ORIGINAL RESEARCH PAPER

Management

GENERATION Y – BPO & EHRM - A CONCEPTUAL LINKAGE

HARIHARAN K.S.	Part-time Research Scholar, Alagappa University, Karaikudi – 630 003.
Dr. M. VEERASELVAM	Professor & Head, PG & Research Department of Business, Administration, Government Arts College, Paramakudi - 623 707.

ABSTRACT

Gen Y-ers the next level people in organization after Baby Boomers and Gen-X. They are Tech-savvy, Family-Centric, Achievement-oriented, Team-oriented and Job-hoppers and demand more attention in the workplace with unique characteristics associated with the organization. It was not a considered issue in organization earlier when the Baby Boomers and Gen-X worked together. Then what makes Gen Y-ers to stand alone in terms of organizational behavior? Gen Y-ers with their unique characteristics and the exposure of technology from their early ages demand certain attention towards them in the organization. This paper analyzes EHRM as a technology aided Human Resource Management practices. Literature reviews on EHRM have studied more in terms of technology and its performance with employees and organization. The study was conducted with 5 major variables with three dimensions Gen-Yer, BPO and EHRM as technology in 10 BPO companies with 120 as total population approximately.

INTRODUCTION

Modern organizations invest in technology to develop business performance and thereafter search for talent to fit into the job and to train them appropriately. This was the routine when the Baby Boomers and Gen-X were in the organization contributing to its performance. HRM practices played an important role in selecting and training appropriate, talented human resources for the organization.

This article tries to associate Gen Y-ers with the technology or Information Technology and BPO (Business Process Outsourcing) or Information Technology Enabled Services. This paper would give an idea about the association of Gen Y-ers with technology to suggest some decision making thoughts to organizations.

Developing countries like India started adopting technologies from other countries and developed infrastructure to deploy their next generation people in the processes. Western countries had their technology and other developing countries had their people to work were linked in this study.

BPOs started booming in the year 1997 in India by receiving the outsourced jobs from other countries and the outsourced jobs were to be completed with the aid of technology, were new to India. Next Generation people quickly grasped and learnt the technology and started working with the outsourced jobs at an earlier age. This reason made the Indian BPO to boom and Gen Y-ers helped to achieve the level. For the past 20 years, people in India have achieved and traversed with outsourced jobs in all major cities by working in shifts.

Skills like English speaking, Typing, Analytical and numerical skills of Indian Human Resources made the BPO booming. BPO has its own dimensions on processes and updated with the processes they deal with. Outsourcing from western countries were the initial operations in BPO, later on outsourced jobs from other countries also made the opportunities for India. Business Process Outsourcing, Knowledge Process Outsourcing and Business Process Management are the dimensions the sector used to sustain itself to wide their base in India. As these skills were seen as mandatory to join a BPO company, technology played an important role. Gen-Yers are capable of grasping new technologies at the instant. This article associates Gen-Yers with BPO and Technology.

From the initial, BPO companies started with technology and at least with a computer to perform a task to deliver it to a customer, be it an Insurance Process, Inbound and Outbound Call Centers, Tele-marketing, Credit Card Collections and Support Services were accomplished with the aid of technology.

Changes started happening in the way human resources were recruited to fit the organizational culture, where in the organization would have developed an infrastructure with technology and for technology-enabled services. Human Resources expertise with technology achieved much in the organization with less effort and more talent on technology. Organizations started searching for talent in the countries with more next generation people – Gen Y expertise in technological environment.

GEN-Yers Characteristics – Image No.1
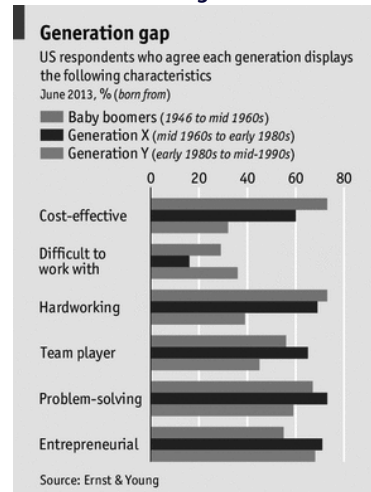
The above image shows the characteristics of Gen Y mentioned as (Early 1980s to mid-1990s)

This article has related Gen-Yers and EHRM to assume that like other technology, they might make more redefinitions in terms of the application they work. Business Process Outsourcing companies have 3,50,000 employees in Bangalore alone, wherein 70% of the employees are between the age group of 23 to 33. Electronic Human Resource Management is nothing but providing HR practices to the employees with the aid of Information Technology. The above explanation link Gen-Yers with BPO & EHRM.. The above concept is studied with the help of data collection from 10 BPO companies in Bangalore with a total population of 120 employees working in Insurance, Mortgage and other processes approximately. Their Demographic profile were collected and their potential capability on application handling designed with technology by way of simple interview schedule.

GENERATIONY:

This study is about the Gen-Yers employed in BPO companies where EHRM is deployed for HRM practices. EHRM, a process of services like Recruiting, Selecting, Training, and Motivating & Developing Human Resources electronically. A Gen-Yers characteristic is linked through this concept of Internet Generation or Tech / Web Savvy.

