HOW TO MANAGE DIGITAL NATIVES IN NEW HYBRID WORKFORCE

Dr. Shyam B R *   **Dr. Y T Krishnegowda****

*Associate Professor & Head, Department of Management Sciences, Maharaja Institute of Technology Mysore, Karnataka, India .
**Principal & Professor, Maharaja Institute of Technology Thandavapura, Karnataka, India.

Abstract
Purpose: *Managing generations in the workforce does exist because each age group has different expectations and aspirations. Newer opportunities and skills deficit make it necessary to engage the younger lot more effectively to the changing demographics, especially for the younger workforce - The Digital Natives (Generation Y or Millennial).*
Objective: *The researchers have set the following primary objective and the current study investigates 1 broad research question: To identify how to manage digital natives in new hybrid workforce.*
Design/Methodology/Approach: *The study is based on secondary evidence. In this regard, various libraries were visited and some online journals were also reviewed in this direction.*
Findings/Result: *Researchers has found that organizations are currently facing the retirement of many older workers and the challenge of recruiting and retaining young talent or digital natives. Realizing this issue and knowing how to deal and manage digital natives will bring millennial efficiency to an organization. Lack of attention to Gen Y workforce will make any company less efficient. Therefore a good understanding of Gen Y to strengthen hybrid workforce relationships between employer & employees is very crucial.*
Research Limitations/Implications: *One of the most typical problems that the modern businesses & hybrid workforce are facing today is not something which is derived from competition, change, downsizing, envy or greed. It is managing Digital Natives or Generation Y or Millennial employees - A must for hybrid workforce & the future perfect.*
Originality/New Knowledge/Interpretation/Value: *The researcher's paper discusses the hierarchy of different Generations of employees in hybrid workforce and lays emphasis on how to manage Digital Natives. Also the paper suggests lack of attention to Digital Natives will make any workforce less efficient. Therefore, a good understanding of Generation Y to strengthen hybrid relationships between employer & employees is very crucial.*
Paper Type: *The present study made an attempt to identify How to Manage Digital Natives in New Hybrid Workforce. The study is based on secondary evidence.*

Keywords: Hybrid Workforce, Millennial, Digital Natives.

Introduction

A hybrid workforce is a group of employees that can work from their work station as well as remotely & employees work under a hybrid work model: on-premise and remote. Hybrid workforces have become more common since the pandemic, as organizations seek to remain competitive by offering employees more flexible work options. Gen Y is the first generation to grow up with the internet, cell phones and digital communication. "A digital native'' is a term often used to describe people who grew up tech-savvy. These professionals are comfortable learning and using the latest software releases in the work station. Since Millennial is the first generation to truly "grow up" with the internet at their fingertips the traditional "work station (office)" is becoming less and less important. Millennial can work from anywhere they have access to the internet such as virtual offices, their living room, or the local coffee shop. Thus the research paper highlights how to manage digital natives in new hybrid workplace.

Why Digital Natives
- More ambitious & adaptable
- Self confident & learn quickly
- More techno savvy

- Career oriented
- Have fresh skills
- Think outside the box
- Take up responsibilities
- More flexible approaches to work
- Embrace & strong diversity
- Work to live
- Work life balance
- Employers feel Gen Y employees are less expensive when compared to older employees

Review of Literature
Prior to the pandemic, 52% of employees globally worked from home at least once a week and 68% did the same once per month. After the declaration of the pandemic, 88% of organizations enabled employees to set up workstations at home. A report published by Microsoft recently stated that over 70% of employees want flexible remote/hybrid work options to be available even post the pandemic. Additionally, Accenture chronicles that 83% of 9,326 workers surveyed seek a hybrid work life where they can function remotely at least 25% of the time.

Gaps & Agenda for Future Research
One of the most typical problems that the modern businesses & hybrid workforce are facing today is not something which is derived from competition, change, downsizing, envy or greed. It is managing Digital Natives or Generation Y or Millennial employees - A must for hybrid workforce & the future perfect.
The researcher's paper discusses the hierarchy of different Generations of employees in hybrid workforce and lays emphasis on how to manage Digital Natives. Also the paper suggests lack of attention to Digital Natives will make any workforce less efficient. Therefore, a good understanding of Generation Y to strengthen hybrid relationships between employer & employees is very crucial.

