

Changing Approach to Human Resource Principles in Mobile Internet Generation (i –generation)

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Abstract

People and culture are expedient in work place and they determine how strong or successful any organization is in terms of talent wealth and people optimization. However, the paradigm shift of managing talent in new age of mobile internet generation (i – generation) is drastically eroding from what we used to know and the ability of organizations to swiftly realize and catch-up with this innovative trend will determine their survival strategy in competitive Red Ocean.

The purpose of this research work is focused on the new trend of work culture in i-generation and compares the evolution of change in various categories relating to functions in a Human Resource Management.

Furthermore, a research survey was conducted to establish how this mobile generation thinks and their most preferred medium of doing things regarding work pattern. The result of our findings was shared in this article with the reaction of most millennia agreed to prefer being reached out to work via their mobile phones or social media which they access mostly.

The article also matched other work areas such as performance management in mobile generation, employee productivity and engagement, learning system via clouding and virtual method, resourcing and social media impact in i-generation, talent value as related to intellectual property compares to stock option for the big bosses, virtual work efficiency against traditional physical office amongst others.

Keywords: *I-Generation, Millennial, Mobile-Internet Generation, Talent, HR Evolution, Baby Boomers and Gen X.*

Introduction

It is a known fact that the impact of broad band (optic fiber) and ADSL (Land phone lines) are already phasing out of relevance with the advent of mobile internet in our world. Mobile internet is a new way of connecting to the internet through 3G or 4G lite mobile phone network (smart phones). Mobile internet could also be accessed via dongle (modem), data cards, tablets, mifi unit, laptops, palmtop, phone pad etc. via wireless internet network.

Mobile Internet is a flexible and mobile way of accessing the internet via portable and wireless devices. According to Statistic portal (www.statitics.com), number of mobile phone user worldwide in 2016 was 4.61billion people and it is expected to reach 5.07billion in 2019.

Since 2007, there has been paradigm shift in the use of internet from desktop to mobile devices. Also, many of those internet users are confirmed to access the internet via mobile internet. “Google Report 2010 - 85% of all internet pages are now mobile friendly”. The implication of this report is that mobile internet is the latest trend in business and social environment and no other best way to reach out to the public other than mobile internet because of its easy accessibility.

In view of this changing lifestyle of talents, how to engage and optimize the new generation of Employees is becoming tougher for Human Resource Professionals. i.e. The transactional methodology of managing workplace and talent performance is becoming archaic, therefore, there is need for firms to join this new trend and prepare for the challenges ahead in the future of work. E.g. artificial intelligence.

This study underscored some of the limitations of longstanding ways of managing Human Resources whose values are eroding in the light of new i-generation preferences that is emerging. An online survey was carried out amongst millennial at Transsion holding (a Telecommunication Company in Africa)

and the feedback from our respondents is of remarkable importance to readers, thought leaders, CEOs and Human Resource Professionals.

Sample and survey method

Online questionnaire /survey was administered on our sample population at Transsion Holding Nigeria. This cut across male and female from different regions of the country and they are all millennial between age 18 to 25years. Our survey was designed and prepared from this website www.surveymokey.com

Our questionnaire was concise and simple with only 4 key questions directed to get basic information about changing approach to Human Resources in mobile internet generation. We decided to use an online survey questionnaire on our sample population because we believe that majority of Millennial are tech savvy and are active users of social media and mobile devices.

Result

In order to establish the relevance of mobile internet to I-generation, we conducted an online survey for group of 150 young workers in a TECNO Mobile - a telecoms company in Nigeria and below is the outcome of the survey. The name of the survey is www.surveymokey.com

