

Handling Millennials, a need of novelty in management

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Abstract - Undeniably, we're living a world in transition in all sectors of life. Management is not at all spared. Millennials have achieved maturity. On one hand, employees' vision is no longer the development of the organisation/institution but self-realisation. On the other hand, all the HR functions are moving from classical and modern styles of handling people to new ones, technological driven. Soft wares are becoming decision makers. Benchmarking in planning, duties are no longer assigned according to one's graduation or experience but to competence, no more security of employment. By the help of internet, recruitment is shifting from the known to the unknown, from local to international, from knowledge based to the pin point skill based. The package and financial incentives are shifting from policies of companies to employee-employer negotiation.

Today, HR managers are requested to be more than just HR departments' graduates or MBAs but fitting for all the business requirement. Excellent communication skills, good in handling new ICT, good informed about what is going on in the industry. This article intend to highlight antagonisms residing in the actual ways of managing manpower and the image of what is job/employment/assignment possessed by man power. Moreover, some organisations are creating a whole brand new in assessing those issues. How are they doing? What are the major challenges they are facing and ways and means applied to overcome those barriers?

Key words: Millennials, benchmarking, competence, security of employment, financial incentives, ICT

I. INTRODUCTION

In 21st century, systematised work and the rapid increasing of computerised services seem to be determined to dethrone the role played by human in organisations.

Napoleon H.¹, shows the existence of two kind of knowledge. General and specialised. He refers the first to the bookish knowledge. It is more or less related to the knowledge of all on everything. As for the second, it is related to the deep knowledge of what need to be known on a particular domain. As for that, knowledge is said to be power. But still, knowledge is only effective when it bridges a link across the mental representation of the reality on one hand to the real practical life to produce a tangible result on the other.

Bridging the general and specialised knowledge, this article intend to elucidate the type of new faces on the workforce market, and new challenges faced by orthodox managers, hence suggests a way out to the problem.

II. WHO ARE THE MILLENNIALS²?

The Pew research Center mad a generational nicknames as follow:

- The silent generation: born between 1928 and 1945
- Baby boomers: born between 1946 and 1964
- Generation X: born between 1965 and 1980
- Millennials also called Net Generation or Generation Y: born between 1981 and 1996
- Post Millennials or Centennials: born between 1997 to present day.³

Why a particular focus on Millennials⁴

Millennials belong a world different far more than ever to what existed before.

A world under LPG program and Information Technology revolution. It reflects what McLuhan M. calls a "global village"⁵. It affects them with what Durkheim E. calls social facts, which consist of manners of acting, thinking and

¹Hill N., (1937) Think and grow rich, the Ralston Society, United States.

²Term believed to be coined by Neil Howe and William Strauss (1991) in the History of America's future, 1584 to 2069.

³This division is only arbitrary. It is simple to find some people in the span of more or less 3 years out of the interval behaving like the last ones.

⁴The term "Millennials" has been coined by the sociologists Strauss W. and Howe N. in 1987.

⁵McLuhan M., (1967) The medium is the message, Bantam Books, London, UK.

feeling external to the individual, which are invested with power by virtue of which they exercise control over him⁶.

Understanding the Millennials.

Millennials grew up in an electronics-filled and increasingly online and socially-networked world. They are told to be special and to follow their dreams. They are optimistic about future and overwhelmed with self-confidence and boldness. Their optimism avails to be sometimes unrealistic.

Toward job, Millennials are motivated by meaning rather than fear. Companies report to face a high turnover in that group of age. 91% of Millennials leave the company before 3 years of service.

Millennials born and grew up in the world without employment security, all types of unemployment. Thus, they developed a high drive to entrepreneurship.

As the wealthiest is the most honourable person in their society rather than the wisest, the conqueror or money is their first objective.

They are not afraid of challenge. They are open to change, are tech savvy. They are more task oriented than time. They show an insatiable hunger of learning and crave of constant feedback. They want to be recognised. Having fun in workplace is one of their requirement to perform well.

III. CLASSICAL AND MODERN MANAGEMENT STYLES

Management in itself means first of all the art of getting things done by people.⁷ As per Fayol H., to manage is to forecast and plan, to organise, to command, to co-ordinate, and to control.

Before 1900, in industrial revolution, men at work was just an auxiliary to better functioning of the machine. With Fayol (1911), men are given importance. Later on, Mayo E. (1924) showed the importance of human relations. Individual worker is more emphasised on.

Many other theories evolved comprising the understanding of human psychology, taking into account the human social environment in the organisation.... The merit of those theories is that they acknowledged men as the first asset to organisations. No longer subject to machines or just a helper to the well-functioning of the tools of production.

This theories, excellent in their times, avail no more applicable for the today's challenge. The workman today has become a knowledge worker⁸ more than ever.

IV. MANAGEMENT OF THE 21ST CENTURY

If the 20th century was the era of scientific management, the 21st century will be and is already the era of computer.

From 1946⁹ to our days, computer (hardware and software) have passed through different phases and have achieved a phenomenal stage. ICT¹⁰, from 1983, gradually started taking control in all domains of life.

The Millennials, matured in 21st century, are affected by:

The globalised world, the impact and influence of technology and a fast changing of norms and values.

a. Globalised workforce

The LPG¹¹ programs change the socio-economic world. Millennials are no longer confined to the mother land. This changes the philosophy toward work. Before it was said: getting the maximum outcome (on production) through minimum input (in terms of resources). The new trend would mean the exact contrary of the last one: getting the maximum (in terms of reward) by contributing the least you can (in terms of effort).

