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A STUDY ON HR CHALLENGES IN MANAGING MULTIGENERATIONAL WORKFORCES AT HEALTHCARE CENTRE IN KERALA

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Abstract- The widening reach of multigenerational workforce in a healthcare system is a presence of both the opportunities and challenges for human resource management. There will be differences in values and the communication approaches, which must be technologically adaptable and the job expectations across the generational groups affect the workplace interactions and will help in improving organizational efficiency. The research explores the influence of generational diversity on workplace communication and determines how HR can contribute to the HR related issues which are being encompassed in a hospital. The qualitative research approach for employing primary data was gathered from 100 staff members who were working in the hospital. The statistical told Richard conducted during the research was descriptive statistics, Pearson correlation and regression which of the used for evaluating the suggested hypothesis.

Statistical tools results demonstrate appositives connection between the generational diversity and workplace communication where in the generational variation can greatly impact on the organizational culture and the teamwork. Regression analysis finding additionally depict that Plays a crucial role in enhancing the workplace dynamics and our accountable for a considerable amount of variance in organization performance. HR brings up the Changes which must be adopted by the hospital for bringing up a better intergenerational mentoring and flexible leadership method for overseeing workforces which includes the employees from different generations. The research gives an overview on healthcare literature by offering an empirical data and strategic perspectives on the know how the HR should manage the multigenerational diversity for improving the organizational performance and for boosting the employee's engagement.

Keywords: *Diversity, Multigenerational workforce, human resource management in healthcare, organizational culture, workplace communications, HR approaches, generational diversity, employee engagement.*

INTRODUCTION

Healthcare centre encompasses a greater workforce which is particularly across Different generations. Healthcare centres currently employee's individuals from various age groups such as baby boomers, generation X, millennials and generation Z. Each generation has their own perspectives towards their values and customs, job expectation, communication methods and technological abilities. This helps in enhancing the creativity knowledge exchange among different generations, which also purses challenges for managers for creating a healthy organizational culture where there will be workplace interactions and human resource challenges. Healthcare institutions can be operated in many ways Setting different challenging situations which improve the employee's collaboration, communication and coordination significantly which automatically influence the patient results. Handling different generation from different demographic concern is not and easy task for an HR. The HR should have the capability of grasping different generational the separatists which influence the workplace dynamics and essential for rooting an effective strategy. This research examines the relationship between generational diversity and workplace interactions. It also explores how age diversity influences HR issues in healthcare organizations.

STATEMENT OF THE PROBLEM

Healthcare organizations are experiencing more difficulties in dealing with employees from various generations. This is because of variations in communication styles, leadership needs, technology acceptance, and work-life balance.

Although there is an increasing trend of multigenerational workforces, there is a lack of proper HR approaches in most hospitals to cope with the differences among various generations. There is limited research on the impact of age diversity on the organizational culture and HR issues in a healthcare setting.

Thus, this research will attempt to explore the following:

- Is there a significant impact of age diversity on the dynamics of the workplace?

• Does age diversity play a role in HR issues in hospitals?

OBJECTIVES OF THE STUDY

1. To assess generational diversity and its influence on workplace dynamics in hospitals.
2. To identify key HR challenges arising from multigenerational differences among hospital employees.

REVIEW OF LITERATURE

Leading a Multigenerational Workforce: Strategies for Attracting and Retaining Millennials.

The article is titled "Leading a multigenerational workforce: strategies for attracting and retaining millennials" and was published in Frontiers of Health Services Management in 2019.

It is written for managers (especially in health services) who supervise multiple generations but are struggling with Millennial employees' expectations, turnover, and engagement

Attracting, Challenging, and Leading a Multigenerational Workforce—A Perspective by Brown, Steven E. FACHE

The article "Attracting, Challenging, and Leading a Multigenerational Workforce—A Perspective" (Brown, 2012) is a short viewpoint piece that explains how leaders can better understand and lead employees from different generations in the same workplace.

The paper appears in Frontiers of Health Services Management and is written as a "perspective," so it is more conceptual and practice-oriented than empirical research. It focuses on leaders in health services but its ideas about multigenerational leadership are presented as broadly applicable to other sectors as well.

Employee Engagement in a Multigenerational Workforce at Hospital X Published in JMMR (Jurnal Medicoeticolegal dan Manajemen Rumah Sakit).

