

## HR PLANNING FOR A MULTIGENERATIONAL WORKFORCE: ALIGNING SKILLS WITH ORGANISATIONAL NEEDS

Ram Rakshith V<sup>1</sup>

<sup>1</sup>MBA Student, Department Of Management And Commerce, PES University, Bengaluru, Karnataka, India.

DOI: <https://www.doi.org/10.58257/IJPREMS43960>

### ABSTRACT

Modern work environments face a critical human resource (HR) challenge while handling employees from different generations. Organisations' expansion across five generational groups, including Traditionalists, Baby Boomers, Generation X, Millennials, and Generation Z, requires highly effective HR planning that appropriately connects different skill sets with Organisational needs. Different generations possess distinct cultural traits, technological competency levels and work norms, which prevent the success of standard HR methods.

The study investigates how HR planning methods should support diverse workforce needs to achieve organisational targets. This paper uses a literature review, primary research data and secondary research data to establish essential targets that include determining generational work skill disparities and constructing training programs that welcome every generation and boosting both intergenerational communication and employee participation. Researchers establish that specific human resource methods, which combine technology systems and individualized learning programs, help generate solidarity among employees despite age differences while maintaining high workplace productivity.

These findings showcase why companies should enable adaptive HR policies while offering ongoing learning opportunities under leadership that adapts to generational workplace differences. The paper explores approaches to integrate multigenerational competencies with the changing business environment of organisations, which ensures both long-term sustainability and competitive market advantages.

**Keywords:** Multigenerational Workforce, Millennials, Generation Z, Baby Boomers, Generation X, HR Policies.

### 1. INTRODUCTION

Numerous workforces worldwide display maximum diversity levels with their employees belonging to different age groups. Modern organisations function with a diverse workforce consisting of Baby Boomers from 1946–1964, as well as Generation X from 1965–1980 and both Millennials from 1981–2000 and Generation Z born from 2001 onwards. The various socio-economic forces, together with technological change and educational systems, form cultural elements that define how each new generation develops. The organisation receives distinct abilities and work behaviour patterns from each cohort due to their characteristics. The presence of multiple organisational generations presents HR experts with both an organisational benefit and a management task: to use generational workforce diversity constructively and deploy valuable skills toward organisational directions. The systematic approach of Human Resource Planning analyses organisational future workforce requirements through planning how current human capital resources need to adapt to better employment needs. A workplace consisting of multiple worker generations complicates HRP processes because different populations approach communication methods and learning methods, as well as career development needs and work-life balance requirements. Organisations that neglect these distinctions will face employee departure, together with knowledge shortages, along with organisational efficiency problems.

The process of skill alignment for organisational needs across multiple generations demands complete knowledge about specific generational features, along with developmental needs and choice preferences. The expectations of Baby Boomer workforce members for stability with loyalty differ from the ongoing feedback and fast career advancement that Millennials want. All work processes should integrate digital technology according to Generation Z, since digital natives make up this generation. HR policies need to create adaptability combined with inclusiveness while being oriented toward the future to maximize Organisational success through diversity. Strategic HR planning has become essential due to technological progress and worldwide business trends alongside evolving business structures. The rapid onset of the COVID-19 pandemic sped up digital transformation in work environments, which created new employee expectations throughout all workforce generations.

The research analyzes effective HR planning approaches that match skill requirements to organisational changes needed for managing current multigenerational workers. The review investigates multiple sources to demonstrate successful methods and barriers in managing diverse workforce populations. Research objectives presented in this

document target the discovery of skill deficiencies, the development of inclusive training methods, knowledge exchange, and employee engagement improvements. Organisations can establish resilient workforces with innovation and competitive advantages through their understanding of multigenerational management in the modern business world.

## 2. METHODOLOGY

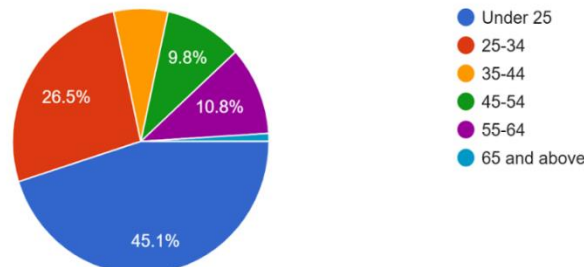
The research work involves a survey that has received responses from 102 people of all age groups, including HR managers, employees of various organisations, teachers and students to understand their perspectives and challenges of generational differences at workplace and how the HR strategies and policies can be used to enhance productivity among a multigenerational workforce in an organisation. The graphs obtained from the responses are depicted below:

## 3. MODELING AND ANALYSIS

The pie and bar graphs obtained from the Google Form survey are given below. The graphs were obtained as per the responses received in the form.

