Formulating HR policies for managing various generations of employees in Nepal Doorsanchar Company Limited

Dr. Bhagwati Prasad Chaudhary

BE, MBA, PhD, department of commerce and management, Waltair Junction, Visakhapatnam, Andhra University, Andhra Pradesh, India

Abstract
The paper deals with the perceptual differences of generational employees with respect to different policies adopted by the organization for managing employees of different generation in Nepal Doorsanchar Company Ltd. Globalization and changing trends on demographics have brought major changes in the organization culture of the organizations. Today's workplace consists of employees coming from different cultural backgrounds. They differ in many ways like lifestyles, religions, languages, knowledge, work experiences, etc. Therefore it is very much essential for the organization to formulate and implement policies which could help in managing different generations of employees. In this regard, the major step of the organization is to identify the perceptual interest of different generations of employees towards different policies prevailing in the organization. The outcome in this process will push the organization to prepare strategies for managing differences of generational employees scientifically by choosing appropriate polices according to the perceptual interest of the employees. Data for the study was collected thorough purposive sampling from 358 respondents on six points ranking scale through a questionnaire. All respondents belong to three different age groups i.e., Younger, Mid and Elder Generations. Results of one-way ANOVA test revealed that perception of employees of various generations towards factors related to HR Policies namely; Better Working Conditions, Better Recognition of Competencies and Better Policy for Leadership Development are significant at 1 percent level of significance. However, it is evident that perception of employees of various generations towards factors related to Better Opportunity for Career Support and Development and Better Organization Culture are insignificant. Hence, it is inferred that all the three different generations of employees perceived that Better Opportunity for Career Support and Development and Better Organization Culture are the better HR policies for managing different generations of employees.

Keywords: HR policies, generations, employees, Nepal Doorsanchar Company Limited

1. Introduction
The pace of changing globalization and demographics has brought major changes in the organization. As employees come from different cultural background and they are different in their religions, languages, knowledge, work experiences, etc., so in this regard, now the organization has to focus more on their workforce diversity, organization culture and working conditions to name a few for managing their generational employees. The benefits of understanding and adopting methods for managing such differences will lead to positive outcomes in the organization and will motivate their employees to unite and follow a right path to enhance the corporate image and achieve success for the company. Similarly, employees from each generation bring different background, life experience, characteristics, priorities, diverse work culture, attitude, perceptions, educational level and interests. Organizations have to be very sensitive to these differences in order to help each generation to maximize its contribution to the organization in a manner which can give them the highest satisfaction level at the workplace. Understanding and celebrating diversity in the organization can give maximum benefits to the organization. Further, productive employees are always rewarded and recognized in the company and hence, this progress leads

them to be engaged in the organization. The employees may differ in their perception towards various factors related to HR Policies for managing employees of different generations. However, it is worth noting that does their perception of factors related to HR Policies for managing employees of different generations differ based on generations. In this perspective, the respondents were asked to rate the different HR policies (Better Opportunity for Career Support and Development Better Organization Culture, Better Working Conditions, Better Recognition of Competencies and Better Policy for Leadership Development) in order of their importance as 5 to the most important and 1 to the least important for managing employees of different generations.

1.1 Review of Literature
Ahmed and Others (2013) [6] stated that the paper reviewed the extant literature on Generation Y employees to establish a profile of their characteristics and work preferences. The study found that Generation Y differs from previous generations in terms of workplace attitudes and preferred ways of working. Moreover, the study pointed the characteristics and work preferences (Prefer Inclusive Leadership Style, Prefer Teamwork, Prefer Socially Responsible Organizations, Desire Work-Life Balance, Desire Fast Career Development, Need Regular

Timely Feedback, Expect Direct Two-Way Communication, Seek Challenge and Responsibility, Seek Technology in Workplace) of Generation Y, so that effective management strategies can be formulated to motivate, engage and retain this Younger Generation of employee.

Rajput and Others (2012) [5] found that on investigating the Affective Commitment (AC) there is a complete agreement across generation X and Y on the deep impact of the organizational culture and work on the personal life.

