THE NEW WORK FORCE OF GENERATION Y OR MILLENNIAL, NEEDS SPECIAL HANDLING

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ABSTRACT

Of course the Generation "Y" needs special and careful handling in all the processes. "X" generation is simple in its nature whereas the "Y" generation is recognized as more complex. It is the blessings of the new millennium or era which empowered them much more ahead among all in comparison with Generation "X". While exploring the specific reasons behind such a drastic transformation, it is realized that the technological development, rapid industrialization, individual growth, IT oriented knowledge, nature and worldwide climate changes are the major components. As the change is a natural process and therefore the difference of opinions, nature, attitude etc. is also a reciprocal reflection. Thus, this difference of opinion, acceptance of innovative ideas, moral and ethical values, cultural and societal attitude are termed as Generation Gap. The generational gap is a term popularized in Western countries during the 1960s referring to differences between people of younger generations and their elders, especially between children and their parents.The article inculcates the complex areas between the two generations and establishing the useful ways and means to sustain and maintain the appropriate equilibrium. The relevance of the Human Resource Management has also been explored to mark the merit of the generation gap.

INTRODUCTION

The Generation Gap has made significant progress in recent years. The "Y" Generation have explored their wings in the horizons of the modern era and leaving behind the traditional values of "X" Generation. Even the "X" Generation across the globe attracted towards the growth made by "Y" Generation in a very short span of time. The introduction of credit card, ATM-cum-Debit card, e-banking, tele-banking, e-reservation, tele-conferencing, anywhere banking, 7 day banking, online transfer of funds, loan facility, payment of taxes online and online trading in shares completely revolutionized the globe. The 1990 saw the birth of distributed computing technology and RDBN (Related Data Base Management System).[1] On 5th July, 2002, the Union Cabinet allowed banks to conduct transactions through electronic cheques bearing digital signatures and electronic imaging Amendment to the Negotiable Instrument Act, 1881.[2] Generation Y-ers have a different

collaboration style fewer older workers, Kristick said, "They aren't bashful and are more casual. They seek out information when they need it and might yell a question out from their office cube to someone across the room. It can make some of the older generation uncomfortable, because they are more used to a structured work environment." Today's kids are confident, assertive multitaskers who have bested every generation preceding them on IQ tests, scoring an average of 25 points higher than their baby-boomer parents. That's according to findings presented to a packed house of librarians during the recent American Library Association (ALA) convention in New Orleans.[3] As the new generation is technology savvy, believes in quick decision and analysis, therefore, the handling of this segment in the work place becomes a challenge. In general, the youth of "Y" Generation have discovered their own style of work which obliviously occurred due to technology transformation and advancement from one era to other.

Meaning of Y Generation:-

The generation gap has already been a trouble before the implementation of the newly created ideas of the "Y" Generation. The conflict between the ideas can be clearly seen right from the beginning between these two Generations i.e. "X" and "Y". The number game of the generation are started very old when the parents insisted their children to act according to them and now the same children (now parent) insisted their children to perform according to them. This is a continuous process and recognized as Generation Gap. Generally, the generations are classified into two groups:

(a) "X" generation
(b) "Y" generation

In general the core values and belief of the two generations can be described as under:

Gen X	Gen Y
• Want Security/Stability • Effective • Adaptable & Able to Manage Time • Responsible • Team Player • Able to Manage Time	• Work+Play+Fun = Work-Life Balance • Enjoy Networking • User of Gadget/Technology • Independent & Creative • Achievement Oriented • Appreciate Speed

The reasons for this generation gap can be described as the persistent changes in the economic and social conditions of the masses. On the one hand, the consistent globally uprising and on the other hand, the technological and scientific development and further their advancement are the main reasons for generation gap. However, the traditional mind set of the general masses are earmarked as the root cause of this gap. When the stage of difference of opinion, choice, moral value and policy are occurs then in simplest term it will be known as generation gap. It has also been revealed that with the passage of time the fissure between two generations are becoming more and more complex.

Both the generations are indispensible because it is the "X" generation who relinquished themselves on a suitable time and hand over their due charges to "Y" generation. Further, this "Y" generation of today will become generation "X" after certain period and this process will continue so on. This is a simple process of acceptance theory which says that the day when you start accepting the others on the basis of *as they are*, you will become the leader. It is the Leader/Group Head in the organization who leads from the front with his/her assigned team and it is up to him/her to take along with all the members of the team from different background and subsequently delivered for the goals of the organization. As the team consists of members from "X" generation and "Y" generation, therefore, considering the rapid change of attitude and behavioral aspects, the members of "Y" generation always required special handling. If the concerned Leader/Group Head able to handle "Y" generation and take them along with the team then surely their goals will be accomplished. Motivation, communication, self esteem, participation and sense of

belongingness are the factors which will help to mark the equilibrium between the two generations.

