MENTORING AND SOCIALIZING TO DEVELOP GEN Y AND GEN Z EMPLOYEES TO ENHANCE THAILAND'S COMPETITIVENESS

Jusana Techakana, Nat Patcharapinyopong
Department of Business Administration, King Mongkut's University of Technology North Bangkok, N-square internation co,ltd
Email: Yannakorn1978@gmail.com

Abstract

The objectives of this research are: 1) to increase the competitiveness of Thailand in the global arena, 2) to find means to cultivate the right social values among cohorts of Gen V and Gen Z, 3) to employ mentoring and socializing to improve quality of human capital of Thailand, and 4) to identify factors that will develop Gen Y and Gen Z employees to be human resources with high quality. The method employed is in-depth interviews with key informants. The findings reveal that there are four important factors affecting young generations' quality; they are 1) parents, 2) education, 3) social environments, and 4) mass communication. The four factors fail to develop Gen Y and Gen Z cohorts to be quality human capital; therefore, mentoring and socializing should be used to compensate for the failure. The authors propose a paradigm, entitled "SMART GEN" to develop Gen Y and Gen Z cohorts to become quality human resources that will enhance Thailand's competitiveness. S stands for Sense of excellence, Sense of Contribution, and Social idiosyncrasy. M stands for Mindset, Mentality, and Multitasker, A stands for Attitudes, Achievement, and Adjustment. R stands for Respect, Relations, and Result-oriented. T stands for Teamwork, Trust, and Technology savvy. G stands for Gregarious, Governance, and Goal-oriented. E stands for Energy, Education, and Experience. N stands for Network, Negotiation, and Nationalism.

Keywords: mentoring, socializing, competitiveness, Gen Y and Gen Z employees, human resources

Introduction

Thailand is now facing many internal problems. They are in many sectors at many levels. The problem of education has been prolonged for decades, and this problem hinders Thailand's competitiveness. Individuals responsible for education reformation seem to have been neglecting the problem; they have not vigorously reform Thailand's education. Consequently, young cohorts of Thailand do not have core competencies required for being

quality human resources. Many of them do not have adequate knowledge and skills to do excellent jobs. Not only do some of them lack knowledge and skills required to work efficiently and effectively, but they also lack the right working and living attitudes and values that will make them parts of quality human capital. It is accepted that human capital is an important asset to enhance competitiveness. As formal education of Thailand is not doing a good job to develop Gen Y and Gen Z cohorts to become competent human resources, mentoring and socializing are needed to supplement education to develop Gen Y and Gen Z cohorts who are a majority of human capital of the nation. Not only is education is inadequate, but family socialization is also a problem. Many parents do not have skills to raise their children. Some of them do not have time, and others do not have knowledge on how to raise children to become good citizens and competent workers. The situation has been worsened by social environments and some media contents. The problem of socializing Gen Y and Gen Z cohorts needs to be well scrutinized, so that solutions can be generated and implemented. People involved in the development of human resources should not ignore the problem, and have to do something to mitigate the problem.

At present, knowledge-based economy prevails in every country in the world, and this result in the importance of human capital. Human resources need to develop their knowledge, skills, social values, attitudes, mindset, and behaviors to be well-equipped with core competencies, and help enhance the competitiveness of their countries. Thailand is a member of ASEAN, which operate with both co-operative and competitive concepts. Thailand has to compete with the other members of ASEAN. It also has to compete globally. The question is "Does Thailand have human resources with high quality, especially Gen Y and Gen Z cohorts?" This research addresses this question, and tries to look for answers to the question with a strong hope that the findings will help develop human capital of the country.

Research Objectives

1. To find means to develop Gen Y and Gen Z employees.
2 . To find ways to enhance Thailand's competitiveness through the development of Gen Y and Gen Z employees.
3. To find approaches to efficient and effective socializing and mentoring.
4. To look for characteristic traits of quality among Gen Y and Gen Z employees.

Literature Review

Gen Y and Gen Z: Attitudes, Values, and Behaviors

Today's workforce is a multigenerational workplace characterized by different generational mentalities and priorities, conflicting work ethics, dissimilar values and idiosyncratic styles. There are gloomy and confusing predictions of the difficulties the organizations are going to face because of the multigenerational workforce. GenY and Gen Z represent a majority of the future workforce. Gen Y and Gen Z are overconfident youngsters, better educated and more tech savvy than previous generations. Managing and developing them to be quality human resources pose real challenges to the previous generation.