Objective of the Study
The researchers have set the following primary objective and the current study investigates 1 broad research question:
1. To identify how to manage digital natives in new hybrid workforce.

Research Methodology
The study is based on secondary evidence. In this regard, various libraries were visited and some online journals were also reviewed in this direction.

Results & Discussions
In any organization there may be different generations of workers. It's very obvious that these employees will have their own sets of mind and because of that they will clash with each other due to the differences in values, ideas and work style. However from the below figure the hierarchy of generations highlights the different generations of employees in organizations. The figure represents the different generations of employees like **Gen Y** employees in the age group of 18 to 30; **Gen X** employees in the age group of 30 to 45; **Baby Boomers** employees in the age group of 45 to 60; and the **Veterans** who are above the age of 60. The hierarchy of generations also underscores that while making policies, related to motivation or any other aspect of business the need of Gen Y should be kept in mind. Hence from the figure it is very much clear that those employees belonging to Gen Y and Gen X can be motivated by a higher salary or bonus, while those employees belonging to Baby Boomers and Veterans can be motivated by giving recognition and respect.
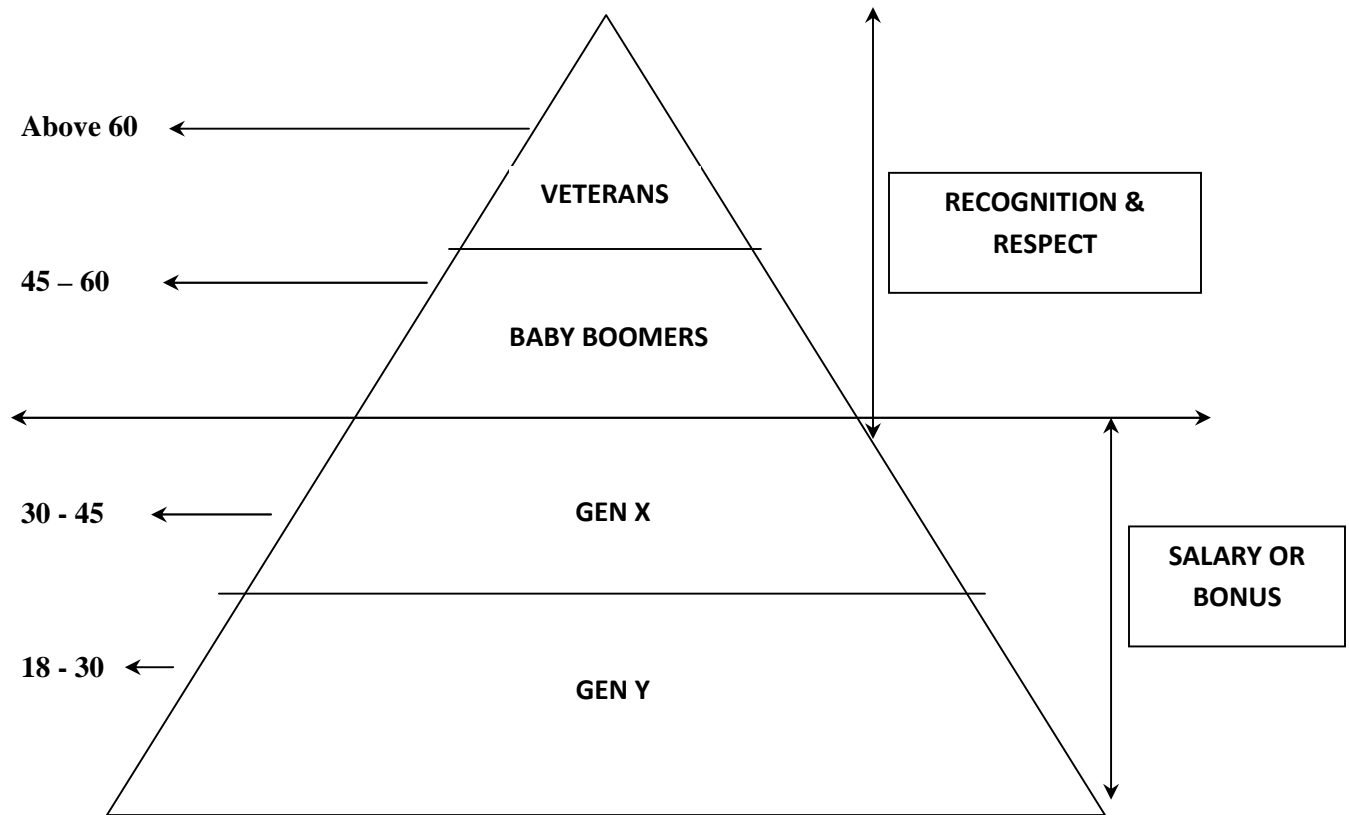
In today's cycle ways to engage & manage Gen Y in the new hybrid workforce matters a lot. Following are the certain ways to manage Gen Y in the new hybrid workplace:

1. Recognizing the Gen Y: Gen Y will comprise a large percentage of the work force so the employers should be sensitive enough to their needs to reap the benefits in the increasingly competitive hybrid market place offering them the chance for professional growth and development can be very effective in this regard. Showing these employees appreciation for individuality and letting them be expressive will also keep them around.

2. Focus on Training: Organization can provide training to the employees on the communication and working style. Practicing this can be very useful in avoiding misunderstandings as well as confrontations in hybrid workplace. Conducting regular seminars and special events can serve this purpose well.

3. Encourage Innovation and Open Ideas: The younger generations like to work on new hybrid workforce. For example new technologies are able to keep people along. Hence it's important to create an atmosphere that encourages innovation and open ideas. This means we have to think beyond what we have been traditionally doing.

4. Create Challenges, Creativity and Freedom: The Gen Y needs challenges, creativity and freedom. They challenge the status quo all the time. Those who are able to tap into their talents by creating an environment, which caters to Gen Y's needs will succeed in new hybrid workforce. For example 30% of employees at **Persistent Systems** are women. They have specific women – oriented initiatives to ensure that women are comfortable in the organization. They have an active women's group called **Prerna**, which looks at the challenges women face and provide them the right role models etc.

5. Focus on Diversity and Inclusivity: Diversity and inclusivity is a key driver for success in new hybrid workforce. Not only the extensive knowledge that is necessary for employees, but they should possess the quality of diversity or in other words, they should be able to apply their knowledge from one field to another. For example **Infosys** is among the first few companies in India to set up a diversity office to support affinity groups and facilitate equal opportunity employment among other initiatives. They encourage employees to contribute their viewed through affinity groups like Infosys women's inclusivity network **(IWIN)**, Family matters network, etc.

6. Focus on Organizational Culture and Internal Process: Organizational Culture and Internal Process would need to be flexible to accommodate different communication and working styles in new hybrid workforce. Generally, younger generation communicate with e-mails, text messages or instant messaging. On the other hand, in most cases, the older generations want to speak face to face or at least over the telephone. In this case, a balance has to be maintained.

7. Implementing Flexible work Arrangements: Most of the surveys being conducted at companies have revealed that a flexible work arrangement is introduced to retain the best brains. Compressed work weeks, job sharing, reducing working hours, annualized work hours, flexible work schedules, extended time off, work from home facility, etc for employees are a few tactics that can be employed to manage and retain top talents, providing them comfort and convenience.

8. Implementing Employee Compensation and Benefits: A younger generation has to be provided workers compensation, social security pensions and Offering other benefits beyond the minimum helps to reduce turnover and attract the best candidates.

- Digitalize the workplace
- Reinforce belonging
- Share the purpose regularly
- More soft skill training
- Create an employee driven experience

Conclusion

In any organizations employees interact on the basis of their upbringing, values and ideas. Thus Gen Y has their own way of thinking and working according to their background. Therefore, to be effective in the process of managing Gen Y, an organization must know its employees as individuals, their background, personality, preferences and style.

