ROLE OF HUMAN RESOURCE MANAGERS IN INTEGRATION OF MULTIGENERATIONAL WORKFORCE IN THE DEPARTMENT OF LANDS, COUNTY GOVERNMENT OF NAKURU, KENYA

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ABSTRACT

Studies on generational differences have garnered increasing interest among organizations, practitioners and researchers in recent years. There are many reasons for this keen interest, including the need to manage people from several different generations, to better adapt the workplace to a multigenerational workforce, to attract and retain new talent, and to identify the working conditions that will lead to positive attitudes and behaviors among younger workers. The purpose of this study therefore was to establish the role of human resource managers in the integration of multigenerational workforce. The study employed a descriptive design using quantitative approaches. The target population was all 66 employees of the department of lands in the County Government of Nakuru, Kenya. The study used questionnaires to collect primary data. The Statistical Package for Social Sciences was used to analyze the data and the results obtained were presented using tables. For purposes of analyzing the strength and relationship of the variables, a regression analysis was carried out. The R^2 value of 0.6921 implies that 69.2% of the variations in integration of multigenerational workforce can be explained by the variations in independent variables. It was concluded that both mentoring programs and career development had the most influence while succession planning had the least influence on integration of multigenerational workforce.

KEYWORDS: Succession Planning, Teambuilding, Multigenerational Workforce

INTRODUCTION

Researchers believe that when individuals from the same generation share similar historical, economic, and social experiences, they may also have similar work values, attitudes, and behaviors (Smola & Sutton, 2002). According to Gursoy et al. (2008), members of generations who come of age in lean times or war years tend to think and act differently than those born in peace and abundance. Therefore, the significant life experiences of individuals belonging to each generational group tend to shape their unique characteristics, aspirations, and expectations (Cennamo & Gardner, 2008). Every generation of individuals expects others to know their needs and to respect them for who they are. As such, the differences among the generations in the workforce can create some problems for managers who are responsible for making sure that tasks are being completed. Differences create problems among team members that ultimately result in reduced effectiveness (Colquitt et al., 2011). According to Tubey et al., (2015), the entry of generation Y employees into the labor market has added to the growing complexity of the Kenyan and global workforce. This complexity is reflected in their values, beliefs, ethical considerations, cultural, ethnic and religious affiliation, gender and sexuality among other diversities. Interpreted differently, these diversities have implications on recruitment and selection procedures, job design,

reward mechanisms, motivational programs, productivity and overall performance of organizations. This complexity is reflected in their values, beliefs, ethical considerations, cultural, ethnic and religious affiliation, gender and sexuality among other diversities. Interpreted differently, these diversities have implications on recruitment and selection procedures, job design, reward mechanisms, motivational programs, productivity and overall performance of organizations. Faced with this new paradigm shift, organizations have to continuously adapt to the 'new normal' in order to attain sustainable competitive advantage.

STATEMENT OF THE PROBLEM

According to the Public Service Commission's report 2014/2015 on diversity management in the Kenyan public service, evaluation of diversity was done on the basis of institutional policies that promote diversity at the workplace, representation by age across job groups, gender across job groups, representation of persons with disability across job cadres and representation of people with disability. Further, the constitution provides for 30% of any recruitment should be from outside the county. Of the total number of 184,519 employees reported in this evaluation, 36 percent were women while 64 percent were male. Furthermore, the report notes that 32% of the public service employees are aged 50 years and above and 1% of the public service were aged 18-24 years. The report further indicates that only 27% of most government departments have documented succession management plans in the year under review. The issue of multigenerational workforce comes along with its own challenges in terms of succession planning, employee retention, handling of disciplinary cases, rewarding employees and designing models for promotion. Among the strategies the Kenyan government is implementing to reduce disparity in workforce diversity is creating certain favorable terms for the youth, women and less privileged for tendering of government projects. However, lack of technical capacity has hindered them from effectively utilizing this facility. It therefore follows that HR managers have a demanding role in integrating staff from different generations to ensure peaceful coexistence and achievement of overall organizational goals. This study therefore intended to establish the role of HR managers in the integration of multigenerational workforce.

OBJECTIVES OF THE STUDY

The general objective of the study was to establish the role of HR managers in the integration of multigenerational workforce in the department of Lands, Kenya. The study was guided by the following objectives:

- To determine the influence of mentoring programs on integration of multigenerational workforce in the department of lands, County Government of Nakuru, Kenya.