As Gen Y and Gen Z cohorts flood the workplace, organizations of all countries must find ways to capitalize on this phenomenon. However, the existing state is problematic, because Gen Y and Gen Z cohorts are perceived as having "inflated self-esteem, unrealistic and grandiose expectations for prime work, promotions, and rewards, and a general lack of patience and willingness to drudge through unglamorous components of work (Brant and Castro, 2019). Thompson and Gregory (2012) contend that it is critical to gain "a deeper understanding of the broader educational, economic, social, and political contexts in which Gen Y and Gen Z come of age. Edmunds and Turner (2005) assert that the defining social influences of the modern age (including technology, communications, and globalization) have made it possible for Gen Y and Gen Z cohorts worldwide to experience the same formative experiences, resulting in an emergent global generation that shares similar characteristics. They expected to get "good" jobs and achieve high standards of living, as they are the most educated generation.

Gen Y and Gen Z cohorts are different from other cohorts in terms of systematic differences in values, preferences and behaviors. They are overly self-confident and self-absorbed. They are likely to be acutely affected by globalization, communication and information technologies, economics, and socialization by very involved parents. They are likely to have different, often broader, perspectives about the world and cultural diversity. Bolton, Hoefnagels, Migchels, Kabadayi, Gruber, Loureiro, and Solnet, (2014.) state a key formative characteristic for Gen Y and Gen Z is early and frequent exposure to technology, which has advantages and disadvantages in terms of cognitive, emotional, and social outcomes.

In today's knowledge-based economy, human capital is the primary source of competitive advantage for the organizations. Gen Y and Gen Z cohorts grew up in a time of economic expansion and prosperity. They are the most affluent generation (Allen, 2004). They are characterized as entrepreneurial and independent; digitally savvy; rejecting micromanagement; and valuing empowerment, challenge, and excitement (Izzzo, 2002). They also believe in

their own worth. Wilson & Gerber (2008) identify seven Gen Y distinguishing traits.

They are "special" in terms of their parents care; "sheltered"–namely, wrapped in cotton wool; "confident" – namely, optimistic about their future prospects; "team-oriented"–i.e., skilled in their collaborative efforts; "achieving" particularly in respect of their careers, without involvement in idealistic activities; "pressured", especially by their workaholic parents and "conventional", namely strongly attached to family even if born ina divorce culture.

Proserpio and Gioia (2007) describe them as the Virtual Generation, familiar with virtual technologies and therefore characterized by virtual cognitive, learning and communication styles, requiring aligned pedagogical teaching and means of interaction: non-linear, autonomous, networked and conceiving learning as fun. Gen Y and Gen Z were socialized in a digital world. Gen Y and Gen Z have an unorthodox approach to career management. They want a work-life balance with flexibility to define who they are in their job. They are individualistic, innovative, proactive, creative, energetic, open minded, celebrators of diversity, multi-taskers, and write their own rules. They appreciate a structured, supportive work environment with personalized assignments and interactive relationships with their supervisors. Their problematic traits are: 1) disrespectful to authority/display arrogance/know too much attitude, 2) unreasonable expectation for salary and benefits, 3) spend too much time on internet and social media, 4) restless/hyper/impatient, 5) fun loving/partying, 6) high staff turnover /change job too frequently, 7) lack loyalty commitment, 8) lack of clear focus on career, and high ambition.

Mentoring and Socialization

The rationale for focusing on Gen Y and Gen Z cohorts is marked by their ever-increasing representation in the work force. They need the support from peers, superiors to understand organizational perspectives and socialize effectively. In addition, they highly value open communication that encourages free-flow of information to foster avenues of experiential learning for rapid development. An appropriate measure to develop them is "mentoring", which is a developmental initiative that appeals highly to them, as they continuously crave personal and professional development, developmental support, and feedback (Martin, 2005). Mentoring relationships guides, directs, and motivates them to achieve superior performance (Weyland, 2011). With mentoring, they gain exposure to influential members and imitate the behaviors of mentors to learn the effective ways of achieving the desirable outcomes.

