EVALUATING THE CHANNELS USED TO COMMUNICATE THE BENEFITS OFFERED TO A MULTI-GENERATION WORKFORCE

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Abstract

Organizations over the years have found it challenging to develop strategies that keep employees engaged, increase productivity and minimize attrition. This becomes even more challenging for organizations with multigenerational workforce. Many Organizations can consist of up to five generations of workforce each with their respective ideologies, attitudes, values, beliefs as well as expectations. Time and money is invested in developing the right benefit package for employees and this will not reach the last mile if it's not communicated in a strategic manner. Different channels are used is communicate about benefits package to employees and In a Multigenerational organization, these offerings have to be communicated differently to the different generation cohorts to ensure maximum impact.

Data was collected through qualitative interviews, on the effectiveness of various communications channels used with the different generation cohorts in the MNC's under study. This interview was conducted to gain insight on what each stakeholder feels about how effectively the benefits are communicated to them and to understand any challenges or bottlenecks in the process. Moreover, a survey was also conducted on a multi generation workforce to rate the effectiveness of the benefits communications they received.

Whilst it is important to personalize and target communication to the different generation, there are practical challenges when the organizations are addressing a large workforce from different generations. There should be an effort to segment groups into a few manageable clusters based on communication preferences of employees.

This study explores the theory of generation cohorts and the differences in values and behaviors of each cohort. Organization's understanding of workforce generations will help them design strategies and policies that impact the employee's value systems and get them more engaged and connected with the organization

Key words: Communication Channels, Multi-generational workforce, Employee Wellbeing, Communication Effectiveness

Introduction

An important factor in running a business effectively is to know and understand the people that work for you. Most workplaces exhibit diversity in terms of race gender, nationality, orientation and so on. However, an important aspect which could be overlooked is the ideology of generations.

Defining the Various Generation Cohorts

'Generation' is defined as a specific group of individuals who were born around the same time period and who often possess similar cultural, social norms and values.

Generation is outlined as 'identifiable cluster that shares birth years, age location, and vital life events at critical organic process stages' (Kupperschmidt, 2000, p. 66). Differences between generations area unit theorised to occur because of major influences within the setting inside which early human socialisation occurs; influences that have a sway on the event of temperament, values, beliefs and expectations that, once fashioned, area unit stable into adulthood. Of explicit significance to the people approach area unit major shifts within the socio-cultural setting over time; this includes extremely salient events that one generation experiences however

another either doesn't, or experiences them outside of their essential socialisation years (Noble & Schewe, 2003; Twenge & mythologist, 2008). These potential salient socio-cultural events area unit various indeed, as well as wars and therefore the consequences of wars (Noble & Schewe, 2003), new technologies leading to major life and work changes within the developed economies, and vital changes to family and work patterns of special significance area unit the socio-economic events ensuing in either relative inadequacy or security for a gaggle of individuals (Egri & Ralston, 2004). As every generation matures through such events, every

generation is speculated to develop characteristics that differentiate it from those who precede and follow it; characteristics that area unit mirrored in personality traits, work values, attitudes, and motivations to work in ways in which likely to be necessary to managers. (Macky, Gardner, & Forsyth, 2008)

Having an effective benefits communication strategy to communicate to the various generation cohorts in an organization is of paramount importance. Different generation cohorts tend to use different communication channels but the way they receive information also varies from one and another. Hence, it is important that companies leverage various communication channels to effectively communicate its benefits offerings to the various generation cohorts within the workplace.

Literature Review

Organizations are striving to implement practices and policies to drive employee motivation and job satisfaction. (Guillen & Saris, 2009). Providing attractive Employee Benefits is an example of these policies and are carefully put together to attract, motivate and retain employees (Boyd & Salamin, 2001).

A multigenerational workforce has many contributions to the growth of an organization (Hughes, 2011) but organisations are also continuously finding ways to meet the challenges of a multigenerational workforce. It's therefore of paramount importance for companies to properly comprehend and understand the values and behaviors of each generation to positively influence and bring satisfaction to the different generations. (Gladwell & Dorw-art et al., 2010).

Understanding what makes each generation tick is therefore critical to the organization.