- To establish the influence of teambuilding on integration of multigenerational workforce in the department of lands, County Government of Nakuru, Kenya.

- To assess the influence of succession planning on integration of multigenerational workforce in the department of lands, County Government of Nakuru, Kenya.

- To examine the influence of career development on integration of multigenerational workforce in the department of lands, County Government of Nakuru, Kenya.

LITERATURE REVIEW

Various ways in which organizations attempt to develop their human resource include training, career

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development, teambuilding, performance appraisals, mentoring, and succession management. For the purpose of this study, empirical review was presented in line with the objectives of the study.

Mentoring Programs and Integration of Multigenerational Workforce

Mentoring typically involves an older, more experienced individual giving guidance and advice to a younger, less experienced individual, while reverse mentoring is more of a two-way street where both individuals mentor each other (Thompson, 2011). It includes creating the relationship, emotional safety and the cultural norms needed for risk taking for the sake of learning, and the desired result of accelerated professional growth. According to Clutterbuck and Hussain (2010), the business value of mentoring can expand to the point where mentoring becomes a core delivery model for the talent management and personnel development processes of companies, organizations, government entities and the like. The authors recommend that organizations seeking to impact retention and productivity should encourage mentoring participants to invest one to two hours per month in preparation and meeting time. Locally, various studies have investigated workforce diversity with varying outcomes such as those of Wambui et al., (2014). Similarly, Mwangi (2014) investigated effect of multi-generational workforce on employee productivity. The findings showed that 59.8% of the respondents agreed that the company offered regular training opportunities for all its' staff and that the training programs offered by the company were sensitive to their needs and preferences as individuals. It is thus clear that more research needs to be done to understand the role of HR managers in the integration of multigenerational workforce.

Teambuilding and Integration of Multigenerational Workforce

Teambuilding involves the process of enabling the group of people to reach their goals. It consists of steps like clarification of team goals; identification of hindrances to goal achievements; facing the identified challenges and enabling the achievement of the goals. Fajana (2002) asserts that teamwork is an integration of resources and inputs working in harmony to achieve organizational goals, where roles are prescribed for every organization member, challenges are equally faced and incremental improvements are sought continually. One of the key aims of the team building is to change the behaviors and attitudes prevalent in the organization, which are almost independent of who actually works there. Teambuilding involves a wide variety of activities, presented to organizations and aimed at improving team performance (La Fasto & Larson, 2001). According to Fajana (2002), the use of teams has spread rapidly arising from the belief that the development of strong and effective production and managerial teams will lead to the potential for higher performance and increased job satisfaction. There are synergies to be gained from greater levels of involvement in the workforce. Management could also create cross-generational teams to enable employees to collaborate rather than compete with their peers and seniors. Such intergenerational collaboration and interactional opportunities between employees would create a more cohesive work environment.

Succession Planning and Integration of Multigenerational Workforce

Succession management can be seen as perpetuating the enterprise by filling the organization with highly productive people to assure that every leadership level has an abundance of these performers to draw from, both now and in the future (Warne, 2005). Different models have been used to manage succession in a multigenerational workforce. Succession planning is therefore perpetuating the enterprise by filling the pipeline with high-performing people to assure that every leadership level has an abundance of these performance to draw from, both now an in the future (Kim, 2006).

Similarly, Clutterbuck (2012) noted that succession planners do not take sufficient cognizance of the differences in attitude towards careers and career self-management between generations. The study observes that succession management processes tend to be designed by Baby-boomers, for implementation by Generation X and imposed upon Generation Y. It noted that many of the failures of succession planning can be laid in part at least to lack of intergenerational communication about expectations. In a review of building and sustaining leadership for productivity and growth through succession management, Fink (2010) highlighted that the succession challenge is to reconcile the reality that the Silent Generation and particularly Baby Boomers who dominate most of the positions of leadership in organizations have defined leadership in their own image, and expect and often demand that the younger generation – Generation X and Y must follow their lead. It would thus be prudent to investigate the role of HR managers in such circumstances where there exists a multigenerational workforce such as those present at the Department of Lands in Nakuru County, Kenya.

