Drafting a Professional Character Map (PCM) of the Millennial Human Capital in a Multinational Automobile Manufacturing Company

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Abstract

Manufacturing companies have an assorted pool of talents being acquired for its multifarious activities. The talent pool will comprise of technicians, technical experts, engineering graduates, administrative personnel, legal advisors, design engineers, etc. who exhibit a variety of characteristics. Since the study was conducted in a multinational company of a different geographical origin, with most of its employees from India, the study of the employee characteristics of that company becomes important since it may have accounted to a changed and adapted culture instead of an inherent culture. Specifically, the millennials exhibit a different set of characteristics that the earlier generations have not exhibited. This study tries to trace the most exhibited characters of the millennials, and develop a prototype of the Professional Character Map(PCM) of them. The results of the study are equated with the Big 5 Factor Theory of Psychology and so may extend a helping hand to the industries, in redesigning the practices concerned with recruitment policies, training and development activities, and employee retention strategies of the employees. This study gains importance because the millennial workforce is the largest workforce available as of now to any industry. And it is high time to all the industries to redesign their HR practices to suit the available workforce.

Keywords: Big 5 Factor theory of Psychology, Employee characteristics, millennials, Professional Character Map(PCM).

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Introduction:

Millennials tend to constitute the major share of the workforce pie in the near future. But their characteristics and attitude towards work, life, earnings and savings are almost entirely different from that of the preceding generations. The HR Managers are finding it difficult to sustain their orientation towards the organization. This led to the study on the millennial employee characteristics in a multinational automobile company.

Review of Literature:

Carson et al.(2004), in their research, had suggested that the proper professional employee character mapping would help maintaining the human capital in the organization. Havard et al.(2009), tried to bring out the necessity of understanding the professionalism of the employee to serve their customers better. Kickul (2001) had brought out the fact that employees act differently only when the organizations did not keep up their promises. Vidal(2007) brought out the usage of the terminology "Employee involvement" after Fordism in his research work on the employee characters. Massingham and Tam(2015), in their research work dealt with employee satisfaction and employee commitment- the two major professional characters of the employees. Cross et al.(2006), brought out that the employee collaboration forms a major component of employee characteristics. Aragón-Correa et al.(2013), found in their research that information sharing and promoting employee collaboration had positive influence on the employee inclusion. Cross et al.(2010), furthered in his research the importance of employee networking and the benefits they would gain from networking. Meske et al.(2016) in their study brought out the importance of deploying ICT in

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the organizations, by developing innovative practices like gamification to understand the extent of collaboration among employees. Bryan et al.(2007), in their study clearly portray the power of informal employee networks, the *grapevine* in an organization. Nugent (2011) brought out the effectiveness of social networking tools in building employee collaboration. Bayo-Moriones and de Cerio discussed how employee involvement would be influenced by the advanced manufacturing technologies followed in the organization, and how it would increase the quality consciousness and the inter-firm employee collaboration. Nyberg et al.(2014) in their study found that employees from different ethnicities showcase different levels of employee collaboration and how should employee inclusion should take off working with its full might. Dittes and Smolnik (2019) studied the influence of digital networks in enhancing the employee networking and thereby improving employee performance. Silic et al.(2017), in their study focused on the employee inclusion which was the result of employee acceptance and good communication among them in a cross-cultural environment. Busse and Weidner (2020) in their study was able to bring out the effects of distant leadership, digital collaboration and organizational agility are playing on employee's professional characters. Fabbri et al.(2019) had studied how the employee attitudes could be drawn out from the digital collaboration data, which included job embeddedness, job satisfaction and work-place innovation. Baird and Wang (2010) had researched on the effect of organizational and cultural factors that influence the employee's autonomy and empowerment in their roles. Breu et al.(2002) in their study had found that the professional characters of employees like intelligence, competencies, collaboration, culture and use of information systems would enhance the workforce agility. Bedwell et al.(2012) in their study had found the major attributes that form the term collaboration, which is often misinterpreted with interactions with colleagues, and tried to draw a clear picture of what employee collaboration at work meant. Kochar et al.(2019) studied how the employee networks effect employee collaboration and other professional employee characteristics. Hess et al.(2012) had discussed how career and employer change would be building better employee professional skills in the scenario of various