The Generations can be divided into Traditionalists, Baby-Boomers, Gen X, Gen Y and Gen Z (Otherwise known as millennials). Each of the generation cohorts will be explained below (Haynes, 2011):

The Traditionalists (Pre 1945)

The Traditionalists contribute to about 2% of the Indian demographics' current workforce. According to (Kim, 2008), Most of the traditionalists are in the company's board of directors that hold advisory roles. They may not be as tech-savvy as the other 4 generations and hence prefer to have a face to face conversation rather than through modern communication portals like e-mails and text messages. Almost all of them have now reached their far-end of their career and would be attracted by retirement and pension schemes that would further ensure a comfortable retired life.

The Baby-Boomers (From 1946-1964)

The Baby-Boomers cohort contribute to about 33% of India's current workforce. Baby- Boomers predominately are in the senior leadership team that hold advisory roles, like the traditionalists. They were the first cohort to incorporate technology into their workplace. Baby- Boomers are comfortable using telecommunication for conducting meetings but would prefer face-face confrontations for high-level decisions. They would be attracted to employer benefits such as future retirement plans. (McGuire, 2007)

Generation X (From 1965-1980)

According to (Murphy, 2010), Generation X is the largest generation cohort that is present, contributing to 37%

of the total workforce of the Indian Demographic. This generation was the first generation to be introduced to the "digital workplace", migrating away from the traditional office environment. Generation X mainly holds senior managerial titles and have a fair amount of experience in their jobs. Unlike the previous 2 generation cohorts, Generation X prefer email and mobile communications for conversing. Work-life balance is of paramount importance to them.

Generation Y (1981-1995)

Generation Y contribute to 28% of the total workforce of the Indian Demographic. These are the generation cohorts that were born into the digital era; they are more comfortable communicating and working with the usage of technology. (Fletcher, 2009) Much like Generation X, Generation Y require flexibility and autonomy from their organization. They prefer to work from home, spend more of their time up-skilling themselves either through higher education or through certifications and workshops.

Generation Z (After 1995)

Generation Z or the Millennial are deemed as the future of the workforce. They are currently working as interns or part-time jobs. This generation cohort tends to jump between jobs pretty often until they find their ideal job. This generation has been raised with technology, so they tend to be tech-savvy and can multi-task pretty efficiently. Much like Generation Y, Generation Z would prefer benefits offerings such as work from home abilities, scholarship grants as well as reward points to be redeemed at various stores and boutiques. (Dulin L, 2008)

Theoretical Model

Generation Theory

Mannheim's essay, "The problem with Generation" is often regarded as a benchmark for understanding generational research (Pilcher, 1994). The essay explains how staple life events shapes experiences of people belonging to various classes, racial backgrounds and geographies. He further added that because these individuals (belonging to the same generation cohort) were born at a similar time, they would hence tend to share common life events and experiences. This would result in them having similar behaviors and thought processes (Pilcher, 1994).

Coming to recent times, Horvath (2011) stated that the Generational theory could further explain how that people from similar life experiences can be instrumental in developing various ideologies, norms, values and beliefs. (of individuals of the same generational cohort)

Generational Cohort Theory

The Generational Cohort theory is a theory that can be used to understand and identify employment trends and patterns by the various generational cohorts. (Blythe et al., 2008).

Strauss and Howe (1991) hypothesized that the various generational cycles have "historical foundations" and this could forecast the movements of the future generations through the various generational cohorts. Moreover, Horvath (2011) theorized that different generation cohorts have different views and opinions on various facets of life, be it cultures, values, norms etc.

As younger generation workforce with older generation still continuing work there, the challenge will be how to flow communication to employees from different generational cohorts

(Burmeister, 2008; Gibson, 2009). Understanding the differences in views, values, and behaviors are important in the workplace (Gibson, 2009).

Previous studies on Intra Generational Communication

Day (2007) noted the key differentiators between Gen X & the Baby Boomers with respect to their relationship between each other, more importantly employee-manager relations. According to Wilson, et al. (2008), he gathered data from employees who were of the generation cohorts, which were the Baby Boomers, Gen X and Y to distinguish the similarities and differences in them. He further analyzed them and found out what their work culture was, along with their likes and dislikes on an organizational front.

