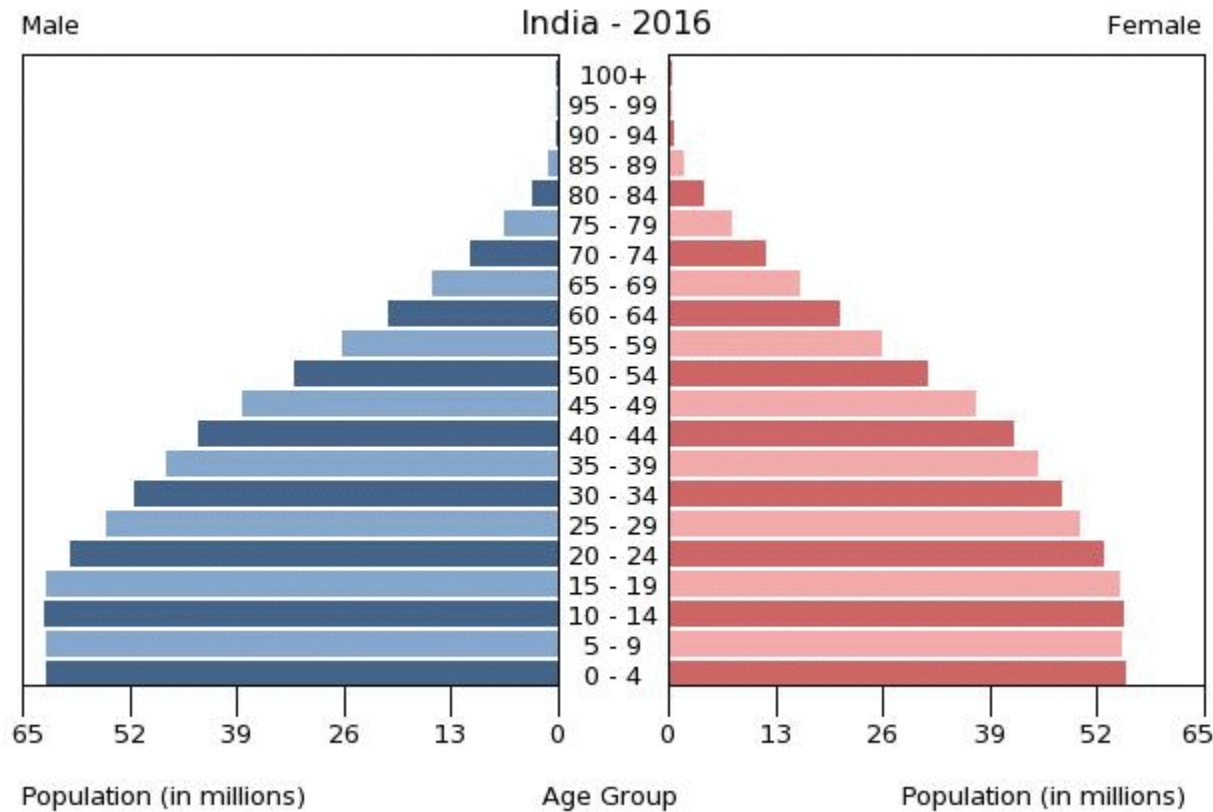
- Higher Education in India is further subdivided as follows, as per the All India Survey on Higher education 2017-18:
 - Universities
 - Colleges
 - Stand-Alone Institutions
- (AISHE, 2018)

Other crucial characteristics of the Higher education system are:

- There are 903 universities of which 285 have colleges affiliated to them.
- There are 39,050 colleges in the country.
- The College density, that is, the number of colleges per lakh eligible population is the highest in Telangana, at 51.
- 78% colleges are privately managed, of which 64.7% are private unaided and 13.3% are private aided.
- AP and Telangana have 82% of private unaided colleges.
- Hyderabad ranks third in the list of maximum number of colleges, having 472 colleges.
- A total of 1,44,104 work as teaching faculty in the undergraduate collegiate sector.

It is this number where the existence of a multi-generational workforce is seen.

THE AGE/SEX DEMOGRAPHIC IN INDIA



Objectives of the Study:

- To understand and analyse the generational cohorts in the Indian context.
- To analyse and understand teaching job roles in collegiate education.
- To analyse the perceptions of different generations towards the various aspects of their job role.
- To draw inference from the data collected, the influence of multiple generations in the workforce on HR practices of recruitment, training and retention.
- To analyse workplace values across different generations.

Hypotheses of the Study:

- H1: Association of age with perception of teaching job roles among different generations
- H2: Association of age with recruitment procedures and their effectiveness
- H3: Association of age with effectiveness of training and retention practices
- H4: Association of age with aspirations and expectations with regard to career goals.
- H5: Association of age with rewards and recognition practices
- H6: Association of age with perception of workplace values

Sample Design:

The sample selected will be judgmental sampling. Hyderabad ranks third in terms of number of colleges, and therefore will be an ideal geographical location to base my research in.

The sample will be selected from only privately managed, undergraduate colleges to maintain uniformity of the sample selected. Following is a list of colleges that will be administered the questionnaire:

- St, Francis College for Women
- Villa Marie Degree College
- Badruka College of Commerce
- Bhavan's Vivekananda College of Commerce and Arts
- St. Ann's College for Women
- St. Mary's Degree College

Data Collection Methods:

Both primary as well as secondary data will be used to undertake the study.

Secondary data will be collected for the purpose of literature review and primary data will be collected through a questionnaire, administered online as well as in person.

Statistical Tool:

Chi Square Analysis for Independence of Attributes to test the hypotheses.