Gen Y and Gen Z cohorts were born into technology and often know more about the digital world than their teachers and parents. They are coming into the workforce with high expectations of their managers. They expect their

managers to have all the answers and be as educated as themselves. A very important role for managers is to create mentorships within the company. This allows the senior employees to reach out to them and offer them advice and counseling in a new environment. It is crucial for managers to understand that they crave continued education from their mentors. Not only are they seeking a good work/life balance, but they enjoy company outings that benefit both the business and social side of work.

Sharma and Kaur (2017) contend that the values adopted by individuals today shape the values of a nation in the future. Thus, it is necessary that Gen Y and Gen Z cohorts be cultivated to have right social values to be human resources with high quality through a process of socialization, which is a lifelong process. It starts at birth and ends when a person dies. The socialization agents are the families, teachers, peers, and the media; there are several possible socialization outcomes. All socializing agents must take the task of teaching children cultural values and attitudes about themselves and others. Children adopt constantly from the environment that adults create. In the digital era, from the age of childhood, children learn different things from electronic gadgets. While such media can provide education and entertainment, they can also damage children. Education opens the career path for the children and develops essential skills, knowledge and attitudes (French and Raven, 1959). Education teaches children knowledge and skills. At the same time, it should take the task of cultivating values as well. The result of education basically leads to social behaviors and attitudes as well as generate various opportunities (Hayta 2008).

Naim and Lenka (2016) elaborate the importance of mentoring that the significance of employee engagement in present turbulent business environment cannot be over-emphasized. In particular, the contemporary mutigenerational workforce poses a serious challenge of employee engagement. Mentoring in facilitating employee development and socialization has become an important issue. Gen Y and Gen Z employees are starting their professional careers at a time of hyper-competition, turbulence, instability; therefore, it is imperative for organizations to engage them intellectually and emotionally to achieve organizational objectives.

Mentoring is gaining significant attention as employees are the catalyst for long-term growth and strategic competitiveness. Mentoring has a positive influence on personal and professional development of mentees. It facilitates socialization and relationship building (Kram, 1985). Mentoring is often considered as a learning intervention involving pairing of an experienced mentor to a novice mentee. Mentors facilitate the mentee learning process and guide their personal and professional development through career and psychosocial support. Drawing from social learning   approach, mentoring is a means for informal and observational/vicarious learning, wherein mentee learns by observing   the   mentor. In the context of Gen Y and Gen Z employees,

mentoring is more significant as they lack experience, however are ambitious and eager to acquire necessary competencies to ascend the career ladder.

The perception of development and socialization in turn, satisfies higher order psychological needs of self-actualization, self-esteem, and need for belongingness of Gen Y and Gen Z employees. This creates a perception that the organization considers them important and allocates its resources to assist in their well - being and development.

The easier socialization achieved through mentoring makes Gen Y and Gen Z employees socially aware and feel connected to peers and superiors. This in turn, satisfies their social needs and ultimately translates to feeling socially engaged. Perception of development and socialization has a positive influence on psychological need satisfaction of Gen Y and Gen Z employees. Pschological need satisfaction of Gen Y and Gen Z employees positively influences their affective, cognitive, and social engagement.

Mentoring is often shown to foster young people's social and emotional development including positive social attitudes, satisfying relationships and perceptions of their self-efficacy (Rhodes, 2009). The proposed conceptual framework suggests that mentoring support serves higher order needs of Gen Y and Gen Z employees and engenders a perception of being valued and supported, which in turn, leads to feeling affectively and cognitively engaged. Most commonly, mentoring occurs on a one-to-one basis where mentor and mentee set goals, meet monthly, and refine goals over the established time frame.

Now that Gen Y and Gen Z cohorts are entering the workforce, the impact of their presence must be studied.

Research Method

This research is a qualitative research employing in-depth interviews with key informants. The interview questions are approaches to mentoring and socializing Gen Y and Gen Z employees, so that they will be developed to be human resources with high quality. The questions are about attitudes, values, traits, and behaviors. The aim is to develop Gen Y and Gen Z to enhance competitiveness of Thailand in a global arena.

The key informants were chosen with purposive sampling procedure and snowballing. There are 25 key informants in different sectors, namely mass media people, educators, teachers and parents association members, government officers involved in human resource development, NGO working in the field of human resource development, and psychologists.

Research Findings

The findings through a content analysis of interview answers from the key informants are presented under four topics: 1) socialization prior to employment, 2) current attitudes and behaviors of Gen Y and Gen Z employees, 3) socializing Gen Y and Gen Z employees at work places, and 4) mentoring Gen Y and Gen Z employees in action.