Trying to motivate the various Generation Cohorts

Communication about company benefits happens not only from organization to employees but also consider the communication from one generation to another, manager to team member for example. Hill (2002) talks about the numerous challenges for the baby boomers (1946-1964) with respect to managing Gen Y in the workplace. The key challenge is that they should understand the various generation cohorts and the similarities and differences between them and the younger generations of workforce. The main differentiator, he argues, is motivation. He further notes that whereas Gen Y workforce are willing to work as hard as their older generational cohorts, they're additionally inclined in reconciliation their work lives with their personal lives. Hill (2002) also notes that individual development is extremely necessary to Generation Y. To further motivate the various generation cohorts, Gerhard (1968) suggests the usage of intrinsic motivators like giving advancement, growth, responsibility and recognition, to the workforce. These factors can end in job satisfaction, which can cause the retention of workers, regardless of which generation cohort they belong to. Although, Herzberg (1968) states that to inspire workers, the bulk of managers can need to supply associate increase in earnings, improved operating conditions, security, etc. However, he reveals that these hygiene factors won't cause job satisfaction. Rather the absence of the hygiene factors can end in job discontent (Herzberg, 1968).

Connection of the Various Generation Cohorts Together

Hatfield (2002, p. 72) presents what she deems "the variations of the four generations" and outlines how this gap can indeed be bridged. She notes that boomers are hardworking and work long hours and expect that norm to be followed. On the other hand, the employees who are GenY will not blindly adhere or listen to rules and regulations like their previous generational cohorts. Rather, this generational cohort would have to first understand what they are and hence forth adhere to them. Once they have understood, it would be relatively easy for managers to motivate and reward the employees accordingly. (Hatfield, 2002). This would hence allow many organizations to bridge the prevailing generation gap and be a progressive organization that share common thoughts, ideologies and similar perspectives.

Evaluating Communication Tools

Communication systems are defined tools, be it either formal or not that organizations leverage to further support their coms wants. This involves people, any of the coms they want to convey, the technologies that they leverage to mediate various conversations, and the organizational structures that outline and constrain the conversations that are allowed to occur. There are a large variety of communication channels from face-face communication, to the telephone or e-mail. Channels even have attributes like capability and noise, which confirm their suitableness for various tasks. Synchronous communication is defined when 2 or more parties communicate on a given communication channel at the same time. A downside of this communication is that it tends to be interruptive, and it can have an adverse effect on the people using this communication medium. Since there are no synchronous discussion that occurs often, some of these conversations occur through a series of message exchanges. This could range from leaving a note or message on a fellow colleagues table all the way to communicating through the latest messaging software. The communication medium can be considered as an engine; it needs many parts to function smoothly. If any of the components are missing or not used properly, the engine will not run smoothly. This is the same case with this communication system.

One-One Communication

One-One (Also known as face-face) communication is usually an apt channel for communicating complex info as it requires immediate feedback, the usage of ones tongue and multiple cues associated with them. One-One communication consists of channels, such as team conferences, cluster problem-solving sessions, supervisor briefings, town-halls and so on and so forth. Shwert (2013) had found that workers prefer face-to-face communication for communication with leaders, rather than emails. Technological development has deemed email an essential a part of the daily routine of employees

Formal and Informal Communication

Formal communication can include staff conferences that happen on a timely basis. These formal coms help employees understand their duties goals as well as rewards (In the form of benefits offerings) .However, there may be important messages that have high impact and want to be sent, maybe used on associate degree as-needed basis; and work group or workers meetings that embody data sharing and change and assignment tasks. These coms are most effective if communicated once or twice a week. Meetings can be considered as a platform or a forum for employees in order for them to raise queries and inquire into problems during a timely fashion.

These types of meetings are scheduled quite often (Pulce, 2003). Coming to the Informal styles of communication, these are the types of communication that commonly occur during the

employee's lunch or any other casual encounters that they have with fellow employees.

Communication Channels which are Asynchronous in nature

These channels basically include social media websites, coms via email, newsletters etc.

According to Meredith (2013), electronic newsletters have replaced conventional printed newsletters due to cost saving. It is imperative to keep a backup copy (be it digital or electronic newsletters) for documentation purposes and future reference.

Email

Email is quite effective as it goes to the intended user immediately, as well as coms can be sent to a huge audience quickly. E-mail is often considered as the new age of communication. Since you can send a lot of text to many intended users in one go, it has gained a lot of popularity amongst the millennial. (Uddin et al., 2013). Even though social media sites like Facebook and Instagram is another alternative for quick and fast communication, the usage of emails amongst the youth has not died down. Even though e-mail is considered an everyday communication medium, students around the world primarily rely on this medium in order to communicate to their fellow peers or teachers/professors whilst at university. E-mails are a low cost and equally effective communication medium to send required coms around the world at a blink of an eye.

