



A Study On The Challenges Of Human Resource Management To Co-Ordinate Between Millennials And Gen-Z Employees

BY SHIYADA MUSSART (M.COM, UGC-NET QUALIFIED) A STUDY ON THE CHALLENGES OF HUMAN RESOURCE MANAGEMENT TO CO-ORDINATE BETWEEN MILLENNIAL AND GEN-Z EMPLOYEES

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ABSTRACT

Human resource management is the strategic and coherent approach to the effective and efficient management of people in a company or organization. Millennial, also referred to as Generation Y, are people who born between the early 1980s and mid-1990s. They are one of the first generation to grow up with technology advancements, and are often seen as tech-savvy, highly educated, collaborative, and socially conscious. On the other hand, Gen-Z was exposed to technology at an even earlier age, and completes most of day-to-day activities online. According to Tasha Enright, a self-described millennial HR leader and Board Director & HR Subcommittee leader, *SCAPE SG. Speaking with HRM Asia, enrich expressed her empathy to the unique challenges that employee from both generation face. The motive of this article is to find out the challenges emerging for human resource management while dealing with both Millennia's disciplined and constructiveness and Gen- Z's flexibility and purpose-driven ideas.

Keywords: Human Resource management, Millennial, Gen-Z employees, Technological Advancements, Constructiveness, Flexibility, Purpose-driven ideas.

Introduction

Human resource management is organizing, coordinating, and managing employees within an organization to accomplish its mission, vision and goals. These include recruiting, hiring, training, compensating, retaining, and motivating employees. Well-trained, competent, valued, employer- supported employees will likely to have the skills and motivation to achieve the organization's goals. Today's workforce consist of four generations: Baby Boomers, Generation X, Millennials (Gen Y) and Generation Z. Baby Boomers born between 1946 to 1964, they were raised in post WWII and in a resource limited society. They are work-centric, conservative and competitive. They are less than 20% of today's workforce. Gen X born between 1965 to 1980, raised in after war, but before technological revolution. They prefer balanced work-life, independent and materialistic approach of work. They are almost 33% of today's workforce. Millennial employees are the largest segment of today's workforce. Born between 1981 to 2000, they bring fresh air ideas, and a strong desire for purpose-driven work. On the other hand, generation Z, often stands for gen-Z, refers to the generation after millennial, and encompasses anyone born between 2000 to 2010. Radically different than millennial, this generation has an entirely unique perspective towards careers and how to define success in life and in the workforce.

Statement of problem

Now a days HR duties and responsibilities has become a challenge for HR manager to co-ordinate between both the millennial and GenZ employees in a workforce due to difference in their perspective and ideas towards the organization. As Human resource is required and very essential thing for each and every business is the optimum utilization of available employee. Now days it become more challenging for the HR manager due to the differences in thoughts. That is why this research topic has been chosen. So, the attempt has been made to analyze the challenges of HR due to Millennials and Gen-Z employees and how can this be overcome.

Objectives

- To study in brief about the core differences in millennial and Gen-Z.
- To study the challenges of HRM in coordinating between both kind of employees.
- To provide suggestions to overcome these challenges.
- To highlight the future challenges may arise due to differences.

