RECRUITMENT AND MANAGEMENT IDEAS FOR DIFFERENT GENERATIONS EMPLOYEE'S COOPERATON

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Abstract. Currently, different age groups employees are very different in motivation and attitude towards work, while they work in the same company with a certain HR-management system. The delayed retirement of baby boomers will cause recruitment problems, which could be compounded by a lack of new college graduates. This is on the global scale. This article states the discussion on difficulties and methods to mingle the co-workers, to collaborate between different age generations employees. The authors describe all four generations' features of motivation and attitude towards the work. The corporate culture importance is described below, because team cohesion and effective communication are of utmost importance for maximum productivity and organizational effectiveness. This is hindered by different mind-sets of the different age groups. In the third part of the article, HR-management methods are systematized that allow to coordinate effectively the different generations work: communications; right employees placement in the right positions; respect for young and old employees; accepting differences; entertainment events; corporate culture formation; training and development; the best possible packages offering for all employees.

Keywords: Human Resource; age group; increasing productivity; recruitment; HR-management.

JEL codes: M 12; M 51.

Introduction

In the current era, there are four generations working side by side. We can observe it in most of the sectors. The Bureau of Labour Statistics has estimated that the United States will face a shortfall of 10 million employees starting in 2010. In France, the retirement of baby boomers will also cause recruitment problems, which could be compounded by a lack of new college graduates. This is not just their case, but on the global scale. Hence it is crucial to have recruitment of employees from wherever there is possible. For maximum output and efficiency of an organization, team cohesion and effective communication are of utmost importance. The main character influencing these two parameters is the mind-set. Different generations have different born and brought up conditions, may it be technology, warfare which shape their views and morals.

Mind-set affects the communication of the co-workers ultimately affecting the productivity of the organization. There is need to tackle this problem: since organizations currently are expanding and continue to recruit people from different generations and hence the problem is everlasting; pension plans are mostly closed everywhere leading o delayed retirement of employees leading to increase in working age group. Thus, the population structure is changing (Fig. 1).

Fig. 1: US labor force, by age [1]
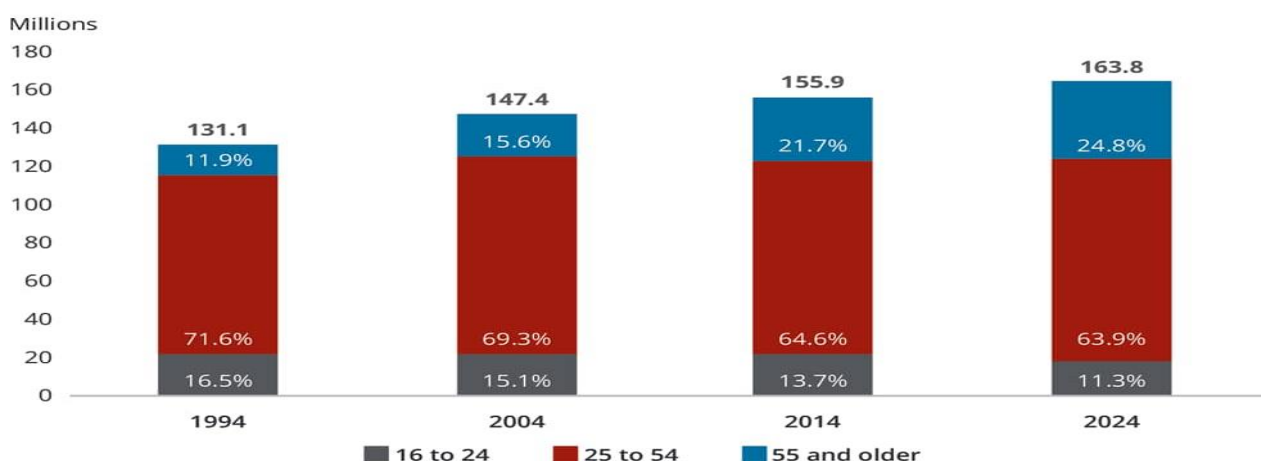
The purpose of this article is to systematize HR-management measures to organize effective work in teams where employees of different age categories work.