Paper Media

Newsletters are a perfect example of paper media; they supply a medium for sharing information with employees in the organization. The newsletter can contain information ranging from important updates in the organization, roles and duties as well as communication of benefits offerings in the organization. Newsletters are also handy for the senior management team as they can notify them about current issues or concerns that arise in the organization.

Senior management can also leverage newsletters to communicate to the workforces in masses, not having to speak to every single employee on an individual basis. Even though newsletters have its positives, it should never be a substitute for the conventional face to face communication but rather as a backing communication too

Digital Platforms

According to Men (2015), good examples of digital platforms are organizational intranet networks, various

company blogs, organizational instant messaging apps as well as social media websites. These platforms are used by organizations in order to communicate to one and other.

Digital Platforms can often replicate one-one communication through new technological interventions. For example, a one-one can be replicated through the usage of a webcam and a microphone through a VOIP platform such as instant messaging or communication apps such as Web-Ex and Zoom etc. Another advantage of these channels are that they are often 2 way communication, meaning they are interactive and can be addressed in real time. Moreover, the responses will also have no delay and these communications can happen in public or in private environments.

Research Methodology

Data Collection

A mixed approach was applied in this study; a self-administered survey was conducted on 103 employees across various MNC's in India on the effectiveness of the various communication channels offered to the employees. These employees rated the effectiveness of the benefits communications they received from their organization and their own preference of communication channels and these employees were picked from MNC's which have at least 4-5 generation cohorts in the workplace.

Based on the survey result, 10 of these employees were interviewed on the effectiveness of the various communications of benefits used with the different generation cohorts in the MNC's under study. The interview was a semi-structured one, which was focused on insight from stakeholder on the effectiveness of communication channels and the challenges or bottlenecks in the process.

The population of this study are employees who are currently working in MNC's that have at least 4-5 generation cohorts in the workplace (to be deemed as a multi-generational workforce). They would be classified as follows; **The Traditionalists (Pre 1945)** who were 75 years and above, **The Baby-Boomers (From 1946-1964),** who were between the age of 56-74 years, **Generation X (From 1965-1980),** who were between the age of 40-55 years, **Generation Y (1981-1995),** who were between the age of 24-39 years and finally **Generation Z (After 1995),** who were 23 years and below.

Moreover, the study targeted said MNC's across India. The factors taken into consideration for the cohort were the Generational Cohort and their respective age group. The population for the generation cohort were chosen from different job levels so that they fit into the various cohort group and were currently employed in MNC's

Sampling and Sampling Procedures

Sampling Technique

Random Sampling was used to send out the survey. The only pre-requisite would be for them to be currently be employed in an MNC. Because all participants had an equal chance of being chosen, the sampling was considered random.

Sample Size

As mentioned earlier, the questionnaire was rolled out to a 1000 participants and was expecting a minimum of 10% response. With respected to the qualitative interviews, the aim was to obtain at least 10 qualitative interviews from different MNC's across India.

Characteristics of the Selected Sample

The questionnaire was rolled out to 1000 participants and was expecting a minimum of 10% response. 103

responses were received (10.3% response). The characteristic of the sample were as follows; there were 0 respondents from The Traditionalists (Pre 1945) cohort, 7 respondents from The Baby-Boomers (From 1946-1964) cohort, 14 respondents from the Generation X (From 1965-1980) cohort, 49 respondents from the Generation Y (1981-1995) cohort and finally 33 respondents from the Generation Z (After 1995) cohort respectively

With respect to the quantitative interviews conducted, a total of 5 MNC's were interviewed with respect to their insight on the effectiveness of communication channels and the challenges or bottlenecks in the process. (For their respective organization). For confidentiality reasons, the names of the MNC's nor the SPOC were disclosed.

Data Collection Method(s)

In this study, the various Channels used to communicate the Benefits offered to a Multi- Generation Workforce were evaluated. In order to evaluate, a survey was rolled out to over 1000 participants who are currently working in MNC's and who subsequently fall under various Generational cohorts to better understand their communication channel of their preference with respect to benefits offered by their respective organization. Moreover, over 10 of these employees would be further interviewed using a semi-structured interview

Results and Analysis:

A survey was rolled out to over 1000 participants who are currently working in MNC's and who subsequently fall under various generational cohorts to better understand their communication channel of their preference with respect to benefits offered by their respective organization. A total of 103 responses were recorded. Employees of varied age groups working in MNCs were asked questions on the mode in which they received information about benefits from their companies, their level of satisfaction with the mode and their most preferable channel to receive employee benefits communication.