Similarly, Jeffries (2002) [2] conducted a small qualitative study addressing the question of differing values, behaviors, attitudes, and leadership styles of Generation X managers in the high technology sector. The findings of this study concluded that 'Generation X executives [in the high-technology sector] do have a peer personality, grounded in their shared humanistic values, a strong work ethic, a participative leadership style, and willingness to seek out and accept leadership opportunities and challenges.

SHRM (2011) [10] revealed that forty-six percent of employees believed that corporate culture was very important to job satisfaction, and 60% reported satisfaction with overall corporate culture.

Schramm (2007) [3] pointed that 87 percent of employee in 2007 stated that career support and development is Very Important" Aspects of Employee Job Satisfaction

Rodrigues (2009) [1] stated that the Tata Teleservice provides customized training programs and plan career path for its employees based on their potential, talent and performance. In this regard, an employee with high potential is groomed with different leadership programs to enhance their career path. Some of these management programs are senior leadership acceleration series, building leadership for tomorrow, Young Leaders Program. Further, the company runs different recognition programs such as Target or Performance driven recognition program and Culture driven recognition program to engage and retain their employees.

Similarly, Josh Bersin (2015) [4] stated that Deloitte's organization offers strategies to engage the multigenerational employees in a very effective way. The strategies that are designed is to increase leadership effectiveness, promoting strategic management, teamwork improvement, workplace flexibility, establishes multiple career paths, permitting more flexibility while considering various needs of the workforce, policies of aligning pay structure with performance of the employees, offering performance-based rewards and advancement, support for diversity, providing training and development to imbibe the talent in employees and encourage them to participate and work in a team for the betterment of the organization.

SHRM (2011) [10] stated that the Job satisfaction refers to how employees feel about their compensation, benefits, work environment, career development and relationship with management.

Similarly, LG (2010) stated that the company ranks #49 as the Great Place to Work as per their research. The company provides various opportunities and benefits to encourage, motivate and engage such as 'Recognition at work, Rewarding top performers. Similarly, the company recognizes their employees for their good work and encourages behaviors that build the business. Moreover, the company also focuses on fostering Leadership within the organization as they feel it is important to engage the employees in the decision-making process and give them the authority to act intelligently in the best interest of the company.

Moreover, Sara De Hauw and Ans De Vos (2010) stated that the data for the study was collected through two matched samples of Millennials graduating in 2006 (n = 787) and 2009 (n = 825), through a questionnaire regarding their psychological contract expectations, career strategy, and optimism about the labor market in completely different socioeconomic contexts in Belgium. The findings indicate that the Recession is related to lower levels of optimism. Moreover, during the times of recession, Millennials lower their expectations regarding the work-life balance and social atmosphere. However, their expectations regarding job content, training, career development, and financial rewards remain high, suggesting that these expectations are largely embedded within the generation. Furthermore, Millennials' expectations are significantly influenced by individual variables, careerism, and optimism.

Besides, SHRM (2012) [7] stated that the data was collected from SHRM report conducted for executive briefing in U.S. The study found that the employer practices—such as job and task design, recruitment, selection, training, compensation, performance management, and career development-strongly influence each employee's level of engagement and commitment. Moreover, it was observed that the most common activities that employers use to engage employees are offering promotions or bonuses to high performing employees, providing comfortable and stimulating work environment, encouraging employees to share their ideas and

opinions, investing in employees' careers through training, professional development or continuing education, having a formal system in place to recognize/reward top employees, providing regular performance reviews, hosting social or team-building events.

1.2 Objective of the Study
The objective of the study is to identify the perception of different generation of employees towards various factors related to Human Resource Policies for managing employees of different generations.

1.3 Hypothesis of the Study
H_{04}: There is no perceived difference in the importance of various factors related to Human Resource Management policies for managing different generations of employees, i.e., Better Opportunity for Career Support and Development, Better Working Conditions, Better Recognition of Competencies, Better Organizational Culture and Better Policy for Leadership Development among Younger Generation employees, Mid Generation employees and Elder Generation employees.