The study aims to describe the composition of a multigenerational workforce in Hospital X and to examine employee engagement levels for each generation working there. It is set in a hospital context, where health workers from different age groups (e.g., Generation X, Millennials, etc.) work together, making engagement across generations an important management issue.

Generational Diversity and Inclusion: HRM Challenges and Opportunities in Multigenerational Workforces" (2025)

This article is a conceptual literature-based article that explains how HR can handle generational diversity and turn into an advantage. This paper examines how baby boomers, gen x millennials and Generation Z work together for creating both challenges and opportunities for HRM. The main goal is to show how HR can promote inclusion and cohesion in multi- generational workplaces using tailored strategies instead of one common approach for all.

"Human Resource Strategies Used to Retain Millennials in Hospitals" by Thomas F. Turner

This article is a conceptual literature-based article that explains how HR can handle generational diversity and turn into an advantage. This paper examines how baby boomers, gen x millennials and Generation Z work together for creating both challenges and opportunities for HRM. The main goal is to show how HR can promote inclusion and cohesion in multi-generational workplaces using tailored strategies instead of one common approach for all.

"The Human Resources Perspective on the Multigenerational Workforce"

The chapter's main aim is to build a basic theoretical framework for understanding generations and how generational differences affect HRM policies, structures, and practices. It tries to provide a practical guide for future HRM by connecting generational characteristics with key HR functions like staffing, development, performance, and rewards.

"Managing an ageing healthcare workforce: a multigenerational perspective" by Mari Kurashvili et al., published in the Journal of Health Organization and Management (2023). It highlights growing interest in the topic, driven by workforce ageing, retirements, and the need to retain older health professionals alongside younger cohorts.

CONCEPTUAL FRAMEWORK

The Study is based on the idea that generational diversity in healthcare organizations influences workplace dynamics, which in turn creates specific HR challenges. Effective HR

strategies act as an intervention mechanism to manage these challenges and improve organizational outcomes.

Healthcare organizations today consist of employees from:

- Baby Boomers
- Generation X
- Millennials
- Generation Z

Each generation differs in:

- Work values
- Communication styles
- Technology adaptability
- Career expectations
- Leadership preferences

These differences may lead to workplace challenges such as communication gaps, conflict, resistance to change, and engagement issues. However, proper HR strategies can minimize these challenges and enhance collaboration and productivity.

HYPOTHESIS OF THE STUDY

Hypothesis – 1

H0: There is no notable relationship between generational diversity and organizational culture or workplace dynamics.

H1: There is a notable relationship between generational diversity and organizational culture or workplace dynamics.

Hypothesis -2

H0: Age diversity in the workforce is not a primary driver of HR issues in healthcare environments.

H1: Age diversity in the workforce is a primary driver for HR issues in healthcare environments.

RESEARCH METHODOLOGY

RESEARCH DESIGN

The study adopted a descriptive and analytical research design to examine relationships between generational diversity, workplace dynamics, and HR challenges.

DATA COLLECTION

Primary data was collected through structured questionnaires administered to hospital employees.

SAMPLE SIZE

Total respondents: 100 employees.

Statistical Tools Used

- Descriptive Statistics
- Pearson Correlation Analysis
- Regression Analysis

DATA ANALYSIS AND INTERPRETATION

Descriptive Statistics

Descriptive Statistics				
N	Minimum	Maximum	Mean	Std. Deviation
100	3.00	5.00	4.1850	.51647
100	2.20	8.80	4.1220	.84466
100	2.50	5.00	4.1575	.71832
100				

Mean scores indicate high agreement among respondents:

- Generational Diversity Mean = 4.185
- HR Challenges Mean = 4.122
- HR Strategies Mean = 4.157

This suggests employees perceive generational diversity and HR challenges as important factors influencing workplace environments.

Correlation Analysis (Hypothesis Testing)

Relationship Between Generational Diversity and Workplace Dynamics

Correlations			
		GDmean	Workplace Dynamic Mean
GDmean	Pearson Correlation	1	.886**
	Sig. (2-tailed)		.000
	N	100	100
Workplace Dynamic Mean	Pearson Correlation	.886**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

Note: The Pearson correlation analysis shows a very strong positive relationship between GDmean and Workplace Dynamic Mean ($r = 0.886$, $p < 0.01$, $N = 100$). Since the significance value is 0.000, the relationship is statistically significant. This indicates that higher generational diversity (GDmean) is associated with better workplace dynamics.