1. Respondents were asked what medium they prefer to be reached on for job related messages. (Email $\frac{50}{150} \times 100 = 33.3\%$, SMS $\frac{72}{150} \times 100 = 48\%$, Phone Call, $\frac{14}{150} \times 100 = 9\%$ WhatsApp $\frac{14}{150} \times 100 = 9.5\%$ Others = **0.00**).
2. Respondents were asked if they consider if faster to be reached via phone call (Yes: $\frac{129}{150} \times 100 = 86\%$, No: $\frac{21}{150} \times 100 = 14\%$).
3. How would you rate your attachment to your phone? Respondents answered as follows (Extremely High: $\frac{14}{150} \times 100 = 9.5\%$, High: $\frac{86}{150} \times 100 = 57\%$, Moderate: $\frac{50}{150} \times 100 = 33.3\%$, Low: **0%** and Others: **0%**).
4. Through what medium do you access your Social Media Platform (Desktop: **0%** laptop: **0%** Mobile phone, $\frac{150}{150} \times 100 = 100\%$ tablet/palm-top: **0%** and others: **0%**).

Discussion

Traditional performance appraisal vs real time feedback

One of the major impacts of technology on Human Resource Management is the way Employee performance are measured. Unlike before when key performance indicator (KPI) are set at the beginning of each year. Managers do not give feedback until mid-year review and later, annual performance appraisal. Modern technology and mobile internet have made this approach much simpler. With the aid of mobile devices, Managers can monitor team members' performances in real-time from anywhere through the support of internet and give feedback almost immediately without necessarily waiting till the end of year for annual employee performance review.

Employee productivity vs employee engagement

The Scientific School of Thought (Fredrick Taylor) focused on Employee efficiency and machine – the logic of piece rate output. This is a function of what an Employee produces per minute or rate. The approach is long overdue and is phasing out of relevance in modern Management theories e.g. the theory compares Humans to machines without taking into cognizance other motivating factors other than money.

The world of Mobile internet generation appreciates Employee valued ownership and intellectual property (innovations) individual contributes to Company's value chain for business continuity.

Another area of relevance is Employee Engagement and tools that are available for Employees to fill online surveys from their mobile devices. Employer could monitor Employees Engagement rate, feedback and work on how to build a better Employer valued proposition (EVP) Companies.

Classroom training vs. virtual learning

Mobile Internet world has changed the way we learn today. Needless to say, that we do not need to attend classroom lectures before learning could take place. Virtual learning system is the modern trend

in Mobile internet world. Employees can log in to online learning platforms and learn different skills or knowledge. They can also take online assessment or test for evaluation purpose also.

HR data safekeeping vs. HR data clouding

The era of filing and documents keeping in cabinets and safes are gone. “Cloud based data management” is more applicable due to its flexibility and convenience. Employees can access their data online via mobile phones and other devices. This system encourages Employee self-service at ease anytime, anywhere provided their devices are connected to the internet. Also, the emergence of mobile friendly applications which firms could customized for both commercial and internal use is an amazing advantage for managing i-generation activities at work.

Hierarchy benefits and innovation value benefits

Amongst the non-financial benefits Top Management executives enjoys include short term incentives (STI), Mid- term incentive (MTI), Employee Stock Option (ESOP) etc. These are strictly allotted to top hierarchy according to their positions and ranking in their organisation.

On the contrary, valuation of employee benefits is changing in mobile internet generation. Emphasis are placed on innovation rather than hierarchy. Employees who invent into Company’s intellectual properties are value higher, placed on stock ownership with huge profit sharing for adding to Company’s value system. This is common in Silicon Valley Companies such as Google, Facebook, etc. They also practice flat organization structure and value creativity more than hierarchy.

Offline recruiting vs. online resourcing

Some of the traditional media of recruiting talents such Newspaper, Magazine, TV/Radio advertisement, job agencies are proving to be less effective in attracting i-generation when compared to social media-based channels. Job seekers prefer to get more jobs alert online or search for jobs prospect on different job websites to checking newspapers for jobs.

The fact remains that millennia who are dominating our work-force cycle are tech savvy and are active more on social media platforms. Any employer that wants the best tech employees should focus on social media platforms where their undivided attention is Subsequently, some recruiters prefer to test applicants’ ability or determine their character traits to establishing if they are culture fit for their jobs or not via online I.Q tools or digital assessment centers. Company’s convention is confirmed through Computer-Based Test (CBT). This could be done “real-time” with instant evaluation without no error. More so, applicants could also get evaluation result anytime from their mobile devices.