The following were the key takeaways from the survey:

Out of the 103 surveyed, the majority of the respondents were **from Generation Y, 49 respondents (47.58% of total respondents)** followed by **33 respondents by Generation Z (32%)**, **14 respondents by Generation X, (13.6%)** and **4 respondents by Baby-Boomers**

(3.8%) respectively.

When the respondents were asked how the employee benefits were currently communicated to them by their organization, the most common response was the **Intranet (68%)** (Employee Benefits Portal, Company Social Media), **52%** of companies communicated also through **Emails and Digital Newsletters. 30%** of MNC's had **1:1 discussions (Supervisor, HR)** to

communicate the benefits and 18% of MNC's **Paper Newsletters, Benefits Leaflet** and **Staff Meetings/ Town Hall** respectively.

With respect to how satisfied the respondents were with the way the Employee Benefits are communicated to them, 25% of Baby Boomers, 79% of Generation X, 86% of Generation Y, and 79% of Generation Z were satisfied respectively. Upon further discussion with the employees, it was understood that the reason for such low satisfaction for the Baby Boomers were because organizations were slowly moving to more modern forms of communication channels, whereas the Baby Boomers still preferred traditional mode of communication.

Moreover, the following were responses when asked which their most preferable channel to receive employee benefits communication from their respective organization; **The Baby- Boomers** preferred mainly Paper Newsletters, Benefits Leaflet **(82%),** while **Generation X** preferred 1:1 discussions with Supervisors or HR's **(74%). Generation Y** however preferred Emails and Digital Newsletters **(79%)** whereas **Generation Z**

preferred the Intranet **(87%)** which comprises of Employee Benefits Portal, Company Social Media)

In addition, 10 respondents from the survey were further interviewed, on the effectiveness of the various communications of benefits used with the different generation cohorts in the MNC's under study. A semi structured interview was used to conducted interviews with stakeholders from the MNC's understand the various channels used to communicate the Employee Benefits to their employees. The qualitative interview based approach was used to explore the following:

- How do organizations segment their employees for the benefits communication to be most effective?

- How important are benefits communication awareness campaigns using different communication channels?

- How has the perception of employee benefits changed in the minds of the employee after the usage of effective communication channels?

The 10 stakeholders of the various interviewed MNC's that were further interviewed were from a multi-generation workforce. All of them had at-least 4 generational cohorts. Moreover, the following was the average employees' age range. For confidentiality reasons, the name of the organization were not disclosed. The average age ranges of the organizations were as follows; Org A had an average age range from 19-57, Org B had an average age range from 22-65 years, Org C had an average age range from 20-59, Org D had an average age range from 19-62 years and Org E had an average age range from 21-60 years

When the stakeholders were asked how the employees were segmented to ensure the communication channels are most effective, a SPOC from Org B said "We usually segment based on their age. The youngies prefer to receive all their coms through their mobile devices. We are currently in the process of making an app that houses all of the employee's benefits coms that could be accessible from any device, provided there is an internet connection"

Moreover, when they were asked what the different channels were used to communicate employee benefits to your employees, the 5 organizations were more or less uniform, stating communication channels such as Intranet (Employee Benefits Portal, Company Social Media), followed by Emails and Digital Newsletters, 1:1 discussions (Supervisor, HR), Paper Newsletters, Benefits Leaflet and Staff Meetings/ Town Hall etc.

When asked about how the organizations ensure that the communication channels are suited for a multigenerational workforce and how do they measure the effectiveness of these channels, a SPOC from Org A said "We take the employees views and voices into consideration. We constantly have feedback sessions and polls, asking our employees what is their preferred mode or channel of communication. Our organization has a fairly young workforce, so many of them are more inclined towards digitalization of information." When asked about how the

feedback from the employees on the communication channels used to communicate employee benefits was, a SPOC from Org E replied by saying "Since we have a multi-generational workforce, it's imperative that we use a mix of "new age" as well as "old school" communication channels. We constantly conduct feedback sessions, asking employees to give

their candid opinion on the way we communicate our benefits offerings. The younger generations of workforce usually prefer to have their benefits communicated to them via their smartphone or laptop. We currently have a benefits landing portal in which employees can access and view the status of their benefits offerings. We are also in the midst of designing and rolling out an intuitive app that houses each of the benefits offerings, which is personalized to each and every employee in or organization."

