

# Personnel Marketing for Generation Y

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## ABSTRACT

About half of the companies' employees worldwide are Generation Y representatives, and their share will grow. They are the critical human resources of the near future. The study aims to reveal the features and tools of personnel marketing for the "Millennials" generation. The study is based on a comprehensive analysis of the socio-demographic characteristics of Generation Y. In today's dynamic world with an unpredictable future, employers need to take a fresh look at the policy of attracting, retaining, motivating, training, and encouraging young employees, taking into account their value and personal characteristics, which is becoming more urgent. The article presents the differences between Russian and foreign Generation Y and provides recommendations for managing management in the organisation. The use of the personnel marketing tools for Generation Y will help attract highly qualified young personnel, increase their productivity, and fulfil the organisation's maximum efficiency goals.

**Keywords:** *Personnel marketing, Millennials, Generation Y, workplace, Human resources, HR management*

## 1. INTRODUCTION

In recent times, the generation change (age cohorts) concept has become increasingly popular: the concept of the connection between people's views and takes with their affiliation to the same age group, influenced by similar events, living conditions, and education [1].

The founders of the theory of generations are American researchers Neil Howe and William Strauss, who published the book "Generations: The History of America's Future, 1584 to 2069" [2] in 1991.

According to the periodisation, Generation Y includes people born over the 1983 to 2003 period, as for Russia, they are those who were born in 1984-2000 (in different sources you can find other time frames, in the 4 years give or take range). I.e. they are now from 17 to 37 years. Different researchers refer to this generation in different ways, including Millennials, Generation Tech, Generation Next, Echo Boom, the Peter Pan generation. In the United States, their number is about 78 million people, and in Russia - about 30 million people.

## 2. METHODOLOGY

The Generation Y features are discussed in more detail by Neil Howe and William Strauss in their book "Millennials Rising: The Next Great Generation" [3].

Other important works by American researchers on Millennials include "Generation We: How Millennial Youth are taking over America and Changing Our World Forever" by Eric Greenberg and Karl Weber [4].

It is also considered the Pew Research Center report "Millennials. A Portrait of Generation Next" [5]. Jean Twenge's "Generation Me: Why Today's Young Americans Are More Confident, Assertive, Entitled - and More Miserable than Ever Before" [6]. "Not everyone gets a trophy, revised and updated. How to manage the Millennials" by Bruce Tulgan [7].

As for the Russian specialists, engaged in the theory of generations, E. Shamis, V. Petukhov, V. Radaev papers, including his book "Millennials. How Russian society is changing" should be mentioned [8].

Neil Howe and William Strauss present critical historical events and processes that influenced the Millennials childhood. These include the introduction of

interactive television, live broadcasting, MP-3 players, DVD players, discs, personal computers. The introduction of global manufacturing, minivans, limousines, food delivery. The introduction of space shuttles and the Internet in public infrastructure [3].

Personal computers and the Internet had a noticeable impact on the formation of the interests of Millennials.

### **3. STUDY RESULTS**

Half of the employees in the world are Generation Y, and their share will grow [9].

Generation Y is significantly different from previous generations X and baby boomers. This generation's main feature is mainstream use of new network communications, Internet, email, social networks [1], YouTube-like video channels, a wide network of virtual engagements. These are people who not just feel confident in the digital, but also always think about its improvement.

According to PwC research, the ability to learn and evolve is vital for this generation and plays an important role when choosing an employer.

Millennials have grown up in an era of diversity, which affects job design. They prefer a variety of works more. They are not willing to do routine tasks. Young employees are not ready to work additional hours. They care concerning the work-life balance concept and tend to go home at the end of their working day, whether there is work left undone or not.

This is a generation with many diverse interests that play an essential role in their lives. They are used to living here and now and are attracted to work with a flexible working time, under conscious boss management. Millennials prefer an effortless style not only in communication but also in clothes. That is why they are not very keen on strict dress code [10].

Another feature of Millennials is the lack of engagement to one employer. For example, if they do not like their job, or if they are not satisfied with the company, they are ready to change it. They changed the slogan: "none of the employees is indispensable" into "none of the employers is indispensable". Generation Y is focused on personal growth they are looking for everywhere. Young people use all resources for that, including interactions with peers, with the older generation, social media, communities, etc.

Personal growth and information are what they need more than other generations. Personal growth for them is about getting information in quite diverse fields. Formation of their own opinions about one thing or another. There are no authorities, gurus for them to follow. They try to get the information themselves; they

want to get personal experience based on which they form their point of view.

#### ***3.1. Differences between Foreign and Russian Millennials***

This generation is very mobile, like to travel. There are differences between Millennials from Russia and other countries. Generation Y of foreign countries is ready for labour mobility; they make trips between countries.

Russian Millennials are less mobile when we talk about international mobility, but they are more mobile within the country. They can easily change cities and companies. Material remuneration is not a critical engine of life and growth for international Millennials. But Russian Generation Y is strongly motivated by the material component. Remuneration rate and its dynamics as a result of career promotion are essential for them.

International Generation Y considers its mission to make the world a better place. To work with a purpose, mission, they choose companies, the values of which correspond to their intrinsic values. Russian Millennials think about this less. According to the observation of employers from Russian regions, many Millennials get a job to solve immediate money matters, for example, to buy sneakers [11].

#### ***3.2. Changes in company management to maximise the productivity of young employees***

Employer attractiveness is one of the critical motivation points for Millennials. They are self-contained, which is why the current management system is in trouble. The current approaches to corporate management were formed in the era of baby boomers and Generation X when there were relatively rigid incentive programs, talent pipelines, and personnel training systems, stable career plans. This is unacceptable for Generation Y; it needs freedom and diversity. That is why successful companies change their management systems, making them more flexible.