References

1 *Case Study from Austria.*
2 *Gibbs, M., Mengel, F., & Siemroth, C. (2021). Work from Home & amp; Productivity: Evidence from Personnel & amp; Analytics Data on IT Professionals. SSRN Electronic Journal. doi:10.2139srn.3841457.*
3 *Green, N., Tappin, D., & Bentley, T. (2020). Working From Home Before, During and After the Covid-19.*
4 *Hybrid workplace: The future of work - Kanwar Muhammad Javed Iqbal, Farooq Khalid and Sergey Yevgenievich Barykin (July 2021).*
5 *Hybrid Workplace:The Future of WorkKanwar Muhammad Javed Iqbal..*
6 *Hybrid Workplace.*
7 *Jyoti Joshi Pant, Vijaya Venkateswaran,(2015). Management of Gen Y Employees Through Psychological Contract - An Exploratory Study in IT/ITES Companies.*
8 *Kanwar muhammed(2021)Hybrid Workplace: The Future of Work.*

9   *Lina Vyas &Nantapong Butakhieo The impact of working from home during COVID-19 on work and life domains: an exploratory study on Hong Kong.*

10   *Michal Beno,(2021) On-Site and Hybrid Workplace Culture of Positivity and Effectiveness: Case Study from Austria. Academia journal of interdisciplinary studies, ISSN 2281-3993.*

11   *National Institute of Maritime Affairs, Bahria University, Pakistan Farooq Khalid China Harbour Engineering Co. Ltd, Pakistan Sergey Yevgenievich Barykinhttps://orcid.org/0000-0002-9048-009XPeter the Great St. Petersburg Polytechnic University (SPbPU), Ru ..*

12   *Opportunities, problems and limitations of digital transformation of HR management-EA Mitrofanova, VG Konovalova and AE Mitrofanova (2018).*

13   *On-Site and Hybrid Workplace Culture of Positivity and Effectiveness.*

14   *Pandemic: Implications for Workers and Organisations. New Zealand Journal of Employment Relations, 45(2), 5–16. doi:10.24135/nzjer.v45i2.eferences.*

15   *Pandemic: Implications for Workers and Organisations.*

16   *Prithwiraj (Raj) Choudhury (2022), Is Hybrid Work the Best of Both Worlds? Evidence from a Field Experiment, HBS working paper.*

17   *What employees are saying about the future of remote work"-Andrea Alexander, Aaron De Smet, Meredith Langstaff and Dan Ravid(April 2021).*

18   *https://www.apollotechnical.com/hybrid-working-statistics/.*

19   *https://www.namanhr.com/blog/hybrid-world-multi-generational-perspective/.*

20   *https://www.forbes.com/sites/jackkelly/2022/06/07/what-different-generations-think-about-hybrid-work/?sh=edab18348906.*

21   *https://www.outlookindia.com/business/genzs-and-millennials-in-india-prefer-hybrid- working-reveals-deloitte-study-news-197450*

22   *https://www.kgopm.com/gen-z-and-millennials-thrive-in-the-hybrid-workforce*

23   *https://www.mckinsey.com/featured-insights/coronavirus-leading-through-the- crisis/charting-the-path-to-the-next-normal/hopes-and-fears-for-the-hybrid-future*

24   *https://www.mckinsey.com/business-functions/people-and-organizational- performance/our-insights/what-employees-are-saying-about-the-future-of-remote-work.*

25   *26. https://impact.economist.com/projects/make-hybrid-human/pdfs/EI_GoogleWorkspace_2021SurveyReport.pdf*

26   *https://www.namanhr.com/blog/hybrid-world-multi-generational-perspective/*

27   *https://builtin.com/remote-work/hybrid-work-model.*

28   *Envoy.com*

29   *https://lattice.com/library/how-hybrid-work-is-shaping-career-development.
https://www.paddlehr.com/blog/2021/4/21/hybrid-work-career-pathing*

30   *https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2020/leading-a-multi-generational-workforce.html*

31   *https://www.peoplematters.in/article/employee-engagement/geriatric-millennials-hybrid-workplace-30907*

32 *https://hbr.org/2022/03/5-key-trends-leaders-need-to-understand-to-get-hybrid-right*

33   *https://whatfix.com/blog/hybrid-workplace/*

34   *https://technologyadvice.com/blog/human-resources/hybrid-work-on- productivity/*

35   *https://www.ey.com/en_dk/consulting/how-can-you-reimagine-your-digital-workplace-for-a-hybrid-future.*

36   *https://planonsoftware.com/us/resources/blogs/the-future-of-work-is-hybrid-what-your-business-should-consider-when-moving-to-a-hybrid-work-strategy/.*