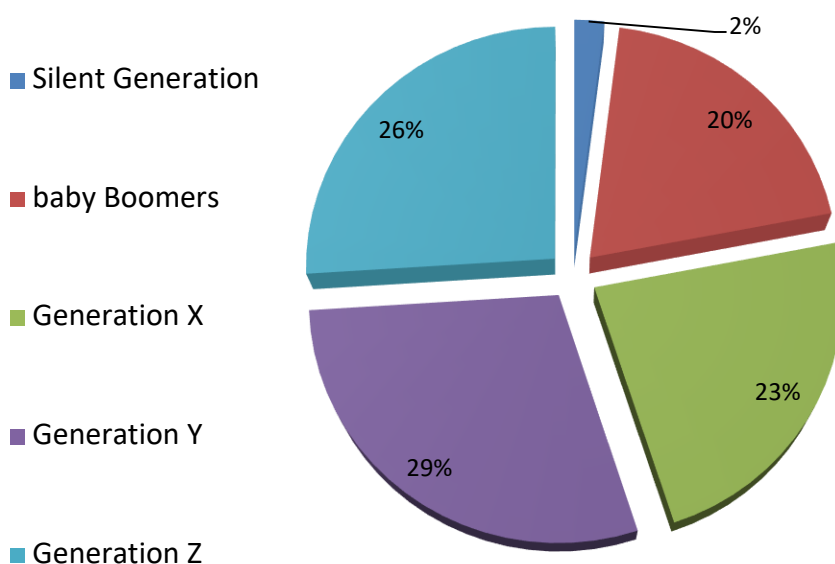
Research methodology

For this study secondary data has been used. The data has been collected through internet, websites etc.

Findings

Distribution of various generations in organizations

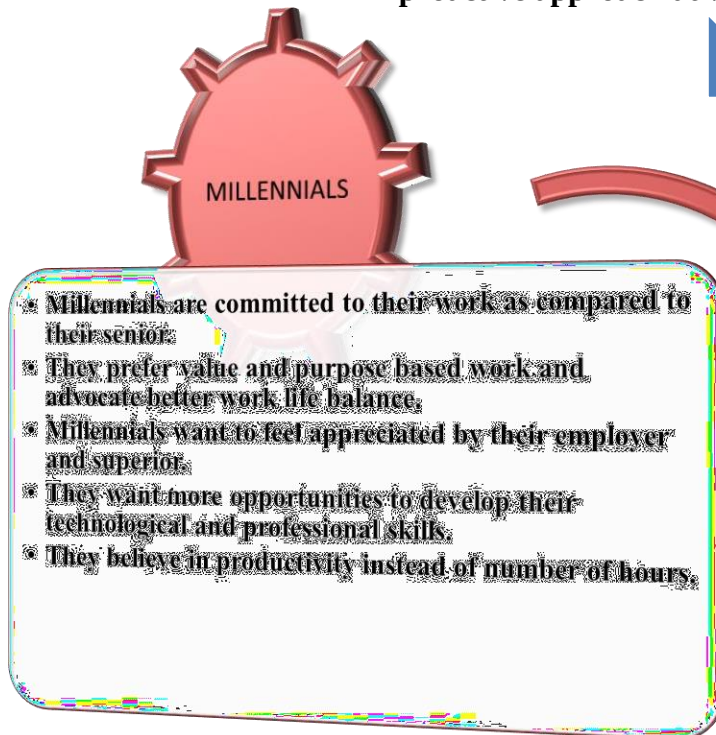
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According to Forbes and PwC, Millennials and Gen-Z employees have become a large part of today's workforce. These two generations make up about 55% of total workforce and this figure is expected to rise to 75% of the workforce by 2030.

Generation X

They are experienced, skilled, independent and entrepreneurial in their work approach. they had less reliance on technology earlier on their careers, so they prefer more proactive approach at work.



Generation Z

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- A red gear-shaped icon labeled 'Generation Z' is positioned above a rounded rectangular box. A large red curved arrow points from the gear down to the box. The box contains a list of traits:
- They are digital natives. They inherent proficiency in digital spehre.
 - This generation place a strong emphasis on social consciouness, career growth, financial stability and political engagement.
 - They prefer independence and flexibility in regard to their working opportunities.
 - They have a unique perspectives and experience towards language, subcultures, and youth activities.
 - They dont want to stuck in a dead end jobs. They embrace continious learning and look to gain new skills and that help to prepare for the future opportunities.