For example, provide annual assessment and incentive programs. Many companies have already abandoned the annual ratings that used to be widely used in all companies. Remunerations were paid based on these ratings. Companies believe that this approach is unacceptable for Millennials because it does not evoke the collaboration they are so intent on, but rather causes internal competition and reduces productivity.

Companies have also abandoned stable career plans and offer Generation Y a wide variety of flexible career plans. Horizontal internships, relocations, mentors, individual development and training, up to the possibility to take a career break, go to study and come back with a

different speciality. Or stay with one company and radically change a profession, specialisation.

Generation Y likes specific projects with clearly defined goals and deadlines. Millennials are the generation that needs mentors, coaches. Compared to Generation X, they are very open to feedback, communication. Millennials need a mentor and a friend from whom they can learn, who guides them, allows them to reflect on their position, realise their steps, make their work more conscious. Since they are still a young generation, they need a mentor to reach their potential, personal growth and become aware of their choices.

According to PwC experts, "mid-ranking manager" will cease to exist as a class soon because Millennials don't need one. The mid-ranking manager is a small team leader who sets tasks, oversees, and still does some work of his/her own. Millennials are essentially used to and want to work in other teams, in community teams where there are experts, free flow of information, where you can learn in a format where everyone teaches everyone. Therefore, they do not need the mid-ranking manager; they need the expert, coach, mentor. There is a transformation in the manager role at this level. Many companies are already training mid-ranking managers in new skills, to work on projects, on creating a new product. Even if we are talking about some routine, it is still vital for Millennials to work as a team - a community team.

It is essential to create an employer brand, which includes not only an attractive company image but also a corporate culture based on energy, honesty, responsibility, and generosity [12]. Company brand as an employer is vital for attracting talents with high professional potential, their recruitment, and retention.

### **3.2. Generation Y training**

Self-improvement and self-development are important life principles for Generation Y. Generation Y people value expert careers and the opportunity to gain new knowledge - they love and know how to learn. Moreover, they love to teach and share knowledge themselves [13].

Russian researchers note a critical feature of Millennials: they, gaining just some competences and having not enough professional experience, begin to teach others, acting as providers of informal education: they are engaged as tutors, lead marathons, hold various master classes in the beauty and culinary industries [14].

What they lack most of all is the ability to make decisions and take responsibility. They are still young and inexperienced. They have a hard time making decisions, especially when it comes to business decisions. That's why it's essential to teach them the algorithm for making decisions and seeing the

consequences of those decisions. Then it will be easier for them to fit into the work environment, and they will become a highly productive resource that is so important to companies.

Youth and inexperience play a role, but that's not the most important thing. They work in companies where everything changes very fast and so they don't have the opportunity to understand what the decision-making and responsibility cycle is naturally, as it was with previous generations, everything changes around them too quickly. Nevertheless, the environment is changing, the situation is changing, and almost every day, it's necessary to make decisions, new ones, different ones, see consequences, and take responsibility. And because of this speed, information availability and the multitasking, this is a particular skill that they need to be taught in the very initial stages because they don't have as much time for it as previous generations did.

Generation Y was born to work in an information multitasking mode. They have a lot of information and can handle it easily, and they also can handle several tasks at the same time. Should be noted that the communication era was changed. Previous generations grew up in the era of written communication. It is easier for them to read, comprehend, digest information and make decisions. Generations Y and Z are already growing up in the era of audiovisual communication. It is much harder for them to read and comprehend, but also much easier for them to see and hear. That's why they spend much less time processing information and are ready to move straight to the action. It is much easier to conduct online meetings, which saves enormous managerial resources. More than 40% of young professionals say that it is easier for them to communicate with co-workers in the digital workspace, rather than in person or by phone [15]. It is also necessary to consider when setting tasks in the workplace. The use of various messengers in work processes is very organic for them. Less written communication should be used when working with Millennials and more audiovisual communication. Companies should reconsider their approaches to internal communication and task setting for young employees; this is a powerful resource for increasing their productivity and saving the company time and costs.

When investing in the development and training of Millennials, it is essential to provide access to training materials at any time; use microteaching. If there are video clips, they should be no more than 2-5 minutes long. Millennials have clipping consciousness; they perceive information through the news feed in social networks; gamification of work and learning processes is essential for them [16], which allows to remove the daily grind effect and creates additional meanings. An interesting technique was used by one of the large Russian telecommunications companies: for training

videos were filmed not the professional actors were involved, but some of the fellow millennial co-workers. This caused an instant reaction and allowed them to master the new training material quickly.

At the same time, while Millennials have a comfortable grasp of technology, the amount of time they spend after hours responding to work-related messages must be considered. According to Bentley University, 89% of employees continue to work online outside of working hours. Control of overtime by the organisation will show employees that the boss values their time and values efforts [17].

#### 4. RESULTS DISCUSSION

Whereas for previous generations, work was a big part of life; for Millennials, work is part of life; they live in balance. And in doing so, they try to take full advantage for themselves. Millennials can teach all previous generations to enjoy life then and there. Those who can use Millennials in remote workplaces need to understand that they work just as well as they do from the office, certainly not without some oversight and evaluation of their work quality. This leads to savings in office space.

#### 5. CONCLUSION

In the third decade of the 21st century, it is necessary to assess the employer from the Generation Y attractiveness position. Focusing on the needs and expectations of Millennials to modernise the management system in companies, pay attention to the formation of high-tech workspaces. Organisations will be able to increase the productivity of Millennials and see quick and visible results if they will use talent acquisition marketing.

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