MAKING WORKPLACE ADAPTABLE TO MILLENNIALS THROUGH TRAINING AND DEVELOPMENT

Neha Jain
Research Scholar, Bunndelkhand University, Jhansi Uttar Pradesh

Abstract

Training and development practices are essential for the success of any organization as it makes its employees challenging and talented ho serve as human assets for the organization. As apart from silent generation born between 1925-1942, baby boomers generation born between 1943-1960 and generation x born between 1961-1980 millennial generations comprises major work force today and probably called as tech generation. They are born with electronic gadgets in their hands and find comfortable to learn through online medium. To retain and engage this workforce today organizations need to focus on their needs related to training and development. This paper discusses features of millennials and specifies the reasons behind preference given to online training. Also an attempt has been made to give an idea regarding designing online training program to meet the needs of gen Y employees

Keywords: Millenials, e-training.

Who are millennial?

The term "millennial" was coined by William Strauss and Neil Howe in 1987.The seven traits of generation y employees as given by the founders of the term include "special, sheltered, confident, team oriented, conventional pressured and achieving"[1]. Millennial are also called as "net generation". These generations is born with mobile in hands and are very much connected to the social media. The major group of millennial are often referred to as "tech savvy" and companies while employing them should keep in mind that they themselves are tech updated and online recruitment is considered as best while recruiting the millennial. Millennial are expected to be a major part of workforce in the coming years. The millennial are considered multitasking workforce who are able to take many responsibilities at a single moment of time they love

variety in job and in order to take out work from them it is important to give them the deadlines to complete. Mostly Millennial are found to be pampered by their parents and receiving praises from them , same is their expectation from work also therefore they like recognitions for their work which helps them keep motivated and also tends to increase job satisfaction among them. From among positive monetary and non monetary rewards job satisfaction and work life balance as a part of non monetary rewards plays a significant role in retention of millennial at their workplace. Millennial carry an important feature of helping others in the workplace they are always desirous to help others they give more importance to build positive relationship environment at workplace rather than maintaining strictly professional relations, this generation believes in working hard without sacrificing their personal life. Millennial enjoy collaborating with colleagues and believe in team oriented tasks. The concept of "weekend fun" carries importance for them. The company should also plan accordingly to maintain their work life balance and provide for flexible work hour arrangements to them engaged and motivated. For millennials time is money and they want to get access to anything instantly whether it is related to job or shopping. Fitness and programmes related to charity, health should be regularly organized by companies for the benefit of them. "Work from home" is found to be popular among genY employees as they are easily able to meet deadlines given to them by company. Some organizations are nowadays shifting to "results only work environment" which indicates that performance of employee is appraised or measured in terms of results and output achieved by them and not on the basis of attendance or presence given by them in offices. They tend to maintain honest and hassle free relationships with company therefore it is important to tell them about all good and bad about company. They don't like to follow organizational structure in hierarchy and are never afraid in sharing their views and opinions which proves to be good for the success of the company. They don't like to blindly follow the orders of their superiors.

Job rotation and opportunities of promotion can help them keep engaged and retained within organisation. Millenials are said not to be very loyal towards their job and always want to get raise in their career. They tend to build "gig economy" in which work force is not stable and employees always change their job to achieve job satisfaction. They are also referred to as generation "ME"[2]. It is assumed that about 46% of today's Workforce constitute millennial and

they are expected to increase more than 65% in the coming 2020. "Job hopping" which means changing job frequently is found to be popular among millennial work force. As per the reports of survey conducted by global job site it was found that about 56% of the respondents have been noticed to have job hopping. Work place for millennial work force is considered as a commodity and they can be retained and engaged in present occupation only till they find the next best alternative for their own job satisfaction or find the job meaningful. They often like to get themselves involved in contract based and project based jobs which gives them an opportunity to easily and frequently switch from one place to another whenever they want. Job hopping among millennial workforce is mostly popular in short term industries and because of this reason companies while recruiting and selecting employees pays attention that past experiences of employees do not belong to short term jobs. They lack decision making power. Millennilas carry a view that changing job equips them with new skills and add to their experience which further helps them to accept challenges and raise their career in future.

Designing the training and development program

From among the two types of training on the job training and off the job training millenials being named as "techno savvy" prefers on the job training methods therefore companies should pay attention in raising the opportunities for millenials to learn at their workplace through on the job training methods like experiential training, distance training and online training which may help companies in cutting costs on one hand and on the other hand it helps in retaining the millenials. Experiential training helps them making acquaint with real life problems to be faced by them in job though this type of training is conducted in a safe environment. This also helps the trainees to record and apply what they have learnt in their jobs.Millenials are said to be multi taskers and are inventive communicators. Learning through YouTube is very popular among millenials as against PowerPoint presentations as it is very interactive and easy. Millenials don't have the habit of paying attention for considerably larger time so it is important that care should be taken that they do not get bored soon with the training session and therefore it should be kept in mind that training program should be designed in such a way that all the activities involved in training program are changed from time to time. It is important to incorporate social media in training program with a view to make each and every employee aware of the policies, vision and mission of company at one time and also at one place so that they are able to understand that they are