Interpretation:

1.The correlation coefficient $r = 0.886$ indicates a very strong positive relationship between generational diversity and workplace dynamics.

2.Since the significance value $p = 0.000$, which is less than 0.01, the relationship is statistically significant at the 1% level.

3.This means that as generational diversity increases, workplace dynamics (such as teamwork, collaboration, communication, and interaction among employees) also improve significantly.

4.The high value (0.886) suggests that generational diversity plays an important role in influencing workplace dynamics in hospitals.

REGRESSION ANALYSIS

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.600[a]	.360	.353	.48168
a. Predictors: (Constant), HR_Strategy_Mean				

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.769	1	12.769	55.034	.000[b]
	Residual	22.737	98	.232		
	Total	35.506	99			
a. Dependent Variable: Workplace_Dynamics_Mean						
b. Predictors: (Constant), HR_Strategy_Mean						

Regression analysis examined the effect of HR strategies on workplace dynamics.

Results:

$R=0.600$
$R^2=0.360$
$F=55.034$
p-value = 0.000

Interpretation:

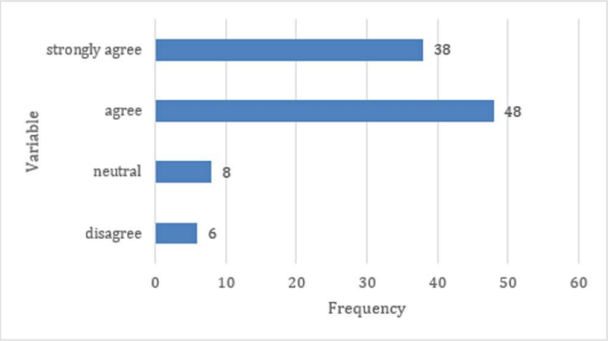
- HR strategies explain 36% of variation in workplace dynamics.
- HR strategies significantly improve workplace collaboration and organizational functioning.

Regression Equation:

Workplace Dynamics = 2.109 + (0.500 × HR Strategies)

This indicates that improved HR strategies positively enhance workplace dynamics.

Percentage Analysis



VARIABLE	FREQUENCY	PERCENTAGE
Disagree	6	6.0
Neutral	8	8.0
Agree	48	48.0
Strongly agree	38	38.0
Total	**100**	**100.0**

FINDINGS

- Generational diversity has a large impact on the functioning of the workplace.
- A strong positive relationship exists between generational diversity and organizational culture.
- HR strategies are important in enhancing the functioning of the workplace.
- Age diversity is one of the factors that affect HR challenges, such as communication gaps and training requirements.
- Workers understand the significance of inclusive HR practices.

SUGGESTIONS

- Implement cross-generational mentoring programs.
- Provide technology training for senior employees.
- Develop flexible communication systems.
- Introduce inclusive leadership training.
- Design HR policies that accommodate diverse generational expectations.

LIMITATION

The research was conducted with a sample size of 100 employees of Believers Church Medical College Hospital, which may not fully represent the entire healthcare workforce. Additionally, the study was limited to the selected hospital within a specific geographical area (Kerala), which may restrict the generalization of the findings to other hospitals or regions. The data collected was based on the perceptions and opinions of employees through a structured questionnaire, which may be influenced by personal bias or individual experiences. Time constraints during the research period also limited the scope of data collection and analysis. Furthermore, the study focused mainly on generational diversity and HR strategies, while other factors influencing workplace dynamics in hospitals may not have been considered.

CONCLUSION

The study clearly establishes that managing a multigenerational workforce is a strategic necessity for healthcare organizations. Statistical evidence shows a strong positive relationship between generational diversity and workplace dynamics ($r = 0.886$), proving the age diversity significantly influences teamwork, communication, and organizational culture.

Furthermore, regression results confirm that HR strategies significantly enhance workplace dynamics, explaining 36% of the variation in organizational functioning. The high percentage agreement (86%) among employees further supports the importance of inclusive HR practices.

Therefore, hospitals that adopt structured HR strategies, inclusive leadership approaches, and cross-generational collaboration mechanisms can transform generational diversity into a competitive advantage. Effective management of multigenerational workforce not only improves employee engagement but also enhances organizational performance and patient care outcomes.

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