Career Development and Integration of Multigenerational Workforce

Career development aims to identify needs, aspirations and opportunities for individuals' career and the implementation of developing human resources programs to support that career. According to Manolescu (2003), it is a continuous process of discovery in which an individual slow develops his own occupational concept as a result of skills or is seen as a very systematic and comprehensive process of targeting career development and implementation of strategies, self assessment and analysis of opportunities and evaluate the results. Smith and Mazin (2011) suggested that some people are good at finding their own paths and procuring the necessary resources and information and all there needs to be done is providing the tools and encouragement to be successful. According to Goldsmith et al., (2010), generation Y employees do not expect to stay in a job or even a career for too long; they are skeptical when it comes to such concepts as employee loyalty. Further, Benckendorff *et al*. (2010) observe that generation Y employees see increasing responsibility not as a burden to be avoided but as a proving ground for its skills and talents. It has been observed that rather than passively relying on employers to take responsibility for employee career development, younger generation employees are more likely to take a more active role in their career planning and execution; and thus, if companies are unable to provide opportunities for Millennial to fully build their skill sets, high levels of dissatisfaction which translates to low productivity, will result (DelCampo et al., 2012). Thus, successful companies engage Millennials in career pathing, a formal process that show employees what their career progression can look like-not only up but also sideways.

RESEARCH METHODOLOGY

The study adopted a descriptive research design. Saunders et al., (2009) describes descriptive research design as a systematic, empirical inquiring into which the researcher does not have a direct control of independent variable as their manifestation has already occurred or because the inherently cannot be manipulated. The target population comprised all 66 employees of the Department of Lands, County Government of Nakuru, Kenya. The study utilized simple random sampling technique which ensured that the target population was representative, reliable, flexible and efficient. In this study an appropriate method to collect the primary data was a questionnaire survey. For the purposes of this study, quantitative data was collected using a closed-ended questionnaire. The primary data was sourced from the answers the participants gave during the survey process. The data collected from the questionnaires was analyzed with Statistical Package for Social Sciences.

RESEARCH FINDINGS AND DISCUSSIONS

According to the findings, majority of the respondents were male (61.8%) while the female respondents were 38.2%. The study attributed this trend to the existing gender gap in employment in the public sector in Kenya which is predominantly dominated by the male gender. Majority of the respondents were of the age group 46 - 55 years (52.6%) while the least age group was between 26 – 35 years (7.3%). Majority of the respondents (58.2%) had a university degree qualification which was attributed to the higher entry requirements in the organization and the technical nature of the work undertaken. In terms of working experience, most of the respondents (41.8%) had between 5 – 10 years working experience. Cumulatively, more than 72% had more than 5 years of experience while only 7.3% had less than 2 years working experience.

Mentoring Programs and Integration of Multigenerational Workforce

Majority of the respondents agreed that mentors were usually older and more experienced individuals who guided other employees (3.82), that mentoring programs enhanced productivity and retention which were key in the integration process (3.79), that mentoring provided a bridge between various generations and enhanced intergenerational communication (4.16) and that mentoring programs were a key component of the knowledge transfer process in their department (4.27). Further, majority of respondents disagreed that human resource managers often tracked mentoring arrangements in order to measure their effectiveness in employee integration (2.12) and that the department had bridged intergenerational differences effectively through the use of mentoring programs and activities (2.28). The respondents were however unsure when asked whether their department had formal mentoring programs for all employees to be effectively integrated (3.16).

Table 1: Mentoring Programs and Integration of Multigenerational Workforce

	n	Min	Max	Mean	Std. Dev.
Our department has formal mentoring programs for all employees to be effectively integrated	55	2	5	3.16	.837
Mentors are usually older and more experienced individuals who guide other employees	55	2	5	3.82	.881
HR managers often track mentoring arrangements in order to measure their effectiveness in employee integration	55	1	5	2.12	.984
Mentoring programs enhance productivity and retention which are key in the integration process	55	1	5	3.79	.997
Mentoring provides a bridge between various generations and enhance intergenerational communication	55	1	5	4.16	.812
Mentoring programs are a key component of the knowledge transfer process in our department	55	1	5	4.27	.977
The department has bridged intergenerational differences effectively through the use of mentoring programs and activities	55	3	5	2.28	.811

Teambuilding and Integration of Multigenerational Workforce

From the findings in Table 2, it was established that majority of the respondents agreed that teambuilding created a cohesive environment which was important for intergenerational workplace (4.18), that Teambuilding enhanced intergenerational collaboration and interaction opportunities (3.87) and that teambuilding programs also integrated

employee development needs with organizational needs (4.19).