actually representing the brand image of company. Including social media in training program it becomes easy for employees to come in direct contact with their peers and superiors with whom they can fetch support and properly report. They are also able to get feedback relating their performance from their superiors. For millennial feedback is more preferable as they are always ready and like to accept the challenges in job. Social media apps like face book helps in maintaining informal relationships with the people who are distinctly varied and come from varied places. It is easy to bring scattered and dispersed beings at one centre place for sharing the ideas and important information. Social media in training program also helps in sharing the experiences and knowledge. Apart from including social media in training program attention should be paid on to make it even more interesting by including games in it with helps them in earning points and rewards for the tasks accomplished and it is more appealing to the generation y because there is always a new task or challenge to be done. Responsibility and independence should be given to millenials to choose the topic that they wish to learn as per their necessity in job and carrier. This may help in boosting millennial engagement and infusing enthusiasm at workplace in them. This generation of employees believes in group tasks and discussions so care should be taken to encourage collaboration in training and forming groups who are given some task to accomplish. For the success of any organisation it is considered as vital that its employees are kept updated time to time about the latest information released by company. Therefore training program should be framed keeping in mind the updates necessary to be conveyed to the employees. From among inductive and deductive approach millennial prefer pragmatic and inductive approach in their learning and they always want to know the reason behind importance of training imparted to them. Companies should keep in mind to keep them aware of the benefits they will receive from particular type of training.

Why online training is preferred?

Due to the changing work environment now day's e-training is mostly preferred by the organizations. Here are some of the advantages of e-training to the employees:-It equips the employees with necessary skills and knowledge which helps in boosting their confidence in work and makes them adaptable to the current working environment. online training is accessible anytime and anywhere therefore it enhances the productivity of employees which further helps increasing the productivity of organisation as employees do not have to wait to gain

knowledge.Onlinetrainingwhen accompanied by visual aids like video conferencing then problem solving and decision making can be made easy as it enables all the players all over the world to come together at the same platform. It helps all the scatteredemployees to remain connected with the firmanytime. It increases productivity by offering employees a chance to learn while remaining at their own place and learn repeatedly until and unless they are satisfied. It removes hesitation to learn in a group as this type of training need not require large groups.Online training helps in keeping the employee engaged because it gives them the chance to match their competencies and become competitive by using various methods of training at any point of time. It helps in retention of knowledge for sufficiently larger period of time as the content of online training is accessible at any point of time in future and it is also easily accessible to employees whenever they feel like. Online training helps in providing the feedback to the trainee which further helps in bridging the gap between current and desired performance standards. It also helps employees remain accountable for their performance and also helps management about the success of training. Regular feedbacks and maintaining standards helps in removing drawbacks of training.It helps in cost reduction as companies do not have not to spend money on arranging of venue for training rental charges etc. moreover it takes the form of "green HRM" in which relevant training is imparted to the employees without the u\se of paper. Hence it tends to be "eco-friendly".It helps an enterprise to build up library of training modules and lessons so that it can be further utilized to train new and present employees. More over online training programs reduces time also as employees do not have to travel at different paces to take training and they can easily manage their job and side hustles while obtaining training from their own place only.. Accessing training is in their hands itself in the form of electronic gadgets like tablets or mobile phones. As said earlier that millenials are more concerned regarding accepting challenges in life and gaining fame and reputation. For them experience carries more importance and so online training program have wide variety of programs which are readily available for trainees so that they can get quick access to the subject or content they are desirous to learn for the person they want them to mentor. They can concentrate on their job and family as virtual meetings on various issues arising in the office related to sales, product, strategies, etc. which are considered vital for the for the success of any organization can be taken from among the widely dispersed employees. With the help of online training employees whether in office or not always feel connected and quick decisions help in finding solutions fast. Moreover with the help of these

virtual meeting employees feel that they are being mentored by their superiors always and feel having participative role in organisation which further arouses their interest in work. Work place culture defines the characters and personality of the organisation. On one hand where positive workplace culture helps in attracting and retaining the talent on the other side intoxicate work place culture reduce the job satisfaction among employees. This intoxicating work place culture can be removed with the help of online training by improving the education of employees in which attitude, empathy, respect, communicative skills are given more importance which further helps in educating the employees about good conduct making job enjoyable andstress free. Many researchers have shown that millennial prefer taking online training programs and course even at higher rates the reason being, that it helps them in expanding their skills. In addition maintain their position in changing work environment it is considered important for generation Y employees to keep themselves updated with latest knowledge and technology. E-training helps to remove the barriers of entry and anybody who wants to start their career can use this type of platform. Online training also helps in getting training module personalized as per their requirements and interest to learn. Online training involves use of games and quizzes incorporated with multiple choice type questions which help them to understand and rate their level of knowledge and make the training interesting for them.

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