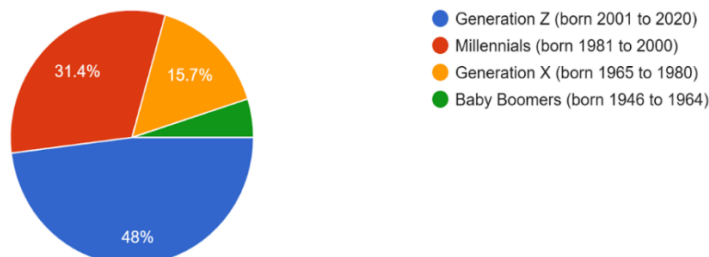
What is your age group?

102 responses



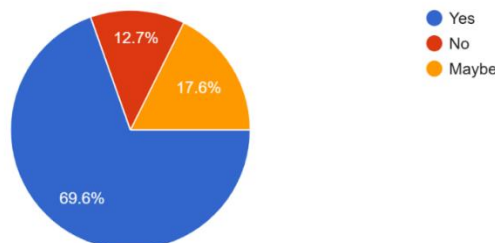
Which generation do you identify with?

102 responses



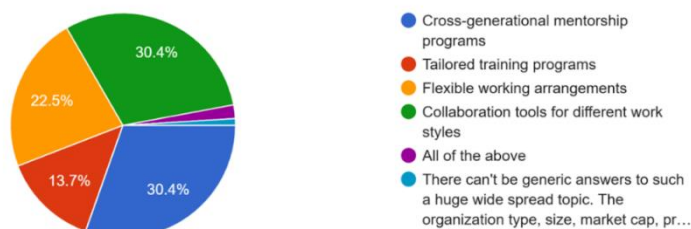
Do you think generational differences affect the way employees prefer to work and collaborate?

102 responses



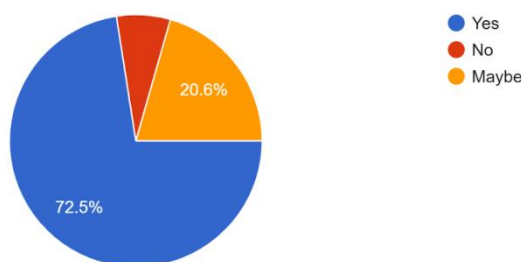
Which HR strategy would you suggest to better align skills with organizational needs across different generations?

102 responses



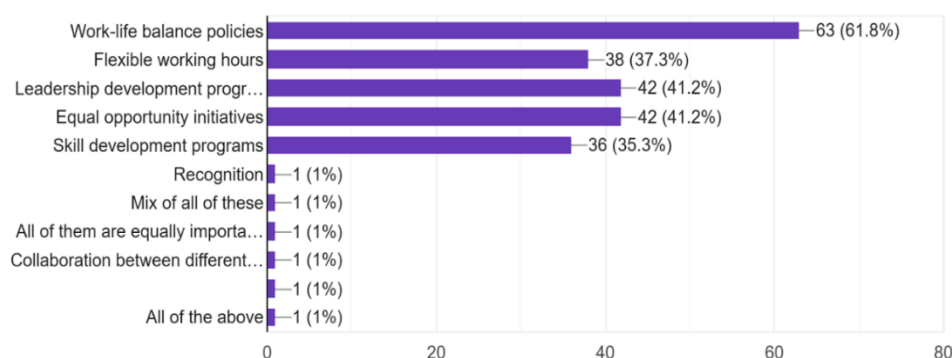
Do you believe technology plays a key role in managing a multigenerational workforce?

102 responses



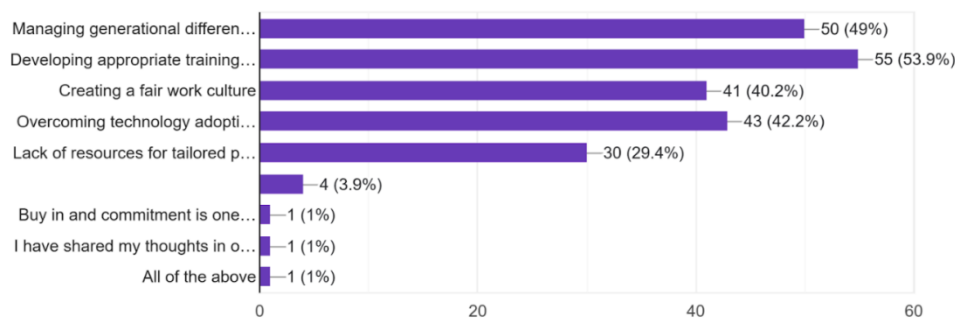
Which of the following HR policies do you think are most critical for managing a multigenerational workforce?

102 responses



What challenges do you think HR professionals face when aligning skills with organizational needs in a multigenerational workforce?

102 responses



## 4. RESULTS AND DISCUSSION

The results of the survey demonstrate that work-life balance initiatives can be regarded as the most acute among the different HR policies that can be used to effectively manage a multigenerational workforce, with 61.8% of the surveyed participants considering it a priority. This indicates that employees of different generations enjoy flexibility and balance in both personal and professional life. Equality opportunity programs and leadership development programs are other key policies, but only 41.2% of respondents identified these policies, which means that there is a focus on growth opportunities and fairness. The flexible working hours (37.3) and the skill development programs (35.3) also came up as important, although relatively less critical. However, and ironically enough, the percentage of respondents identifying recognition, collaboration, or even all of the above as the reason increased significantly to a very minimal percentage (1), meaning that employees want policies that are specifically focused and that are not as generalized as they are broad.