Socialization Prior to Employment

Before Gen Y and Gen Z cohorts enter the workforce, they have been socialized by families, education, social environments, and media. The four socializing agents have not done a good job. I appears that many Gen Y and Gen Z cohorts have problematic behaviors, including indecent life styles, drugs, gambling, being preoccupied with sex, lacking ethics and morality. Technological changes give them opportunities to be exposed to contents on digital platforms, and there are a lot of information that lead them to behave improperly. They are susceptible to what they learn for social media contents. Many of them lack media literacy. They believe in what they learn for Google, and do not respect experiences of cohorts of previous generations. They perceive Google to be their teacher that provides lessons to them anytime, anywhere; thus, it is likely that they will have conflicts with Gen X and Gen B cohorts who are their supervisors or managers.

Current Attitudes and Behaviors of Gen Y and Gen Z Employees

Gen Y and Gen Z employees have values and life styles different from cohorts of the previous generation. They think that they do not need instruction, coaching, and advices from older employees who have working experiences. They think that they can look for advices from Google and their virtual friends on social media. They do not want to be full-time employees; they like to be freelance employees working on projects. If they are full-time employees, they want flexible working hours, and they think that work-life balance is essential. They are very individualistic, and they expect that their bosses will respect individualism. Happiness and freedom are more important than money; therefore, they will quit jobs when they are not happy with certain things in the organization. They want to reach high achievement with no regards to the means to a success. It is obvious that family institution and formal education did not do a good of socialization; therefore, mentoring and socializing at work places must compensate for the failure of prior socialization.

When they deal with cohorts of the previous generation, their behaviors manifest a "me culture", meaning what they do and what they say will convey a message that "I am what I am". However, when they deal with their physical friends or virtual friends on social media who belong to the same generation, their behaviors manifest a "we culture", meaning they want to be parts of virtual communities. They want to engage with virtual friends on social media. They believe that when they stick together, they have power to mobilize a society.

They want to be followed by a lot of friends. For them, to be visible on social media means they exist. Thus, many of them pose inappropriate and indecent contents to lure viewers, to ask for likes, and for their contents to be shared virally. They live for today; they do not care for the past or the future, which results in the fact that Gen Y and Gen Z do not care for visions. A major problem when they are employees is many of them work with a sense of survival; they do not have a sense of excellence. With a sense of survival, they do not have a competitive spirit and they are not human resources that will help enhance competitiveness of the country. As Gen Y and Gen Z cohorts are now a majority of human resources, HR directors have to resort to socialization at the work place and mentoring to develop Gen Y and Gen Z employees to develop them to become quality human capital.

Socializing Gen Y and Gen Z Employees at a Work Place

It has always been believed that no college graduates are ready made with formal education. No matter how high their academic achievement is, they still need to be trained to work for a certain organization. That's why many organizations have road maps of training to develop their employees to become quality human resources. In the past, training programs were pertaining to "how to" subject matter, but today, this is not enough. As Gen Y and Gen Z have problematic values, idiosyncrasy, mentality, attitudes, and behaviors, they need more than training programs; they need a socialization process to compensate for the failure of family institution and education. At the same time, a social process must help them resist indecent social trends. Media literacy must also be trained. At this time, they are "prosumer", meaning that they are both "producers" and "consumers" of social media contents. They must produce appropriate contents, and consume rewarding media contents. All of these training and cultivating programs will constitute a socializing process at a work place.

The socializing process at a work place should consist of: 1) orientation on the organization values, 2) the organization context, including the vision, the mission, the policies, and the philosophy of business practice, 3) the organization culture including rhetorical vision, relationship styles, rites, rituals, and working styles, and 4) guidelines for internal and external communication, especially when communicating on social media platform. They must be alerted to be aware that what they pose on social media platforms will be their digital footprints that will be available with longevity. The pivotal objective of socializing Gen Y and Gen Z employees is to cultivate them to be quality human resources in the era of knowledge-based economy. It is also important that to cultivate them to be quality natives of Digital Nation. It should be expected that Gen Y and Gen Z employees who have gone through a socialization process will be good brand ambassadors of the organization with good values and good traits.