Youngster considers themselves more world citizens than belonging to a local geographical location.

b. ICT in management

In today's world, HR functions must be systems friendly.

Millennials are acknowledged to be tech savvy. ICT and especially socio-medias became an extension to a millennial body.

According to comscore's 2017, the average American adult (+18) spends 2 hours, 51 minutes on their smartphones every day. In 2016, eMarketer showed, including tablets that the average person in USA spends 4 hours, 5 minutes a day using phone and tablets. The colleges-age adults (18-24) spend significantly more time on mobile phones than older demographics.

Banks and shopping stores, transportations and hotels, public and private services are not only opening web sites, but starting all their business online.

c. Communication in management

Communication have always been an important tool in management. Dr. P. Bakthavathalu (2017) gives a shocking example: In Tamil Nadu, there are more than 550 engineering colleges which produce nearly 1.5 lac engineering graduates who are not completely employable. Nearly 20% of the pass outs are selected for better jobs through placements, the remaining 80% of the engineering graduates are not able to come up in campus interview, not because they are very poor in technical knowledge but poor in communication skill.¹²

⁶Emile D., (1895) les regles de la method sociologique, Paris, France. Translation from french fund on www.wikipedia.com.

⁷Mary Parker, cited by Dr. J. Jayasankar (2017), Principals of management, margham publications, Chennai, India.

⁸Term coined by Peter Drucker (1959) in the land mark of tomorrow.

⁹Date of completion of the first computer named ENIAC (Electronic Numerical Integrator and Computer)

¹⁰ICT stands for Information and Communication Technology.

¹¹LPG stands for Liberalization, Privatization and Globalisation

¹²Dr. P. Bakthavathalu (2017), leads to success, arivu pathippagam (P) Ltd., Tamil Nadu, India.

Relating to Millennials, they are much more specialised knowledge oriented than general one.

d. Leadership in postmodern management

The workforce is getting more and more internationalised. Managers need to follow the flow.

According to the evolution of styles of leadership, some favours a holistic ways and others individualistic ones. Some goes from authoritarians, democratic and laissez faire styles.

As for Millennials, there is a lack of common ground of norms and values. The sense of membership to the large community is missing. Individuality and personal interest are privileged, as far as they can be achieved without help of any one.

When one talks about success, a millennial will understand: surpassing others in Maximization of personal profit. Helping tendency is just applied when a personal reward is linked to the team's achievement or to the avoidance of being rejected or less appreciated by the pairs.

Managers in the 21st century need to be prepared, channelize this new faces.

V. CASE STUDY

Mr Mukesh, 25 years, a Chennaiite, father on one. He is graduate from college (UG degree + B.Ed.) works for an education company based in Chennai. 4 years of experience, he is considered as a senior teacher. The company have contract with more than 150 CBSE school in Tamil Nadu, Karnataka and Kerala. Mr Mukesh teaches two days in Erode, two in Hosur and two in Mysore.

Tracking his attendance, he must keep his smart phone switched on. His manager use google GPRS mobile tracker. He submits his reports on the company's email. Once in a week, the board of management holds a meeting with all the employees of the company on Video Conference.

Mr Mukesh always tells to his friends that he won't stay long in that company. He travels a lot, have no time for his family and friends. He spends a lot of time during his travel and after duty hours on phone chatting to his wife, friends and siblings. He is a kind of a phone addict. He spends more than 5 hours a day calling and chatting.

He is preparing for government exams. Banking and teaching fields are his first options. He say to try also for rail way department or police. He threatens to move to Canada or Australia if he comes to fail to all the exams.

His manager always accuse him for not improving his teaching skills, as he keeps on using the same teaching methods. His manager threatens no to renew his contract the following year.

As for Mukesh, he plans to submit his resignation letter before the end of the contract. As a downtown boy, he use to boast on himself saying, "I won't lack rice to feed my

little girl!" He complains no to be recognised. No proper increment in all the four years of service. The financial incentives are not at all up to the effort.

Teasingly, talking to his friends, he calls his managers: "the vultures", referring to the fact that they stay with their families all week long and just command the juniors to run to and fro, earn money for them and pay them meagre after gathering crores on their back.

VI. CONCLUSION

The silent generation gave birth to boomers. Boomers gave birth to generation X. Generation X gave birth to Millennials. And now Centennials are on the way.

In the present case, in fact, most senior managers or businesses owner belong to other generations. Boomers and generation X are the main. They consider themselves to be the brain of the business. But a challenge exist. Their supposed to be the hands are not cooperating. The Millennials. They come with their own agenda inside of others enterprises.

Who is right, who is wrong? It's not a matter of right or wrong, is just a matter of understanding one another.

As in 2020, 50 % of employees will be Millennials¹³, today's business owners and managers should understand that:

- The world is continuously changing,
- The time of harden rules is passed,
- Hard workers are being replaced by smart workers. Competence is in the spotlight.
- People are no longer confined to the advice of the parents, the education of the locality and the rules of the country. They are aware of being global citizens.

In term of management, managers and business owners should understand that:

- Negotiation about terms of contract is a must between employer-employee, the time of benchmarking has gone for good.
- Employees, Millennials have their way of perceiving the world they are living in, unless managers cope with it, they are both losers,
- Millennials are selfish, emotional, fan lovers. Personal target and reward is more valued than collective one. Creating such a working environment contribute to the success of the business.
- Millennials are technology friendly. Instead on forbidding them, managers and business owner should think about in which way it can serve to be betterment of the business.

¹³Published by Global CEO, cited by Lanz Asheley Dnglasan So Chan of University of Asiaand the pacific, 2008.