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[1] Bureau of Labor Statistics. Deloitte University Press. URL: dupress.deloitte.com

1. The Generation theory

There's something interesting going on in the workplace right now. Now-a-days workplaces are composed of multiple generations. There are four generations working side-by-side. That can be a challenge for leaders who are trying to bring their team together in accomplishing a shared goal. To manage them effectively and get maximum output from having collaboration between them we should know them first, so the 'Age Groups' are as follows:

1. Baby Boomers;

2. Generation X;

3. Millennials (Generation Y);

4. Generation Z [1].

1. *Baby Boomers*: This is the age group which is born between 1946 to 1964, this group is also referred to as the 'Me' generation. They are predominately in their 50's and are well established in their careers. These people hold positions of power and authority, such as law firm leaders and executives of companies.

Boomers are often ambitious, loyal, work-centric, and cynical. They prefer monetary rewards, but also enjoy nonmonetary rewards like flexible retirement planning and peer recognition. They also don't require constant feedback and have all is well mind-set unless you say something.

Since Boomers are so goal-oriented generation they can be motivated by promotions, professional development, and having their expertise valued and acknowledged. Prestigious job titles and recognition like office size and parking spaces are also important to Boomers. They can also be motivated through high levels of responsibility, perks, praise, and challenge.

It's expected that around 70 million Boomers will be retired by 2020. So, they're also paying attention to 401(k) matching funds, sabbaticals, and catch-up retirement funding.

2. *Generation X*: This is the age group which is born between 1965 to 1980. Generation X has around 44 to 50 million Americans. They're smaller than the previous and succeeding generations, but they're often credited for bringing work-life balance. This is because they saw first-hand how their hardworking parents became so burnout.

Members of the generation are in their 40's and 50's and spent a lot of time alone as children. This created an entrepreneurial spirit with them. In fact, Gen Xers make up the highest percentage of start-up founders at 55 percent.

Even if they're not starting their own businesses, Gen Xers prefer to work independently with minimal supervision. They also value opportunities to grow and make choices, as well as having relationships with mentors. They also believe that promotions should be based on competence and not by rank, age, or seniority.

Gen Xers can be motivated by flexible schedules, benefits like telecommuting, recognition from the boss, and bonuses, stock, and gift cards as monetary rewards.

3. *Millennials (Generation Y):* This age group is born after 1980, they tech-savvy generation is currently the largest age group in the country. They're in their 40's and are beginning to come into their own in the workforce. They're the fastest growing segment of today's workforce.

For some Millennials, they're content with selling their skills to the highest bidder [2]. That means unlike Boomers, they're not as loyal. In most cases, they have no problem jumping from one organization to another.

That's not to say that you can't motivate this generation because you can by offering skills training, mentoring, feedback. Culture is also extremely important for Millennials.

They want to work in an environment where they can collaborate with others. Flexible schedules, time off, and embracing the latest technology to communicate are also important for Gen Y.

Millennials also thrive when there's structure, stability, continued learning opportunities, and immediate feedback. If you do offer monetary rewards, they prefer stock options.

4. *Generation Z:* This generation is right on the heels of Millennials. And, they're starting to enter the workplace. Even more interesting is they make-up one-quarter of America's population, making this generation larger than baby boomers or Millennials.

This generation is motivated by social rewards, mentorship, and constant feedback. They also want to do meaningful and be given responsibility. Like their predecessors, they also demand flexible schedules.

Other ways to motivate this generation is through experiential rewards and badges such as those earned in gaming and opportunities for personal growth. They also expect structure, clear directions, and transparency. The most intriguing about Gen Zers is that 53 percent prefer face-to-face communication.

2. Company culture

Company culture is the personality of a company. It defines the environment in which employees work. Company culture includes a variety of elements, including work environment, company mission, value ethics, expectations, and goals [3].

Company culture is important to employees because workers are more likely to enjoy their time in the workplace when they fit in with the company culture. On the other hand, if you work for a company where you don't fit in with the company culture, you are likely to take far less pleasure out of your work. For example, if you prefer to work independently, but work for a company that emphasizes teamwork (or has shared office spaces), you are likely to be less happy and less efficient.

Google is an example of an organization with a clear company culture. According to the website, the company still feels like a small company with an informal atmosphere, even though it has grown tremendously:

At lunchtime, almost everyone eats in the office café, sitting at whatever table has an opening and enjoying conversations with Googlers from different teams… Every employee is a hands-on contributor… no one hesitates to pose questions directly to Larry or Sergey in our weekly all-hands ("TGIF") meetings – or spike a volleyball across the net at a corporate officer.