IMPORTANCE OF HUMAN RESOURCE MANAGEMENT AND GENERATIONS

The "Y" Generation has very lucky in terms of having various theories ahead them related with Human Resource Planning concept. This is an indispensable process which identifies the forecasting of the future requirement of the work force.

Therefore, the HR concept is also one of the most important ingredients to determine the Generation Gap. *Coleman* has defined human resource or manpower planning as "the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organization."[4] *Bulla* and *Scott* (1994) have defined Human Resource Planning (HRP) as the process for ensuring that the human resource requirement of an organization are identified and plans are made satisfying those requirements. Manpower planning is a "management strives to have the right number and kinds of people at the right time and place to do things which result in both the organization and the individual receiving the maximum long-range benefits."[5] The management is earmarked as an art or as a science which helped a lot to bridge the gap between two generations. In the modern era, the principle of management is not only limited upto the big corporate houses or business establishment, but now it has fully explored its wings in the direction of managing the difference of opinion between the two age group. It is the human resource management who fastened the two different opinions into single proactive thought by converting their ultimate result into cooperation and coordination. Thus, it can be mentioned that the role of the management in bringing the two thoughts into the single umbrella is surely important and commendable. It is essential to mention that generation "Y" truly required special handling considering the fact that they are more professional in their daily approach, fragile to handle, anxious for growth and many more. In order to reinforce this statement, some real and practical examples are described as:

(a) Generation "X" has been working with a government organization since last 31 years and Generation "Y" joined the same organization about a year back. By virtue of his anxiousness, aspiration and soundness in technology and data analysis, generation "Y" disagrees with the working style of generation "X". Considering good record of education, innovation and technology savvy, generation "Y" wanted promotion only after one year as against working of 31 years of generation "Y". This is simply because of attitude, behavioral approach and generation gap.

In order to challenge this situation, establish harmony and mark the growth of the work place, the managerial approaches i.e. sense of belongingness, recognition and participation can be extremely useful tool.

(b) Today's child is more frank, advanced and updated about surroundings as compared to earlier. In early days the child started their schooling from the age of five or above, but today our ward starts schooling from the age of three. This is leading to the generation gap. The management of participation, exchange of ideas, and acceptance theory can bridge this gap.

(c) In early days the people were submissive, defensive, low tempered, helpful, cooperative and societal. The generation "Y" is anxious, professional, high tempered and believes in shortcuts. Leadership opportunity, moral values, communication, training and skill development are some crucial determinants between two generations.

(d) Generation "X" have sufficient time whereas generation "Y" have always scarcity of time. In order to give emphasis for minimization of difference of opinion between two generations, it is fruitful to plan cultural programmes, family picnic, games and success story sharing. This will help the two generations to know more and more about each other which will further helpful to create a balance at work place.

OBJECTIVES OF THE ARTICLE

1. The objectives of the article is to pin point on the new work force of generation "Y" or millennial and the need of their special handling.

2. While exploring the facts about "X" generation and article will identify the shortcomings in the existing "Y" generation.

3. To identify the importance of Human Resource Management in order to bridge the gap between two generations.

4. To suggest ways and means for effective work force coordination among "X" and "Y" Generation.

THE NEW WORK FORCE OF GENERATION Y

The concept of New Work Force of "Y" generation is really unique and based on technological and scientific approach. The generation "Y" is preferred working with modern technology, new software and gadgets (i-pod, i-phone, internet, social networking websites like facebook, orkut, twitter, linkedin, flickr, vine etc.). It is observed that "Y" generation is technologically sounder than "X" generation.

The "Y" generation who grew up with the internet and PCs and retain them; they expect more, in demanding a work-life balance, rapid promotions and a fun environment. Although, various experts have different opinions but generally the "Y" generation includes those born between 1980 and 1994, a period extending from just before the launch of the IBM PC through the birth of the *World Wide Web*.[6] It turns out Millennials are often surprised to learn how others see them, whilst at the same time, they don't understand why the world doesn't see things their way as it is the only reasonable way for them. Gen Yers consider many criticisms to be strengths. "Impatience and arrogance are signs of confidence and willingness to speak out. What looks like laziness is a desire for balance; over-reliance on technology is efficiency."[7]