"Generation Y prefer to communicate more quickly and effectively via email, social networks or text messaging"

"Generation Y wants to be involved and included"

GEN-Yers in India normally exposed to technology which are transferred from other countries, though they use technology which reach India after two to three years of utilization from the home country, they master the technology and innovate or create idea to the next level. GEN-Yers characteristic impact the workplace whether it is manufacturing or Service Sector where the technology plays the crucial role to carry out business operations. Gen Y employees strategically think and change the workplace with the aid of technology they work in. Baby Boomers and Gen X had their difference with Gen Y with the way they communicate, preference, ambitious and team work. With all other characteristics, this article concentrates on the technology-expertise part of Gen Y to link BPO & EHRM.

LINKAGE BETWEEN GENERATION Y – BPO AND EHRM
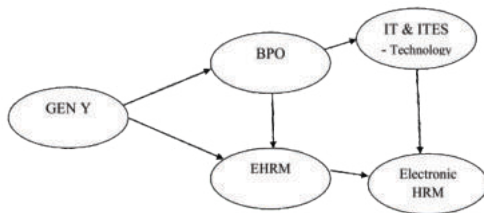
The above linkage based on the technology used in BPO companies associating the employees who work for the company is mastering the technology and performs well who falls under the characteristics of a GEN-Y and the technology here is EHRM, a part of this study.

"The findings, a part of the TCS GenY 2013-14 Survey, done by the Tata Consultancy Services (TCS), reveal that about 80% of the youth opt for Chat or Instant Message as the preferred mode of communication . Facebook is the most preferred social networking space and 76% have an account. While Google+ is also popular among students, many find Twitter complex and so have only very few takers". "This Gen Y is a huge and diverse group, but they bring some common expectations with them ranging from competitive compensations and recognition to faster career growth and instant feedback to inclusive culture and flexible working hours".

"They are also stereotyped as pampered, demanding, entitled and flighty job-hoppers! Employers are often unsure about how long Gen Y employees will stay". "They are technology savvy and operate in the digital environment with ease. They are also not believers of the hierarchical structure and rather prefer a casual and friendly approach in their professional life" Organizations strategically will have to redesign the infrastructure in terms of technology to fit Gen-Y employees to achieve business performance. The Gen Y is the one where the Human Computer Interaction is very much realized at the workplace.
BPO & EHRM

Business Process Outsourcing or Business Process Management companies apply EHRM or HRIS modules to facilitate HR practices with the aid of Information Technology. ITES companies at par with IT companies utilize technology with maximum effort to deliver its services to their clients.

EHRM is not only to BPO companies but for all other organizations which take steps to cut cost and paper work depend on technology to carry out their operational tasks. Information technology supports from start to end of an organizational tasks with various supportive application.

This study was conducted in 10 BPO companies with Gen Y employees born in the year from 1979 to 1997. A structured questionnaire was designed for the purpose of data collection with ranking statements. Respondents were asked to rank the statements appropriate to their job and match with potential characteristics. Questions on demographic, technological capability and software application handling were given preference. The other statements related to EHRM in depth and the way they tried to give suggestions on redefinition of the application they work. This would test their ability to master the application they work.

Very less research studies were found on BPO, Gen Y and technology. It is a new attempt to study Gen Y employees working in BPO companies and their compatibility on technology usage and other application supported by technology.

Most of the BPO companies have upgraded their technology on providing HRM practices to their employees which is seen as regular and normal.

The question here is "How GEN-Y employees manage to work using those technologies?"

"Do they overtake the technology and suggest for improvements?"

"Does the technology impact their performance?"

BPO companies get transferred technology from IT industry and would look for improvement when they require updates for their application. Services in EHRM are E-Recruitment, E-Selection, E-Training, E-Learning and E-Motivating.

Gen Yers see no difficulties in working with these technologies and organization has their main application on the production floor based on these technologies. Organizations would assure employees who surpass this technology and expertise would lead a better performance at work using these technologies. It can be seen as a culture-fit concept in organization to be technology-ready to join any organization.

FINDINGS:
The findings from the analysis part is given with the statement score

Table No.1 – Percentage score given by Respondents on the variables

Rank	Statements	Percentage
1	Technological Capability	96%
2	Application at Work Expertise	93%
3	Organizational Culture-Fit	87%
4	Communication Style	90%
5	Work / Life Balance (Organizational Perks Lead)	93%

The above findings were from the statements given to the respondents by matching their demographic profile to be a GEN-Yer. Technology Capability tops the list of statements on factors they lead at work and home. The above statements were related to Gen Yers on their work and culture related statements.

GEN-Yers, apart from mastering the technology at work, they prefer technology for communication, the life they lead and their attitude towards organizational behavior and environment were unique. They differentiate themselves with Baby-Boomers and GEN-X with various unique characteristics and attitude.

CONCLUSION

All BPO companies would work on processes linked to technology. Majority of the GEN-Yers are tech-savvy would meet no difficulties to work in those companies. This article suggests organizations to consider the demographic profile of employees when make strategic decisions. Companies must relook into their strategic decisions when it comes to Gen Yers population in the organization. It would normally give good results in making the future of the organization stable by providing the facilities demanded and recommended by the Gen Yers.

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