2. Methodology

A research design is a framework of the project that stipulates what information is to be collected from which sources by what procedures. The research design adopted in this study consists of descriptive method. The descriptive research design has been adopted to undertake fact-finding operation searching for adequate information in the context of generational workforce diversity with respect to Human Resource Policies for managing employees of different generations in Nepal Doorsanchar Company Limited.

2.1 Sources of Primary and Secondary Data

This study has utilized both secondary and primary sources of data. The primary data has been collected from different generations of employees namely, Younger Generation employees, Mid Generation employees and Elder Generation employees in Nepal Doorsanchar Company Limited. Similarly, the secondary data is collected from, Articles, Magazines, SHRM reports and journals.

2.2 Sampling Technique

This study has used simple random sampling probability sampling technique to gather primary data. Under this study, the names list of employees along with their identity numbers from different generations of employees i.e. Elder, Mid and Younger Generations employees were taken from the human resource department and then randomly the employees from different generations were chosen with the help of their identity number.

2.3 Determination of Sample Size for Primary Data

The sample size is determined based on the percentage level of significance and the formula. In the case of primary data, the sample is drawn from the total population of Nepal Doorsanchar Company Limited which is 5216 by using the following formula. The calculated sample size is 358 (rounded of). Since the study is to be conducted between three generations of employees, the sample size is divided according to the percentage of proportion in the company. Hence, the sample of Elder Generation employee after calculation is 72. The sample of Mid-Generation employees is 125 and the sample of Younger Generation employees is 165.

The sample size is determined based on α% level of significance:

$$n = \frac{n_0}{1 + (n_0 - 1)/N}$$

Where,

$$n_0 = \frac{t^2 PQ}{d^2}$$, P=0.5, Q=0.5, d=5%, α=5%, t=1.96 and N= 5216

Where N= Total employee of Nepal Telecom (5216)
d= permissible error (5%=0.05)
P= Proportion of satisfaction or dissatisfaction (0.5, from normal area of table)
t= (1.96, from Normal area of table)
Elder Generation employees = (1043/5216*358) = 72
Mid Generation employees = (1826/5216*358) = 125
Younger Generation employees = (2347/5216* 358) = 161

Tools used for analysis: Data Analysis is done using SPSS (Statistical Package for Social Science) Version 20.0. The data has been analyzed with the help of required statistical tool i.e. one way ANOVA.

3. Findings of the Study

Table 1 presents the overall data pertaining to HR Policies of the Organization. The respondents were asked to rank these factors, i.e., Better Opportunity for Career Support and Development, Better Working Conditions, Better Recognition of Competencies, Better Organizational Culture and Better Policy for Leadership Development from 5 to 1, as 5 to the most important and 1 to the least important. From table 1 it is evident that, employees from all generations ranked Better Opportunity for Career Support and Development and Better Organizational Culture as a most important HR Policies for managing employees of different generations. Similarly, Mid Generation employees also ranked Better Recognition of Competencies as an important HR Policy for managing employees of different generations. Whereas, Younger Generation employees ranked Better policy for leadership development as an important HR Policy for managing employees of different generations.

Table 1: HR Policies for managing employees of different generations

HR Policies / Generations of Employees	Ranking	Younger Generation	Mid Generation	Elder Generation
Better opportunity for career support and development	5	44 (27.3%)	32 (25.6%)	30 (41.7%)
	4	42 (26.1%)	37 (29.6%)	17 (23.6%)
	3	38 (23.6%)	18 (14.4%)	11 (15.3%)
	2	29 (18.0%)	25 (20.0%)	05 (6.9%)
	1	08 (5.0%)	13 (10.4%)	09 (12.5%)
Better working conditions	5	14 (8.7%)	23 (18.4%)	12 (16.7%)
	4	19 (11.8%)	11 (8.8%)	16 (22.2%)
	3	27 (16.8%)	36 (28.8%)	13 (18.1%)
	2	52 (32.3%)	30 (24.0%)	21 (29.2%)
	1	49 (30.4%)	25 (20.0%)	10 (13.9%)
Better Recognition of Competencies	5	17 (10.6%)	21 (16.8%)	08 (11.1%)