The generation "Y" technically sound as compared to their successor generation and they are frequently accomplished their work with the help of electronic gadgets, internet, email and video-conferencing. With the help of modern technology, the generation "Y" seems always better and ahead than other generation. But, while, we explored the related aspects and other possibilities, it emerged peculiar determinants. The result shows that the generation "Y" seems very strange in its originality as the chaps failed to utter the technology, they can only utilize and visualize the things of their needs only. Even, they do not go through their desired properties over internet properly. They seem always in hurry and similarly during their working with the organization they do not want to stay in one organization, they always prefer to move, move and move... Yes, of course, the technology is a step and requirement of the modern days from where one can endorse and deliver 100%, but as far as the generation "Y' is concerned, it completely denied to adhere with the stipulated apex requirements of the basic conceptualization of the work during early days. Today, the internet is the "God" for all the generations, but ahead this "Y" generation completely relies on the technological framework within the organization. The use of technology, scientific development and instrumentation etc. are fully accepted and welcomed by all segment of the society but some surprising result has also been received. On the event of utilization of the so-called internet technology, the YY (Young and Youth) seems bit lazy as most of the times they failed to resolve the critical issues which required to be supported with practical cases, principle of natural justice along with relevant rule position. As there are chaps who performed extremely well by utilizing modern technology along with case study which indicated that both the generation should take a note of it and deliver in all fronts. In order to make it success, it is desirable for both the generations to exchange this knowledge and skills vice-versa which is the *prima facie* and vital need of the time to viaduct the generation gap.

CONCLUSIONS AND SUGGESTIONS

The following are the conclusion of the article:

(i) As a conclusion, it is envisaged that the people of "Y" generation are technologically sound, best in gadget use and enjoy networking as compared to "X" generation. The people of generation "X" believes in security/stability, responsible towards society and organization, team player and able to manage time. They are also having the qualities like cooperation, positive attitude moral

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and social values. The human resource management recommends that training, skill development, technology, self esteem and sense of belongingness are the main determinants which can be helpful in bringing these two generation close.
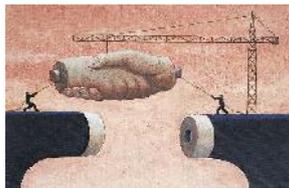
(ii) Generation "Y" is computer and technology savvy whereas generation "X" have long practical cases, believes in moral and social values. As a matter of fact and in order to move forward to achieve greater heights in the work place, it is highly desirable to combine both these elements and mark the success. The management approaches like communication, participation in decision making process, social and cultural events are useful to viaduct the gap between "X" and "Y" generations.

(iii) The use of technology in the classroom improves students' motivation and attitudes about themselves and about learning. Technology-rich schools report higher attendance and lower dropout rates than in the past.[8] Students who regularly use technology also take more pride in their work, have greater confidence in their abilities, and develop higher levels of self-esteem.[9]

(iv) According to *Forbes Magazine*, the organization should instigate their employees by conveying a sense of importance and optimism about their current work as the employees are hungry for the success stories. Time Warner Inc., New York based company inspired their employees by sharing the successes of its subsidiary channel CNN, which became a source of pride for employees. Therefore, in order to bring both generations under the single umbrella, it is important that they should share their views and innovations. They should be given sufficient time to understand the perceptions of each other. It is experienced that sharing of emotional success stories and prevalent working culture of the two generations may bring them close.

(v) It is learnt that professional stimulation can also come from taking a break from the daily grind. As there are sufficient ways to give employees a chance to refresh themselves and flee from the norm, including office fun days, casual days and company events. It can even break up the work week with professional development by scheduling on-site and off-site seminars/workshops. In this way the two generation will spend their time together and feel as they are getting a reprieve from the normal day's work.

The following are the suggestions:

(i) Both generations should seriously utilize the modern technology and where need arise they must go through various processes so that they may become master of the technology along with unique problem solving and analytical ability. The use of technology by "Y" generation and subsequently combination of proper set of rules with practical experience by "X" generation will surely minimize the aspects related to generational gap which further mark the growth of the organization.

(ii) It has been generally seen that generation "Y" fully dependent on internet and emails for working during offices. In order to quick access and permanent record, they are advised to take backup of the system daily as well as generate a parallel paper file which can be named as Master/Guard file.

(iii) Enthusiasm and passion are rated as very good, but, simultaneously, the generation "Y" must try to develop sustainability and developing attitude with endurance. Positive attitude, sense of belongingness and behavioral approach between the two can be used as a bridge to overcome the difference of opinion.

(iv) In order to come out from the collision situations, the generation "X" and "Y" should develop friendly relations. They must try to understand the ideology of the each other. Frequent communication and participation are the management tools which are useful for both the generations to come under one roof.

(v) Along with the expertise in modern technology, the generation "Y" should try to grip the moral and social values from the generation "X". Exchange of ideas, views and sharing of success story are some prescribed tools.

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