Conversely, the data concerning difficulties in the professional HRs show that the most urgent question is the creation of proper training programs, as mentioned by 53.9% of the participants. This shows the challenge in designing learning programs that are both accommodating and efficient among the various generations. The management of the difference between the generations (49%) and the issue of the difficulty to work with the technology (42.2%) were also presented as the top concerns to address, as the adaptability and working styles of younger and older employees vary. The development of a fair work culture (40.2%) is yet another significant challenge and the emphasis on inclusivity

and generational equity is important. Although the absence of resources to support specific programs (29.4%) and low commitment or buy-in (3.9%) were less common, they do add to the issue of skills fit to the needs of the organization.

All in all, the information suggests that the employees consider the well-being-oriented policies, especially the work-life balance, as the pillars of successful multi-generational management of the workforce. In the meantime, the HR professionals find it most problematic in terms of the structural and cultural aspects of managing diversity, including the design of the inclusive training, the definition of generational differences, and the flexibility of the changing workplace. All these findings culminate in the fact that organizations require a two-pronged approach that integrates policies that support employee wellness with policies that support inclusivity, flexibility and continuous skill acquisition.

## 5. CONCLUSION

Modern organisational workforce diversity requires organisations to develop new methods of human resource planning. Organisational success with diverse workforce demographics requires specialized management because such diversity brings both significant obstacles alongside great potential benefits. Organisations need to understand generational variations as well as remediate skill uncertainties and create custom learning programs to achieve effective human resource planning.

The task to match various skills of different generations to organisational needs requires strategic, continuous action rather than a one-time activity. Companies need to spend funds on adaptive training systems and enhance learning ecosystems through flexible development approaches that match their diverse staffing profile. Organisations need to use intergenerational mentorship together with reverse mentoring and inclusive leadership tools for creating intergenerational workforce bridges and maximizing employee potential.

Businesses adopting adaptive HR planning models can actively handle multiple generations of staff while generating new ideas for maintaining continued business success and permanent market advantage. Future workforce planning needs to transform its approach from different management to different utilization to produce meaningful contributions from all generations toward organisational development and success. Strategic planning within the HR department transforms generational distinction from an organisational obstacle into a fundamental component of business growth.

## 6. REFERENCES

- [1] Benson, J., & Brown, M. (2011). Generations at work: Are there differences and do they matter? *International Journal of Human Resource Management*, 22(9), 1843–1865. <https://doi.org/10.1080/09585192.2011.573966>
- [2] Costanza, D. P., Badger, J. M., Fraser, R. L., Severt, J. B., & Gade, P. A. (2012). Generational differences in work-related attitudes: A meta-analysis. *Journal of Business and Psychology*, 27(4), 375–394. <https://doi.org/10.1007/s10869-012-9259-4>
- [3] Kovalker, A. (2023). Unlocking the power of a multigenerational workforce. *People Matters*. <https://www.peoplesmatters.in/article/strategic-hr/how-to-manage-a-multigenerational-workforce-37517>
- [4] Lyons, S., & Kuron, L. (2014). Generational differences in the workplace: A review of the evidence and directions for future research. *Journal of Organizational Behavior*, 35(S1), S139–S157. <https://doi.org/10.1002/job.1913>
- [5] Meister, J. C., & Mulcahy, K. J. (2021). The future of work: Post-COVID and hybrid, digital-first, and multigenerational environments. *Harvard Business Review*. <https://hbr.org/2021/05/the-future-of-work-post-covid-and-hybrid-digital-first-and-multigenerational-environments>
- [6] Rajendran, V. (2024). Managing a multigenerational workforce: Opportunities and obstacles. *WhiteCrow Research*. <https://www.whitecrowresearch.com/resources/2024/12/18/managing-a-multigenerational-workforce-opportunities-and-obstacles/>
- [7] Rathnam, L. (2024). 13 strategies for managing multi-generational workforces in 2025. *Human Resources Jolt*. <https://www.humanresourcesjolt.com/news/13-strategies-for-managing-multi-generational-workforces-in-2025>
- [8] Rudolph, C. W., & Zacher, H. (2021). The impact of aging and generational differences on work dynamics in the post-pandemic world: A framework for HR practices. *Journal of Applied Psychology*, 106(8), 1165–1183. <https://doi.org/10.1037/apl0000834>
- [9] Zemke, R., Raines, C., & Filipczak, B. (2013). *Generations at work: Managing the clash of Boomers, Gen Xers, and Gen Yers in the workplace* (2nd ed.). AMA.
- [10] AlaqI, A. A., Alqurashi, F., & Mehmood, R. (2023). Multi-generational labour markets: Data-driven discovery of multi-perspective system parameters using machine learning. *arXiv preprint arXiv:2302.10146*. <https://arxiv.org/abs/2302.10146>