Onsite vs telecommuting

The future of work is becoming a reality through virtual work system. (Work from home or anywhere) through the aid of internet system. According to a research done by **Stanford University in 2013, it shows that telecommuters are above 13% more efficient than their Colleagues working in the office, this was also proved by Penn State University research in 2013 that telecommuters work about 5 to 7 hours higher than regular worker.**

World of work is moving from traditional factory system to online based system. In Companies such as Microsoft and Google, where they practice flat organization structure, staff are flexible on work scheme and could get their work done anywhere while meeting any timeline set for the completion of their work.

Future in view

The future of work in years to come will be controlled by robots and artificial intelligence. The challenge with older generations is that most Gen X and Y are not fully prepared for this change that will cause huge job loss. For example, Self-driving cars was launched in Arizona by Uber in Feb 2017, Drone Taxi was launched in Dubai in August 2017, TEZ voice mobile banking was launched in India to provide seamless banking services, etc. All these innovations are pointing to the future of work which only few workers (mostly i-generation) can cope. The role of HR professionals is to ensure that there is more awareness on this global change and prepare people to be equipped with new set of skills that will be relevant in 22nd century.

Other challenges that Human Resources should prepare to manage include LGBT (Lesbian, Gay, Bi-Sexual and Transgender) right to work and protection against any form of discrimination, datafication of Human Resource Information for analytics and strategic decision making, HR as business driver focusing more on external customer satisfaction and investor evaluation, war for talent-next level?, etc.

Conclusion

The deduction from the above-mentioned points is that the world of work is shifting with the emergence of the millennial and i-generation into the labour market while their ways and level of engagement are quite different from the past generations. This is a food for thought for all Managers, HR professionals, business stakeholders, CEOs and Entrepreneurs to take cognizance of this new trend of workers and their lifestyle if they want to optimize their talent grid by getting the best out of them.

Learning also from Silicon Valley Companies that encounter these set of workers frequently due to their tech skills that is extremely required in information technology sector. It is a clarion call for change of thought in the way we plan, implement and evaluate our work in the nearest future next door!

Figures and tables

1. Respondents were asked what medium they prefer to be reached on for job related messages and they responded as follows;

Table 1.1. Source: field survey (www.surveymonkey.com)

Answer choices	Responses
Email	33.33%
SMS	47.62%
Phone Call	9.52%
WhatsApp	9.52%
Others (Please specify)	0.00%

2. Respondents were asked if they consider it faster to be reached via phone call.

Table 1.2. Source: field survey (www.surveymonkey.com)

Answer choices	Responses
Yes	85.71%
No	14.29%

3. How would you rate your attachment to your phone? The respondents answered as follows;

Table 1.3. Source: field survey (www.surveymonkey.com)

Answer choices	Responses
Extremely High	9.52%
High	57.14%
Moderate	33.33%
Low	0.00%
Very Low	0.00%

4. Through what medium do you access your social media account? Respondents answered as follows;

Table 1.4. Source: field survey (www.surveymonkey.com)

Answer choices	Responses
Laptop	0.00%
Mobile Phone	100.00%
Desktop	0.00%
Tablet	0.00%
Others (Please specify)	0.00%