opportunities available to them across boundaries. Avery et al.(2015) had opined that employee achievement orientations and personality play a major role in the job satisfaction reported by the employees. Ahammed et al. (2016), in their study had found how the cultural distance impacts employee retention, based on the essential knowledge transfer and cross border acquisition of companies happening all around the world. Al Ariss et al.(2014) had introduced how talent management is dealt in current scenario and the available future directions for study in their research. Farndale et al.(2014) had worked on the concept of balancing between the individual goals and organizational goals formed one aspect of employees' intention to stay in an organization. Collings (2014) identified the issues in handling the challenges and opportunities in channelizing the global talent into any organization, effecting employee inclusion.

Kyei-Poku (2014) in his study had brought out the essentiality of the sense of belongingness in building the rapport among the employees, namely interpersonal citizenship behavior in organization. Den Hartog et al.(2007) had their study envisaged the sense of belongingness to be a bye-product of charismatic leadership displayed by superiors and the colleagues. Waardenburg (2016) had studied how the employee's sense of belongingness and personal positive experience could positively contribute to the intention to stay with the organization. Hassan (2013) studied the association of role clarity with the lessening intention to quit and increased work satisfaction. Contrary to his results, Ro and Lee (2017) had shown the results that role clarity did not contribute to intention to quit in employees. Karkkola et al.(2019) had found that the role clarity was essential for jobs with higher autonomy and higher competence and not that much necessary for jobs with lower autonomy and competencies, since jobs with higher autonomy would be linked to decision-making autonomy and so the clarity on the degree of autonomy to be exercised would help them to exercise their power to decide or not decide.

Research Methodology:

Type of research: The research method used is survey method and the type of research is qualitative research.

Agency for study: The target respondents of the study are the CAMPUS RECRUITS, called the YOUNG TALENT POOL at junior, middle and senior level management of selected multinational automobile manufacturer. The total population for the study is 211.

Description of sample: The sample consists of 103 YTPs working at the Campus as well as outside the campus. This includes employees at junior, middle and senior level management. Out of the 103 respondents, 51 respondents were addressed personally and distributed with the questionnaire. The other 52 responses were collected from the online survey questionnaire posted in www. Surveymonkey.com.

Sampling method: The sampling method adopted for this study is simple random sampling. The print questionnaire was distributed for a pilot survey of 15 members and then it was extended to the other remaining target respondents, who were available in the campus all the day long. The questionnaire was open to all the YTPs and informed through email to respond. Whoever responded were treated as the sample. So finally the sample size is 103 out of 211.

Sl. No.	Respondents from Departments of the Company	Number
1	Passenger Car ME	41
2	Power Train ME	10
3	Online Survey	52
Total		103

Tools for analysis:

The tool used for analysis is MS-Excel 2013. Since the research data required only percentage analysis, no other special tool was required.

Data Analysis and Interpretation

1. **Analysis on the whole set of YTPs responses on the questionnaire.**

Table No. 1: The Responses from all the YTPs recruited from 2011-2016

No. of Respondents	Character	No. of Questions	No. of Responses	Average
103	**Methodical**	2	139	**69.5**
103	**Self Awareness**	2	122	**61**
103	**Collaboration**	5	277	**55.4**
103	**Professionalism**	4	221	**55.3**
103	**Risk taking**	3	163	**54.3**
103	Self monitoring	3	138	46
103	Commitment	4	181	45.3
103	Role Clarity	4	173	43.3
103	Culture fit	2	81	40.5
103	Networking	2	73	36.5
103	Intellectual Curiosity	2	68	34
103	Sense of Belongingness	2	37	18.5