Company culture is important because companies that have strong, positive cultures give better opportunities for employees to feel and perform their best. Trust and collaboration between team members, as well as with management and upper management, tend to build:

– A strong workforce through talent recruitment

– Loyalty through job satisfaction and employee retainment

– Higher rates of productivity through motivation and dedication

– Positive morale through reduced stress

For a business to be successful it needs to embrace age diversity in the workplace, taking on staff of all ages to:

– Encouraging creativity and innovation

– Understanding customers and clients

– Boosting your employer brand

– Mentoring one another

– Beginning to bridge the growing digital skills gap

– Creating a great company culture

But despite so many different age groups working together, the majority of professionals say that age discrimination is still a major obstacle.

In fact, almost one in five (17.3%) professionals has faced age discrimination in the workplace. For the majority (49.4%), this was because they were too old, but 45.3% said they've also been judged for being too young [4].

For this very reason, company culture should be such to provide healthy environment to the employees.

3. Methods

Age does not always correlate with position and conflicts may occur due to generational differences.

1. *Communication:* Conflicts in the workplace may occur due to the varying expectations and assumptions the young and old employees hold. Different generations approach works differently [5], and one employee can't expect other employees to work the same way he does. To solve these conflicts, employees need to communicate their issues and understand one another. "Over-communication is a sign of a healthy company," according to University of Wisconsin-Stout [6].

2. *Placement:* Placing the right employees in the right positions helps young and old employees get along better. For example, a baby boomer working under a generation-Y manager may have conflicts because of their different working styles [7]. Hence, if necessary, arrange job placements to minimize conflicts between the generations.

3. *Respect:* Both young and old employees need to be treated with respect; however, they may define respect differently. Old employees may feel disrespected when young employees don't carry out their orders while the young employees feel they are only voicing their opinions. Young employees feel respected when people listen to and value their ideas. They can get along by knowing about how respect can mean different things.

4. *Accepting Differences:* [8] Following can be the ways for them to accept age differences:

a) Realization of employees that they can learn from their differences.

b) Working of employees according to their style by focusing on completing the work instead of how they do the work.

5. *Recreational activities:* Employees of different age groups can get along, by having recreational activities such as occasional informal meets, group activities, etc [9].

For example, at Make My Trip, employees are given a chance to engage in various social as well as fun activities. Theme day, rock band performances, sports activities are some interesting incentives that their employees get apart from basic medical facilities.

6. *Healthy Company culture:* As seen, company culture can act as very powerful tool to get the employees from different age groups along and give better opportunities for employees to feel and perform their best.

For example, at SAP Labs, the breakfast is prepared by the senior management of the company for the employees which eventually helps to increase team cohesion.

7. *Training and development:* Progression is so important to today's professionals, so you need to make sure you're offering plenty of opportunities for them to learn new skills and take the next step.

It could also be beneficial to offer training around discrimination in the workplace. This can help to build a more inclusive workforce, ensuring staff know how to behave professionally and aren't discriminatory towards one another.

8. *The full package:* Offering the best possible packages to all staff [10] i.e. fair salaries for all, so that no one feels underpaid or underappreciated.

But more than this, offering great workplace perks as well as a range of benefits that suit all ages. One idea includes flexible working. Everyone is at different stages in their life and allowing them to fit their personal life around work can be extremely beneficial for both parties (company and employees).

Another idea might be allowing staff to dress as they like – within reason of course. This can help to make everyone feel more comfortable and means there are no outdated dress codes. It also allows them to be more creative and show their personality.

Conclusion

Currently, four generations working side by side due to increase in the width in working age group. For an organization to be most efficient and yield maximum, the key is good team cohesion. Since, different generations have different ways of approach, it hurdles the associating of the employees. Hence, there urges out need to get past this obstacle. It is therefore needed to fraternize employees of different age groups and create healthy environment for organizations in upcoming years. As discussed above, there are several methods of doing so viz. creating effective communication, well planned recruitment, conducting recreational activities, healthy company culture, etc. Few organizations viz. Google Inc., MakeMyTrip in India have been successful to implement one of the ideas to increase productivity by having proper cohesion [11].

It can therefore be concluded that the companies can yield maximum by employing these strategies helping them to keep a balance of experience and zeal with good team cohesion.

Acknowledgement

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