Figures

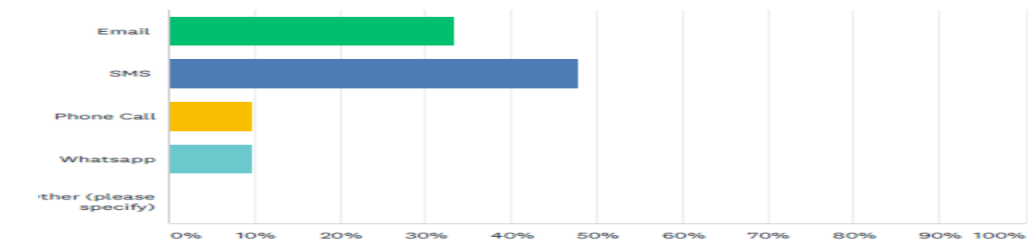


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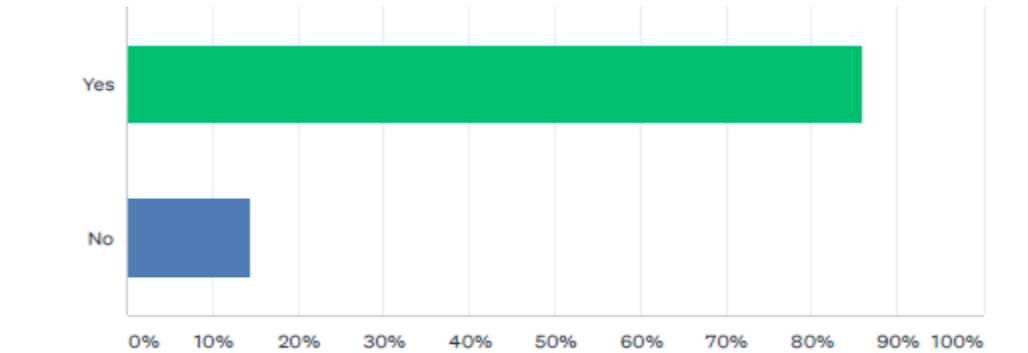


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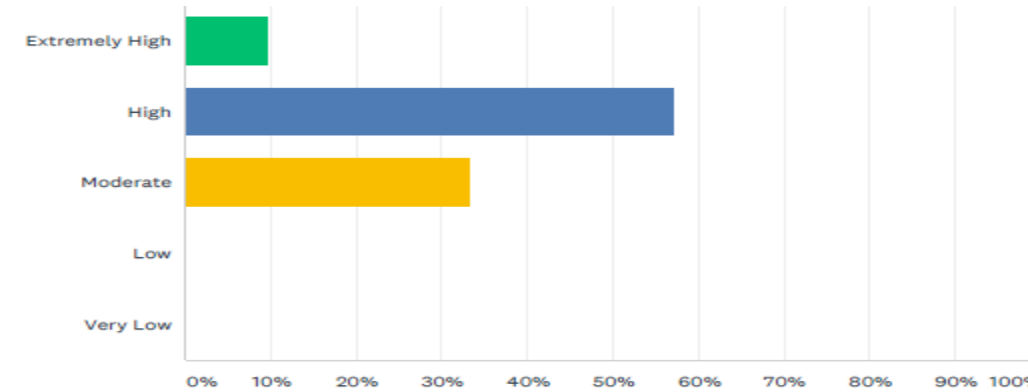


Figure 1.3. Source: field survey (www.surveymonkey.com)

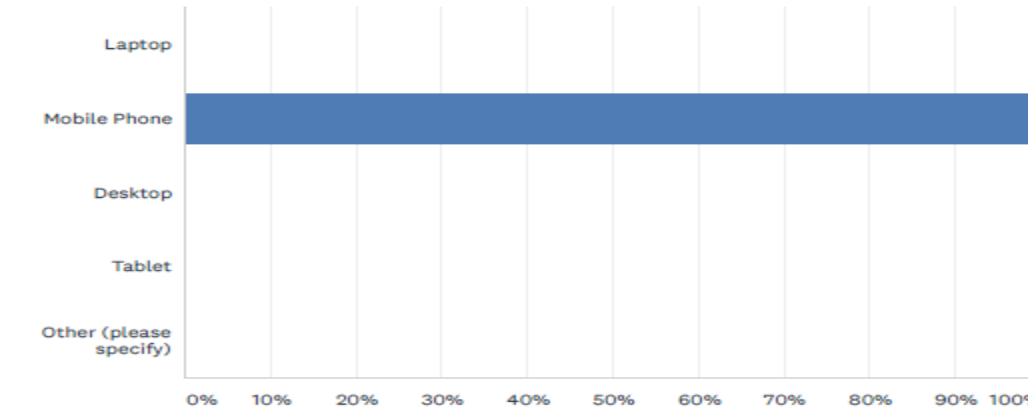


Figure 1.4. Source: field survey (www.surveymonkey.com)

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