FIG. 1. GRAPHICAL REPRESENTATION OF THE PROMINENT CHARACTERS DEPICTED BY THE EMPLOYEES
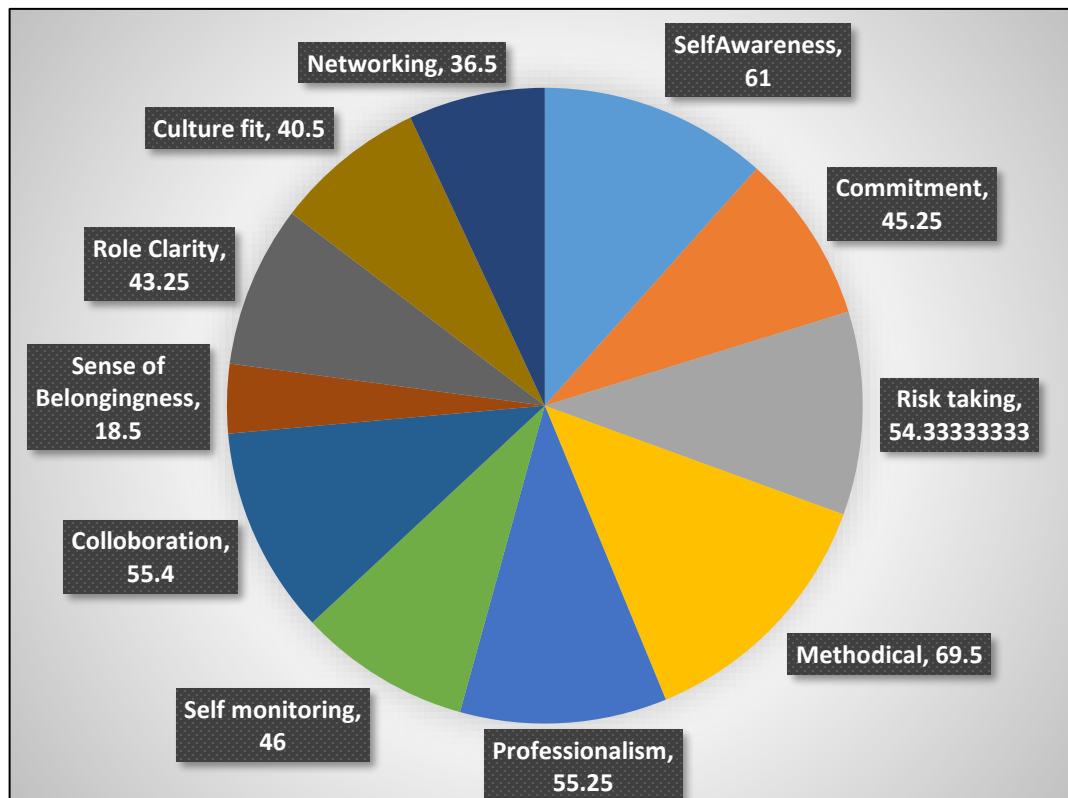
Research Findings

The following facts about the Young Talent Pool are found from the data analysed.

The Overall Picture of the responses:

About 69.5% of the YTPs are methodical, which means they follow the procedural activities. This character is very essential in a production facility, which follows a strict time conscious procedure, failing which the results may be fatal. Next, 61% of the YTPs are self-aware, which means they know and are aware of what they are doing. The conscientiousness of the YTPs make them self-aware that they are highly conscious of what they do and what the others do. About 55.4% of the YTPs say that they are highly collaborative, which says that they treat and value the interest of the organization above their personal interests. About 55.3% say that they strictly adhere to being professional in all their activities, followed by 54.3% of YTPs saying that they are high risk-takers. 46% of them say that they monitor their activities themselves, leading to a personal auditing of the daily activities, followed by

45.3% of the, saying they are committed towards the organizational goal. With 43.3% YTPs saying they have role-clarity, around 40.5% say that they are culturally-fit. The networking character of YTPs is exhibited by only 36.5%, intellectual curiosity being exhibited by only 34%, and sense of belongingness is exhibited only by18.5% of them. The finding that HMIL must be concentrating on is on the "Sense of Belongingness", which is lethal to the organization culture; this is reflected in the result of only 40.5% of them being culturally fit. A multinational corporation like HMIL must try to develop the cultural fitness of the individual inline with that of the organizational culture. Moreover, it should see to that the communication and networking among the YTPs is good that they become highly collaborative. This networking will make them intellectually curious, which in turn will make them an all-rounder in the broad landscape.

Suggestions and recommendations:

1. Out of the 11 characters analyzed, **SENSE OF BELONGINGNESS (18.5%)** is the least depicted character, which is LETHAL to the employee retention factor of the organization. The company has to work on drastic measures to build the sense of belongingness among its YTPs.