	4	18 (11.2%)	24 (19.2%)	30 (41.7%)
	3	31 (19.3%)	24 (19.2%)	0 (0.0%)
	2	33 (20.5%)	28 (22.4%)	11 (15.3%)
	1	62 (38.5%)	28 (22.4%)	23 (31.9%)
Better Organizational Culture	5	56 (34.8%)	29 (23.2%)	15 (20.8%)
	4	43 (26.7%)	36 (28.8%)	21 (29.2%)
	3	23 (14.3%)	23 (18.4%)	12 (16.7%)
	2	16 (9.9%)	26 (20.8%)	14 (19.4%)
	1	23 (14.3%)	11 (8.8%)	10 (13.9%)
Better Policy for leadership development	5	30 (18.6%)	20 (16.0%)	07 (9.7%)
	4	39 (24.2%)	17 (13.6%)	18 (25.0%)
	3	42 (26.1%)	24 (19.2%)	03 (4.2%)
	2	31 (19.3)	16 (12.8%)	24 (33.3)
	1	19 (11.8%)	48 (38.4%)	20 (27.8)

3.1 (Ranking is from 1 to 5. 5 is the most important and 1 is the least important)

Further, to have a more detailed understanding of overall responses of Younger, Mid and Elder Generations employees on factors related to HR Policies for managing employees of different generations, One Way ANOVA test has been carried out. In this regard, mean of overall responses on different factors related to HR Policies, generations' wise, has been calculated to have a better understanding of exact response of each generation on HR Policies for managing employees of different generations. Moreover, ANOVA test has been used to test the significance level of factors related to HR Policies for managing employees of different generations. A significant F value may indicate that there are differences in the means, but it does not tell where those differences are. Hence, Post Hoc Multiple Comparison test (parameter on the One Way ANOVA command) have been conducted to identify the differences between employees of different generation on different factors related to HR Policies for managing employees of different generations.

Table 2 shows the mean rating of different generations of employees with respect to different factors related to HR Policies at the workplace for managing employees of different generations.

Table 2: Descriptive Statistics of HR Policies

HR Policies		N	Mean
Better opportunity for career support and development	Elder Generation	72	3.75
	Mid Generation	125	3.40
	Younger Generation	161	3.53
	Total	358	3.53
Better working conditions.	Elder Generation	72	2.99
	Mid Generation	125	2.82
	Younger Generation	161	2.36
	Total	358	2.65
Better recognition of competencies.	Elder Generation	72	2.43
	Mid Generation	125	2.86
	Younger Generation	161	2.35
	Total	358	2.54
Better organization culture.	Elder Generation	72	3.24
	Mid Generation	125	3.37
	Younger Generation	161	3.58
	Total	358	3.44
Better policy for leadership development.	Elder Generation	72	2.56
	Mid Generation	125	2.56
	Younger Generation	161	3.19
	Total	358	2.84

In order to test the hypothesis, i.e. there is no perceived difference in the order of importance of various factors related to HR Policies for managing different generations of employees, i.e. Better Opportunity for Career Support and Development, Better Working Conditions, Better Recognition of Competencies, Better Organizational Culture and Better Policy for Leadership Development among Younger, Mid and Elder Generations employees, one way ANOVA test has been conducted. The results of ANOVA test has been presented in (Table 3)

Table 3: Results of ANOVA test

HR Policies		Sum of Squares	df	Mean Square	F	Sig.
Better opportunity for career support and development	Between Groups	5.596	2	2.798	1.673	.189
	Within Groups	593.624	355	1.672		
	Total	599.221	357			
Better working conditions.	Between Groups	25.087	2	12.544	7.290	.001
	Within Groups	610.860	355	1.721		
	Total	635.947	357			
Better recognition of competencies	Between Groups	19.289	2	9.644	5.223	.006
	Within Groups	655.583	355	1.847		
	Total	674.872	357			
Better Organization Culture.	Between Groups	6.685	2	3.342	1.805	.166
	Within Groups	657.338	355	1.852		
	Total	664.022	357			
Better policy for leadership development.	Between Groups	34.937	2	17.468	9.160	.000
	Within Groups	676.988	355	1.907		
	Total	711.925	357			