The findings reveal that the socialization process should encompass values, mentality, idiosyncrasy, positive attitudes, a sense of contribution, a sense of excellence, entrepreneurial mindset, governance, ethics, and morality. The socialization can be done through training programs, seminars, coaching sessions, and workshops. Socializing agents must include internal executives and external experts who are reputable for their fields. The topics of socialization should include three categories: 1) "how to" topics to improve their knowledge and skills, 2) "cultivation" topics to embed positive attitudes, and 3) "live style" topics to guide off-work living.

Mentoring Gen Y and Gen Z Employees in Action

Mentoring is a means to prepare rookies when they begin their job in an organization. As all employees should go through on the job training, mentoring is a good way to develop rookies to be knowledgeable and skillful workers. Gen Y and Gen Z employees do need monitoring because formal education in Thailand fail to do a good job to prepare college and vocational graduates to be well equipped with knowledge and skills, mentoring is a good methods to compensate for the failure. Senior workers who are mentors must act as: 1) resource persons, 2) advisors, 3) coaches, 4) supporters, and problem solvers. Mentors have engaging personality; they must be have strong leader traits with energy, energizing power, edge to do difficult jobs with ease and grace, and execution capability. All of these traits should be obviously conspicuous and well accepted by Gen Y and Gen Z employees who are mentees.

In order to earn respects from Gen Y and Gen Z employees, senior employees who are mentors must respect the younger cohorts, admire their modern knowledge and technology competency, and praise their creativity. It's a good idea to assign them to do a difficult job, and coach them to do the job, so that they can be successful. Being successful will make mentees fell confident and have passion for their job. With confidence and passion, Gen Y and Gen Z will develop love a sense of contribution and a sense of Excellence. Mentors should make mentees feel their worthiness, and be willing to be parts of organization success. Mentees should be made aware of their roles in connection with a success of the organization. Mentors must help develop mentees with the concept of "a carrot is better than a stick", meaning that mentors must praise Gen Y and Gen Z employees when they do good jobs and do not blame them when they fail. Mentors should manifest a believe that a person who tries and fails should be admired more than a person who fails to try. Mentors should always be by mentees' side as resource persons to give advices as supporters who help solve problems when any work gets stuck.

It is important that mentors understand the important of knowledge management. As mentors to develop Gen Y and Gen Z employees, they have to make sure that before assigning Gen their mentees to do any job, they have to

make sure that their mentees have required knowledge and skills. If they don't, mentors must recommend how and where their mentees can acquire required knowledge and skills. Once their mentees have the required knowledge and skills, mentors have to advise mentees how to apply the knowledge and skills to do their work to achieve efficiency and effectiveness. It is essential that mentoring be used to embed confidence and passion among Gen Y and Gen Z employees, or else they will quit their jobs as soon as they are not happy with their jobs, As it has been said that for gen Y and gen Z employees, happiness and freedom are more important than money; therefore, it is mandatory that mentors help Gen Y and gen Z be happy with their jobs. Attaining high achievements can make them feel happy; thus, the most important objective of mentoring is to help Gen Y and gen Z attain high achievements.

To cultivate a competitive spirit among Gen Y and gen Z employees in the era of knowledge-based economy, mentors should make Gen Y and Gen Z employees aware that this is not an age of specialization, but it's an age of integration. All workers should be flexible to be multitaskers who can work well with multigenerational colleagues. Though Gen Y and gen Z employees are technology savvy, they should also aware of human relations to have an engaging personality. It is an integration of "high tech" and "high touch". This idea is important because some Gen Y and Gen Z employees believe that if they are technological savvy, there are superior to employees of the previous generations. They do not respect gen B and Gen X employees. This can lead to generation clashes and conflicts. Mentors have to make sure that they embed the idea of high tech and high touch integration is essential in working together as a team in an organization.

With insights about Gen Y and gen Z employees, good socializing processes, and good mentoring programs, Gen Y and Gen Z employees can be developed to become quality human resources that will enhance competitiveness of the country.

In the age of knowledge-based economy, human capital is important to create competitiveness. Knowledge, skills, attitudes, values, and mindsets are factors that need to be cultivated to develop Gen Y and Gen Z employees. It is not wise to blame education, family institution, social environments, and media contents that fail to socialize young cohorts. It is wiser for executives of any organization to adopt socialization at a work place and mentoring as measures to develop Gen Y and gen Z employees who may enter the workforce of a country with certain problematic values, attitudes, and behaviors.