A SPOC from Org A claimed that "Although we have various communication channels that cater to a multi-generational workforce, the majority of our channels are now going digital; we still communicate certain benefits offerings in staff meetings and during 1:1's, but most of our communication happens either through e-mails, digital newsletters or through our intranet page. Although this appeals to the younger workforce, the older generations do take some time getting used to it and still prefer the conventional channels. Hence, we still communicate through the conventional channels in order to cater to the older generations."

Discussion

The objective of the study was to evaluate the channels used to communicate the Benefits offered to a Multi-Generation Workforce. In order gain more insight, a survey was conducted to over 103 respondents, asking them about the various communication channels present in their respective organizations as well as their preferred channel of communication with respect to benefits offerings. As indicated earlier, 10 of these respondents were further interviewed using a semi structured styled interview to gain more insights on the various communication channels.

Employee Segmentation amongst organizations

This could be further re-emphasised by the Generational Cohort Theory; a theory that can be used to understand and identify employment trends and patterns by the various generational cohorts. (Blythe et al., 2008). Strauss and Howe (1991) hypothesized that the various

generational cycles have "historical foundations" and this could forecast the movements of the future generations through the various generational cohorts. Moreover, Horvath (2011) theorized that different generation cohorts have different views and opinions on various facets of life, be it cultures, values, norms etc. As younger generation workforce with older generation still continuing work there, the challenge will be how to flow communication to employees from different generational cohorts (Burmeister, 2008; Gibson, 2009). Understanding the differences in views, values, and behaviors are important in the workplace (Gibson, 2009).

Conclusion and Recommendations

The aim of this study was to assess and evaluate the various channels that are used for benefits communication for different generation cohorts and how effectively this is applied in MNC's under study. In order to evaluate the effectiveness of channels used to communicate the Benefits offered to a multi-generation workforce, supporting data was obtained from the organizations and from the generation cohorts.

The study brought out the differences in behaviours and communication preferences and how the organizations tailor their strategy on this understanding. Communication preferences for employees were found to be greatly influenced by age bracket, shaped by the events and history of that time period as indicated through the Generational cohort theory. There was a marked difference between the preferences of Baby Boomers as compared to Generation Y and Z and the organisations seemed to understand these differences. Understanding the communication preferences of each generation of employees will determine how well the communication of employee benefits rolled out would be received, understood and serve the purpose. Would it delight the employees or will they ignore the message communicated?

Each generation was brought up in a period of different technology advancement. Generation Y and Z was raised in a technologically driven world and digitalization was already underway (Especially for Generation Z). Hence, they were already accustomed to the usage of mobile phones and laptops and would prefer it if they would receive their communication through that channel. On the other hand, Traditionalist and Baby Boomers didn't necessarily grow up in a technologically driven environment. They got accustomed to it only later on. Traditionalist are used to staying in an organisation for considerable period of time, in most cases have grown within the organization to a senior level and expect formal and direct communication.

Babyboomers are less formal and voice communications are acceptable there. Hence it is important to

appreciate and respect the communication preferences for each of the generation.

From the discussions it could be understood that many of the MNC's under study did indeed have multiple channels of communicating benefits offerings. The ideology behind this was because the MNC's had a multi-generational workforce (3 or more generational cohorts in the organization at the same time) and hence needed to cater to all the generations preferred communication styles. However, many of the MNC's under study had mentioned that they were focusing on the modern channels of communication (emails, intranet, digital newsletters etc.) as they wanted to cater towards the millennial and Gen Z as they would be the future workforce of the company. But he traditionalist are an asset to the organization and they come with a wealth of knowledge and cannot be ignored. It is challenging for organisations to cater to the communication preferences of all employees equally but segmenting them into the various age groups have shown results as per survey conducted by these organisations.

To conclude, no single channel of communication work for all the generations in an organization. Organisations can segment the employees and apply a blended approach to reach as many cohorts as possible. With changing times communication division between the various generations are also diminishing with the older generation using more of technology, especially smart devices.

Limitations

Only 103 participants out of a 1000 had responded. More insights and data could be obtained if there were more respondents. Moreover, there was also lack of knowledge of certain processes with respect to communication of benefits offerings to the employees by the SPOC's that were being interviewed. Moreover, due to constraint of time follow up interviews could not be conducted..

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