Table 3 presents the results of ANOVA test. It is found that perception of employees of various generations towards factors related to HR Policies namely; Better Working Conditions, Better Recognition of Competencies and Better Policy for Leadership Development are significant at 1 percent level of significance. It means there is a perceived difference in the order of importance of these factors related to HR Policies for managing employees of different generations among Younger, Mid and Elder Generations employees. However, it is evident that perception of employees of various generations towards factors related to Better Opportunity for Career Support and Development and Better Organization Culture are insignificant. It means there is no perceived difference in the order of importance of these factors related to HR Policies among Younger, Mid, and Elder Generations employees. Hence, it is inferred that all the three different generations of employees perceived that Better Opportunity for Career Support and Development and Better Organization Culture are the better HR policies for managing different generations of employees.

To interpret the results of ANOVA test, if the P value is less than or equal to alpha level, i.e. 0.05 then the null hypothesis (H0) is rejected i.e., there is a difference of variances and if the P value is greater than alpha level i.e. 0.05 then the null hypothesis is accepted. Here P values are less than 0.05 for three factors related to HR Policies, which shows that the F ratio is statistically significant. Hence, the alternative hypothesis (H$_4$) for these factors is accepted. Whereas P value is greater than 0.05 for two factors related to HR Policies, which shows that the F ratio is statistically insignificant. Hence, the null hypothesis (H$_{04}$) is accepted for these factors.

Further, it is found that there is a perceived difference in the order of importance of different factors related to HR Policies among the three different categories of employees, namely; Younger Generation, Mid Generation and Elder Generation employees. However, one cannot say where the differences occur between the categories. Hence, Post Hoc Multiple Comparison test has been conducted (Table 4)

Table 4: Multiple Comparisons

Dependent Var.	(I) Category of Gen.	(J) Category of Generation	Mean Difference (I-J)	Sig.
Better opportunity for career support and development	Elder Generation	Mid Generation	.350	.161
		Younger Generation	.222	.447
	Mid Generation	Elder Generation	-.350	.161
		Younger Generation	-.128	.685
	Younger Generation	Elder Generation	-.222	.447
		Mid Generation	.128	.685
Better working conditions	Elder Generation	Mid Generation	.170	.655
		Younger Generation	.626*	.002
	Mid Generation	Elder Generation	-.170	.655
		Younger Generation	.456*	.011
	Younger Generation	Elder Generation	-.626*	.002
		Mid Generation	-.456*	.011
Better recognition of competencies	Elder Generation	Mid Generation	-.425	.088
		Younger Generation	.083	.903
	Mid Generation	Elder Generation	.425	.088
		Younger Generation	.508*	.005
	Younger Generation	Elder Generation	-.083	.903
		Mid Generation	-.508*	.005
Better Organization Culture	Elder Generation	Mid Generation	-.132	.790

		Younger Generation	-.342	.181
	Mid Generation	Elder Generation	.132	.790
		Younger Generation	-.210	.400
	Younger Generation	Elder Generation	.342	.181
		Mid Generation	.210	.400
Better policy for leadership development	Elder Generation	Mid Generation	-.004	1.000
		Younger Generation	-.631*	.004
	Mid Generation	Elder Generation	.004	1.000
		Younger Generation	-.626*	.000
	Younger Generation	Elder Generation	.631*	.004
		Mid Generation	.626*	.000

Table 4 shows the results of Post Hoc Multiple Comparison test. The mean differences among the categories are presented in the table 4 along with their p values. So far, to make meaningful conclusion each factor related to HR Policies of employees based on generations are explained along with statistical significance below:

3.2 Better Opportunity for Career Support and Development
It is evident that no significant perceived difference was found in the order of importance of "Better Opportunity for Career Support and Development" as a factor related to HR Policies for managing employees of different generations among three different generations of employees at the P>0.05 level [F (2, 355) = 1.673, P = 0.189]. Post Hoc multiple comparison reveals that there is no perceived difference in the order of importance of Better opportunity for Career Support and Development as a factor related to HR Policies for managing employees of different generations among Elder (M=3.75), Mid (M=3.40) and Younger Generations employees (M=3.53). Hence, it is inferred that all the three generations of employees perceived Better opportunity for career support and development as a most important HR Policies for managing employees of different generations.

3.3 Better Working Condition
It is evident that significant difference was found in the order of importance of "Better Working Condition" as a factor related to HR Policies for managing employees of different generations among three different generations of employees P<0.05 level [F (2, 355) = 7.290, P = 0.001]. Post Hoc multiple comparison reveals that there is no perceived difference in the order of importance of Better Working Conditions as a factor related to HR Policies for managing employees of different generations between Elder (M=2.99) and Mid (M=2.82) Generations employees. However, their perceived importance of Better Working Conditions is higher than Younger Generation employees (M=2.36). Hence, Elder and Mid Generations employees perceived that Better Working Conditions is an important HR Policy for managing employees of different generations.

3.4 Better Recognition of Competencies
It is evident that significant perceived difference was found in the order of importance of "Better Recognition of Competencies" as a factor related to HR Policies for managing employees of different generations among

three different generations of employees at the P<0.05 level [F (2, 355) = 5.223, P = 0.006]. Post Hoc multiple comparison reveals that there is no perceived difference in the order of importance of better recognition of competencies between Elder and Younger Generations employees. Whereas the mean score of Mid Generation employees (M=2.86) is significantly higher than both Elder (M=2.43) and Younger Generations employees (M=2.35). Hence, it is inferred that Mid Generation employees perceived that better recognition of competencies is an important HR Policy for managing employees of different generations.

3.5 Better Organization Culture
It is evident that no significant perceived difference was found in the order of importance of "Better Organization Culture" as a factor related to HR Policies for managing employees of different generations, among three different generations of employees at the P>0.05 level [F (2, 355) = 1.805, P = 0.166]. Post Hoc multiple comparison reveals that there is no perceived difference in the order of importance of Better Organization Culture as a factor related to HR Policies for managing employees of different generations among Younger (M=3.58), Mid (M=3.37) and Elder Generations employee (M=3.24). Hence, it is inferred that all the three generations of employees perceived that Better Organization Culture is an important HR Policy for managing employees of different generations.

3.6 Better Policy for Leadership Development
It is evident that significant difference was found in the order of importance of "Better policy for Leadership Development" as a factor related to HR Policies for managing employees of different generations, among three different generations of employees at the P<0.05 level [F (2, 355) = 9.160, P = 0.000]. Post Hoc multiple comparison reveals that there is no significant perceived difference in the order of importance of Better Policy for Leadership Development as a factor related to HR Policies for managing employees of different generations between Elder and Mid Generations employees. Whereas the mean score of Younger Generation employees (M=3.19) is significantly higher than both Mid (M=2.56) and Elder Generations employees (M=2.56). Hence, it is inferred that Younger Generation employees perceived that better policy for leadership development is an important HR Policy for managing employees of different generations.

4. Conclusion

In summing up, it is evident that employees of all generations ranked Better Opportunity for Career Support and Development and Better Organization Culture as a most important HR Policies for managing employees of different generations. Whereas, Younger Generation employees also ranked Better Policy for Leadership Development as an important HR Policy for managing employees of different generations. Similarly, Mid and Elder Generations employees ranked Better Working Conditions as an important policy for managing employees of all generations. Moreover, Mid Generation employees also ranked Better Recognition of Competencies as an important policy for managing employees of different generations. Hence, effective engagement may be achieved, if the organization focuses on the strategies to manage employees of different generations according to their preferences.

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