Conclusion and Discussion

Gen Y and Gen Z cohorts grew up in the age of fierce competition and complexity. They grew up with digital disruption with technologies which are both facilitators and enablers. They are natives of Digital Nation who need

always on connectivity. They are "prosumers" of social media. All of these phenomena make them different from cohorts of the previous generations. Gen Y and Gen Z cohorts are now getting into the country's work force; there is a need to prepare them to be quality human resources because in this era of knowledge-based economy, human capital is very importance to create competitiveness.

In Thailand, many people believe that socializing agents, namely family institution, education, social enterprises, and media fail to do their jobs. This results in problematic attitudes and behaviors among Gen Y and Gen. It has been recommended that socializing Gen Y and gen Z employees at a work place and mentoring be used to compensate failure of the usual socializing agents. Training used to be sufficient to develop human resources in the past, but it is inadequate to develop Gen Y and gen Z employees, socialization is a measure beyond training to be employed to develop Gen Y and Gen Z employees. Socialization should be done with many methods to educate, motivate, inspire, and cultivate Gen Y and gen Z employees. The topics should include knowledge, skills, values, attitudes, and behaviors.

As many Gen Y and Gen Z employees lack knowledge and skills to do their jobs due to the failure of education, monitoring must be adopted to prepare them with knowledge management strategy. By using knowledge management strategies effectively, Gen Y and gen Z employees will be able to attain high achievements. When they can attain high achievements, Gen Y and gen Z employees will have confidence and passion. They will develop a sense of contribution and a sense of excellence. This will result in the enhancement of competitiveness of the country.

Recommendation

1. Individuals involved in human resource development should conduct Gen Y and Gen Z intelligence in order to have insights of their persona, and come up with data-driven strategies to develop them without conflicts.
2. Executives have to learn diversity management to effectively manage multigenerational human resources.
3. Executives should believe and adopt socialization at a work place and monitoring as measures to develop Gen Y and gen Z employees to become quality human resources.
4. Internal executives and external experts should be used as socializing agents.
5. Senior experienced employees with records of success and engaging personality should be used to be mentors that act as resource persons, coaches, advisors, supporters, and problem solvers.

6. All individual involved in the development of Gen Y and gen Z employees should realize the main objective of socialization at a work place and monitoring is to enhance the competitiveness of the country.

7. Education in Thailand should be reformed to equip college and vocational graduates with knowledge and skills to be quality human capital.

8. Family institution should be made stronger to be an effective socializing agent.

9. Media should improve their performance to be teachers of the public.

10. Social campaigns to cultivate appropriate social attitudes and behaviors among Gen Y and Gen Z cohorts should be launched.

All the above recommendations can be materialized with integrated operation among the Ministry of Education, the Ministry of Culture, the Ministry of Social development and Human Security, and the Minister of Labor. The social campaigns for socialization should be carried out in various forms, including documentaries, seminars, exhibitions, and situation comedies (sit com).

The authors would like to propose a paradigm called SMAR GEN to delineate characteristic traits of Gen Y and gen Z employees with high quality. SMART GEN as an acronym can be elaborated as follows.

S = Sense of excellence: want to do excellent jobs.

S = Sense of Contribution: want to be a part of success.

S = Social idiosyncrasy: have right social values.

M = Mindset: have entrepreneurial mindset.

M = Mentality: learn to have system thinking.

M = Multitasker: be flexible to be cross trained to have core competencies.

A = Attitudes: have positive attitudes.

A = Achievement: have competitive spirit tom attain high achievements .

A = Adjustment: learn how to adapt to inevitable changes.

R = Respect: respect individualism and senior cohorts.

R = Relations: build and retain good relations with colleagues.

R = Result-oriented: have plan with clear objectives and KPI for evaluation.

T = Teamwork: work well together with colleagues.

T = Trust: create mutual trust among different departments and different levels of hierarchy.

T = Technology savvy = have technology competence with the complement of high touch interaction.

G = Gregarious: be friendly with others and have good human relations.

G = Governance: be transparent, accountable, and ethical.

G = Goal-oriented: work hard by being goal-directed.

E = Energy: work industriously with utmost efforts.

E = Education: be master learners, and adopt knowledge management behaviors.