Problems arising for HRM due to the clash between Millennials and Gen-Z

Here are some of the challenges of managing Millennial and Gen-Z at the workplace:

- **In term of attentiveness:** A study of Microsoft says, the average attention span of millennials is 8 sec and Gen-Z is even more less i.e. 6 seconds. This shows the needs of creative ways to keep the employees engaged.
- **Demand of flexibility in work areas:** Both kind of employees advocates work-life balance and flexibility in work areas. A study conducted by Deloitte says, 75% of millennial say that they would like to have flexible work arrangements. This can be challenging for the managers or employers who are used to traditional aspect of work.
- **Difference in communication style:** A survey conducted by Adobe, 53% of Millennial prefers to communicate through emails while 33% of Gen-Z prefers instant messaging apps for communication. This means managers must adapt the new ways of communication instead of traditional ways.
- **Work ethics:** It is also an important factor that emerges as a challenge for HR. millennial opting to work in groups favoring collaboration and feedback in affirmation. While Gen-Z prefers to work individually and independently driven by security as they see the workplace as a highly competitive space.
- **Resistance to change:** Certain employees may resist adapting to new work methods of technologies in compared to younger employees.
- **Groupism in workplaces:** Employees of similar ages might attract towards each other due to their shared experiences and ideas which might form a group isolating those from different ages and limiting them to exchange the ideas and thoughts.

How to overcome these challenges?

Without a proper precaution strategy, generational differences in workplaces can negatively impact the working environment of any organization. There is a word Gentelligence which is the mix-up of generation and intelligence which means the use of intelligence of different generation in order to achieve various organizational goals. So, here are some practices which can be helpful in tackle the obstacles of here in regard to generational clashes.

1. **Identify differences and embrace it:** The manager have to be very cautious about generational myths, for example: Gen-Z lacks work ethics, etc. managers and owners needs to understand that they and their multigenerational staff members doesn't see the work-related items the same way.
2. **Creating a safe space:** Empowering the team and provide them safe space where employees are able to share ideas and views positively and openly. This can be done by integrating ideas solicitation into regular meetings, idea boards or feedback boxes.
3. **Empathy as leaders:** Many leaders impose their own thoughts, view-points or perception onto employees rather than focusing their team. They have to understand that motivation for their younger employees is crucial for building future leadership ability in them as well as they have to adapt leadership style to retain millennial employees.
4. **Utilize tools that augment manpower:** Organization must utilize the tools that augment manpower planning, undertake compensation reviews for equity across all demographics and provide cultural guides to support potential candidates.
5. **Need for flexibility in work:** To meet the need of flexibility, managers can adopt technology that simple remote work arrangements. This can be done by implementing cloud based technology that allow users to work from anywhere like remote video conferencing such as zoom or Google meet and social media platforms like X or linkidn etc. such tools can help create a flexible and productive work environment.
6. **Feedback and reporting mechanism policy:** Managers can implement regular performance basis evaluations that provide constructive evaluations in regard to employees. On the other hand, organization can conduct employee's engagement surveys to get regular feedback on employee satisfaction level, which can help managers to identify areas of improvement and implement the changes.
7. **Accountability and Transparency policy:** It describes how the organization shares and tracks progress on diversity and inclusion efforts.

8. Cultural inclusion policy: It will encourage employees to participate in community services to connect with various cultural groups. It can be helpful in merging new ideas and perspective by their different cultural experiences.

Despite the challenges and shortcomings of generational diversity in workplaces there are some benefits for the HR in terms of

- More creativity and innovation
- Better decision making
- A better reputation
- Better productivity and employee performance
- Higher employees retention rates
- Improved marketing and customer services.

Conclusion

It is undeniable fact that every organization has a diverse workforce and managing diversity in workplaces is the unique challenge for HR. these challenges can be tackled if an organization has the potential to open up its doors for more heterogeneous environment which promote and value equality, diversity and inclusion. It is HR's duty to teach the employees to be inclusive, equal to each other and embrace each other's differences so that the productivity of the organization can be maximize. And it is also the responsibility of employees to accept differences and co-operate with each other.

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