Table 2: Teambuilding and Integration of Multigenerational Workforce

	n	Min	Max	Mean	Std. Dev.
Teambuilding creates a cohesive environment which is important for intergenerational workplace	55	1	5	4.18	.813
Teambuilding enhances intergenerational collaboration and interaction opportunities	55	1	5	3.87	.947
Our departments highlights mutual team goals and focuses on promoting effective intergenerational workforce	55	1	5	2.42	.962
Teambuilding activities in our department are geared towards managing generational gaps	55	1	5	2.45	.971
The activities undertaken in teambuilding focuses on adaptability of various generational needs	55	1	1	2.19	.801
Teambuilding programs also integrates employee development needs with organizational needs	55	1	5	4.19	.933
Teambuilding activities in our department uses effective communication tools geared towards a culture of commitment by all generations	55	1	5	3.22	0.897

Further, the respondents disagreed that their department highlighted mutual team goals and focused on promoting effective intergenerational workforce (2.42), that teambuilding activities in their department were geared towards managing generational gaps (2.45) and that the activities undertaken in teambuilding focused on adaptability of various generational needs (2.19). The respondents were however unsure when asked whether teambuilding activities in their department used effective communication tools geared towards a culture of commitment by all generations (3.22).

Succession Planning and Integration of Multigenerational Workforce

From the findings on Table 3, it was established that majority of the respondents agreed that HR managers carried out major changes in job requirements, new skills and work values across generations (3.97) and that succession planning created a pool of high performing people at every leadership level irrespective of generations (4.42). The respondents however disagreed that succession planning process involved identification, designation and notification of employees across all generations (2.18), that HR managers designed jobs that offer best learning and opportunities targeting all generations (2.31), that HR managers had sufficient succession planning experiences and are cognizant of differences in attitudes between generations (2.16) and that HR managers were aware of intergenerational expectations and communicated well about organizational plans (2.08).

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Table 3: Succession Planning and Integration of Multigenerational Workforce

	n	Min	Max	Mean	Std. Dev.
Succession planning process in our department involves identification, designation and notification of employees across all generations	55	1	5	2.18	.891
HR managers often carry out major changes in job requirements, new skills and work values across generations	55	1	5	3.97	.848
Succession planning creates a pool of high performing people at every leadership level irrespective of generations	55	1	5	4.42	.661
HR managers design jobs that offer best learning and opportunities targeting all generations	55	1	5	2.31	.977
HR managers have sufficient succession planning experiences and are cognizant of differences in attitudes between generations	55	1	5	2.16	.633
HR managers are aware of intergenerational expectations and communicate well about organizational plans	55	1	5	2.08	.844

Career Development and Integration of Multigenerational Workforce

The results in Table 4 indicate that most of the respondents agreed that career progression amongst all generations occurred through advancements and promotions to positions of increased responsibility (4.31). The respondents however disagreed that their department identified needs, aspirations and opportunities for employee development programs (2.13), that HR managers targeted career development and implementation strategies which enhanced generational integration (2.41), that HR Managers often prepared employees of all generations so that they can move with the organization as it develops, changes and grows (2.32), that employees took an active role in their career planning and execution and the department provided opportunities for building skill sets which translated to higher productivity (2.17) and that since various generations had different perspectives of the workplace, HR managers worked towards enhancing commitment of the different generations (2.33).

Table 4: Career Development and Integration of Multigenerational Workforce

	n	Min	Max	Mean	Std. Dev.
Our department identifies needs, aspirations and opportunities for employee development programs	55	1	5	2.13	.724
HR managers target career development and implementation strategies which enhance generational integration	55	1	5	2.41	.987
HR Managers often prepare employees of all generations so that they can move with the organization as it develops, changes and grows	55	1	5	2.32	.698
Career progression amongst all generations in the departments occurs through advancements and promotions to positions of increased responsibility	55	1	5	4.31	.842
Employees take a active role in their career planning and execution and the department provides opportunities for building skill sets which translates to higher productivity	55	1	5	2.17	.759
Since various generations have different perspectives of the workplace, HR managers work towards enhancing commitment of the different generations.	55	1	5	2.33	.876