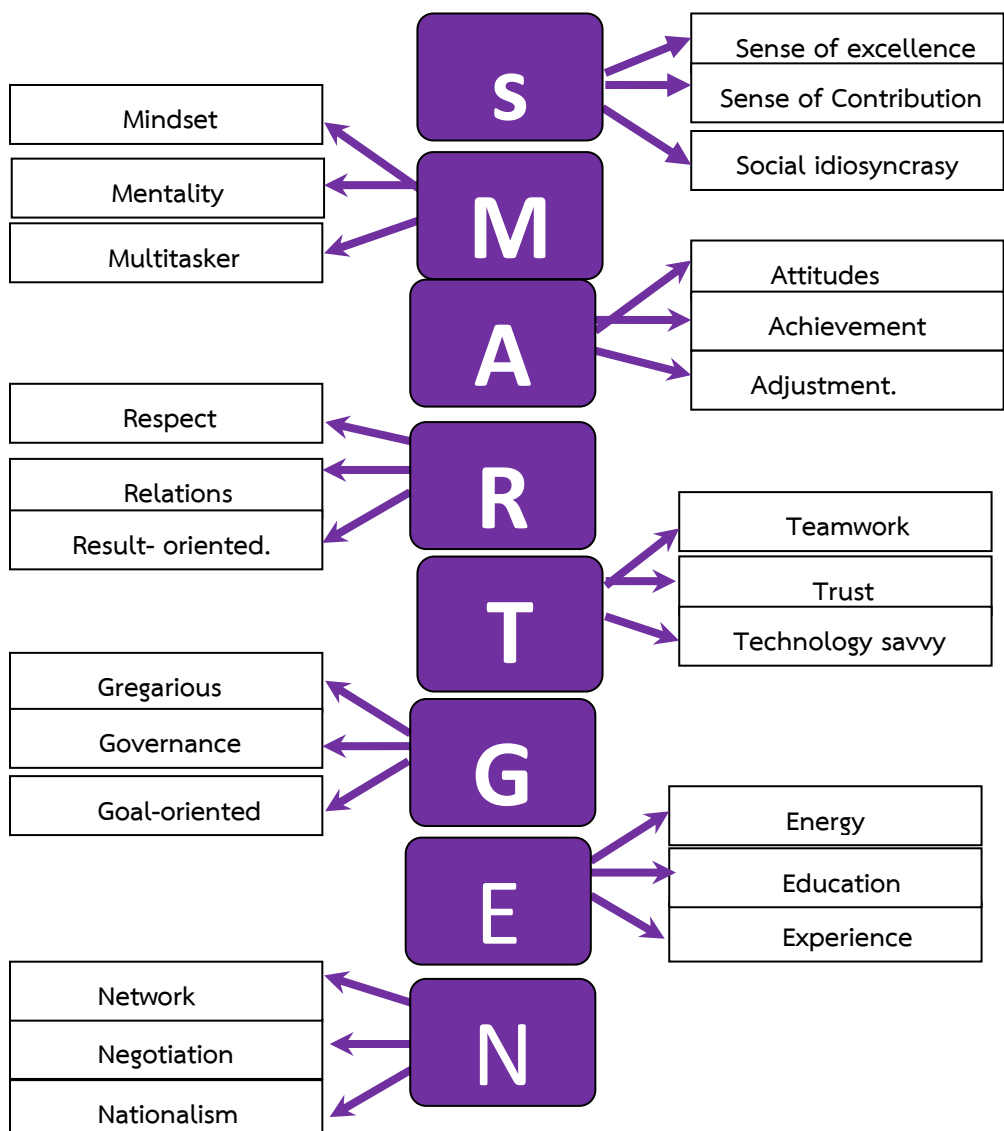E = Experience: learn how to develop wisdom by applying knowledge to working experiences.

N = Network: build network of synergy among generations.

N = Negotiation: learn to negotiate when there are conflicts without being.

Destructive to relationship

N = Nationalism: have a love of nation, work hard to enhance competitiveness of the nation.

The "SMART GEN" Paradigm

S	Sense of excellence / Sense of Contribution / Social idiosyncrasy
M	Mindset / Mentality / Multitasker
A	Attitudes / Achievement / Adjustment.
R	Respect / Relations / Result- oriented.
T	Teamwork / Trust / Technology savvy
G	Gregarious / Governance / Goal-oriented
E	Energy / Education / Experience
N	Network / Negotiation / Nationalism

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