2. The second least depicted character is **NETWORKING (36.5%)**, which may hamper the communication process very badly. Also, the relationship management down the line in the organization chart would not be very effective. So, the company should design the communication techniques to build up good networking among its employees.

3. The third least depicted character is **CULTURE-FIT(40.5%).** Being an MNC, the company has to train its YTPs on being Culture-Fit, to handle and meet the growing needs for talents.

4. The Fourth least depicted character is **ROLE-CLARITY (43.25%).** This will result lack of efficiency even in a highly skilled workforce. The company must frame the job evaluation processes to enlighten its YTPs on role-clarity.

5. The Fifth least depicted character is **SELF-MONITORING(46%),** which means the YTPs do not have a self-monitoring system by themselves. This is a sign of lack of self-initiative, which must be constructed in their self, so that there is no lag in the processes.

Further, the characters studied were categorized based on the Big 5 Factor Theory in Psychology, which speaks out that the characters of all human beings fall under 5 major characters –

1. Openness to Experience
2. Conscientiousness
3. Extraversion
4. Agreeableness
5. Neuroticism

FACTOR ANALYSIS ON THE CHARACTERS DEPICTED BY THE YTPs MAPPED TO THE BIG 5 FACTOR THEORY
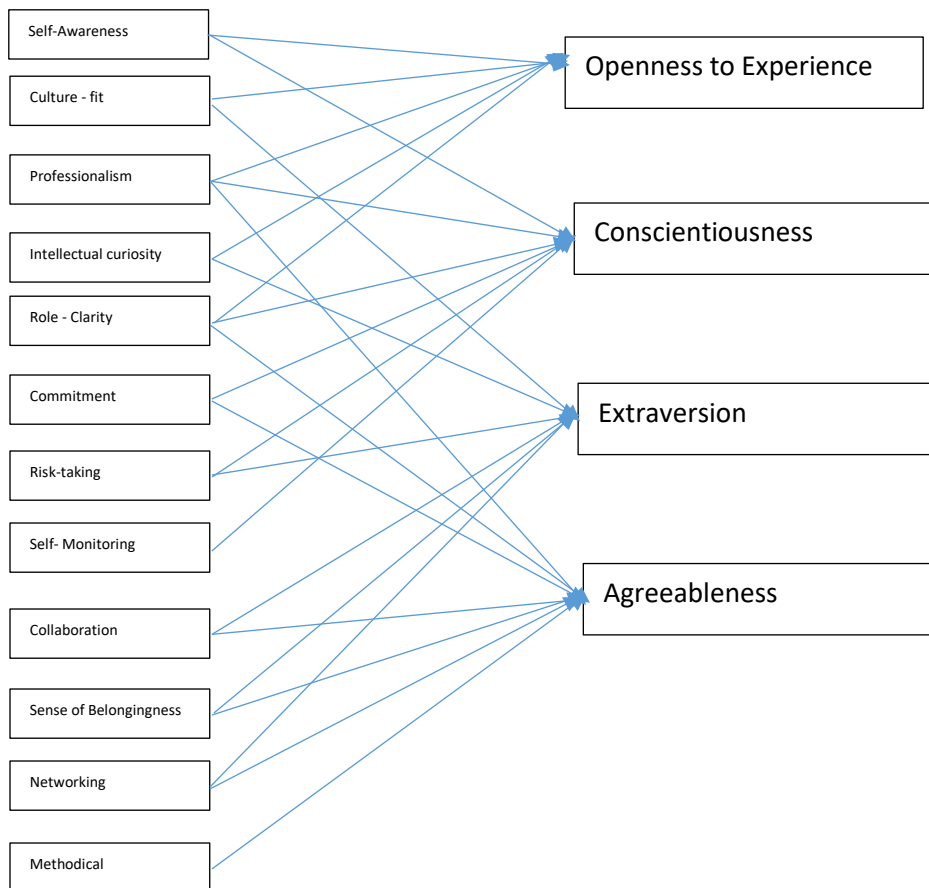
Conclusion:

The study on the prominent characters of the Young Talent Pool of the company has deliberately spotted out the required and expected characters from the YTPs as analysed from the responses of the Head of the Sections, and the existing and inherent characters of the YTPS from their responses. To Fill the gap between the two, the Learning and Development Team can plan for some competency mapping and thereby going for some enhanced training and development activities, to bridge the skill gap.

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