Integration of Multigenerational Workforce

From the findings, majority of the respondents agreed that the integration of multigenerational workforce had led to improved employee satisfaction and retention (3.99) and that the department provided equal opportunity for growth across all generations without any generational discrimination (4.19). The respondents however disagreed that integration and inclusion of generations had reduced recruitment challenges and skills shortages (2.23), that the integration process had led to employees providing better services to their clientele (2.19), that the integration process had fostered innovation and problem-solving skills (2.07) and that the department had put in more effort and money to ensure that diversity was effectively managed to achieve successful outcomes (2.31). The respondents were however unsure whether the HRM Act had some influence the relationship between HR managers and integration of multigenerational workforce (3.31)

Table 5: Integration of Multigenerational Workforce

	n	Min	Max	Mean	Std. Dev.
Integration and inclusion of generations in the department has reduced recruitment challenges and skills shortages	55	1	5	2.23	.933
The integration of multigenerational workforce at our department has led to improved employee satisfaction and retention	55	1	5	3.99	.957
The integration process has led to employees providing better services to our clientele	55	1	5	2.19	.877
The department provides equal opportunity for growth across all generations without any generational discrimination	55	1	5	4.19	.812
The integration process in our department has fostered innovation and problem-solving skills	55	1	5	2.07	.987
The department puts in more effort and money to ensure that diversity is effectively managed to have a successful outcomes.	55	1	5	2.31	.998
The HRM Act has some influence the relationship between HR managers and integration of multigenerational workforce	55	1	5	3.31	.986

Regression Analysis

The study carried out a regression analysis and model summary is depicted in Table 6.

Table 6: Regression Model Summary

Model	R	R^2	Adjusted R^2	Std Error of the Estimate
1	0.8319	0.6921	0.6873	0.3618

The R^2 value of 0.6921 implies that 69.2% of the variations in integration of multigenerational workforce can be explained by the variations in independent variables. This therefore means that other factors not studied in this study contribute 30.8% of integration of multigenerational workforce. The researcher further conducted a multiple regression analysis and the findings of the multiple regression model is depicted in Table 7.

Table 7: Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients		
1		B	SE	B	t	p
	Constant	7.334	3.392		3.109	0.088
	Mentoring Programs	0.531	0.209	0.213	2.504	0.012
	Teambuilding	0.339	0.177	0.189	2.003	0.041
	Succession Planning	0.217	0.103	0.101	1.018	0.044
	Career Development	0.483	0.189	0.183	2.711	0.019

From the multiple regression model, holding mentoring programs, teambuilding, succession planning and career development constant, integration of multigenerational workforce would increase by 4.012. It was established that a unit increase in mentoring programs would cause an increase in integration of multigenerational workforce by a factor of 0.531, a unit increase in teambuilding would cause an increase integration of multigenerational workforce by a factor of 0.339, a unit increase in succession planning would cause an increase in integration of multigenerational workforce by a factor of 0.217 and a unit increase in career development would cause an increase in integration of multigenerational workforce by a factor of 0.483. The un-standardized beta coefficients in Table 7 were then used to obtain the overall relationship of the independent variables and the dependent variable and model was formulated as:

$$Y = 7.334 + 0.531X_1 + 0.339X_2 + 0.217X_3 + 0.483X_4$$

Where   Y = Integration of Multigenerational Workforce, X_1 = Mentoring Programs, X_2 = Teambuilding, X_3= Succession Planning, and X_4 = Career Development.

CONCLUSIONS

The study concluded that mentoring provided a bridge between various generations and enhanced intergenerational communication and thus were a key component of the knowledge transfer process. Human resource managers should therefore track mentoring arrangements in order to measure their effectiveness in employee integration. It was concluded that teambuilding created a cohesive environment which was important for intergenerational workplace. Further, it was also concluded that for effective integration of multigenerational workforce, the HR managers should highlight mutual team goals and focus on promoting effective integration, use teambuilding activities geared towards managing generational gaps and that the activities undertaken in teambuilding should focus on adaptability of various generational needs. The study concluded that HR managers carried out major changes in job requirements, new skills and work values across generations and that succession planning created a pool of high performing people at every leadership level irrespective of generations. Finally, the study concluded that succession planning process should involve identification, designation and notification of employees across generations and that HR managers should design jobs that offer best learning and opportunities targeting all generations.

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