



Communication as a Key Element in the Labor Inclusion of Mexican Millennials

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ABSTRACT

This research paper presents the situation of the labor market in Mexico, the behavior of organizations through their managers to integrate work teams, as well as the elements that stand out for being the most reasonable for the integration of millennials in the work force. On the other hand, the distinctive characteristics of this generational group are analyzed in search of communicative elements that favor their insertion in new organizations. The importance of communication, the favorable organizational climate through psychological contracts that improve and define the labor expectations of both parties (employer and millennials) are highlighted. The findings of this research allow identifying various communication problems between employers and millennials, mainly due to various inconsistencies between the expectations of each group.

Keywords: Communication, Organizational Climate, Millennials

JEL Classifications: M150, M540, M370

1. INTRODUCTION

Currently, organizations are looking for alternatives to position themselves in different sectors and maintain a successful life cycle that allows them to achieve their goals and objectives. The national economy is a crucial element for its development, public policies, and internal and external factors that concern organizational decisions. However, in recent years millennials as human capital have been a fundamental piece for the positioning of companies as a workforce.

Millennials have been integrated into the labor market for some years. It is considered a broad generational cohort since according to Kotler and Armstrong (2013, p. 72) are young people between 19 and 42 years old, who have been occupying important and decisive positions in companies. Excellent internal communication and a favorable organizational climate allow knowledge to flow about what the company expects from the worker and what he is looking for to develop, laboriously speaking.

Therefore, this research work is being carried out, in which points of coincidence are identified between what companies require today given the vital need for human capital and what, on the other hand, they are willing to give in the company the members of this generation.

The study is carried out under the following structure: in the first instance a review of the literature is presented regarding the situation that the phenomenon holds, specialized journals were reviewed, in which information is presented that allows a more assertive analysis and know-how communication and organizational climate within the company have influenced to achieve empathy with young millennials.

Then the methodology to be followed for the development of this work is explained, then a documentary analysis of the information obtained in search of explanatory arguments is made, and finally, the findings and conclusions of the research work are presented.

2. THEORETICAL FRAMEWORK

2.1. Labor Conditions in Mexico

Mexico is a very diverse country, with a population of more than 125 million inhabitants and with an Economically Active Population of approximately 56,038,471 (INEGI, 2019), general data that evidenced the importance of the introduction of young people to working life. Job opportunities in Mexico are oriented differently to each sector of the population. There are several elements to consider when a young adult begins his working life. In general, these young people work in large companies. Young people considered privileged are inserted in the economic sectors linked to social services or the producer and reside in urban areas and the most developed regions of the country De Oliveira (2006. p. 60).

In Mexico, the female labor force faces situations of considerable uncertainty in the workplace, either due to the lack of protection and job stability or due to the low salaries it perceives De Oliveira (2006. p. 60). However, the study by Rodriguez (2017. p. 1) Wage gap by gender in Mexico: From a regional approach, according to its exposure to the 2005-2015 trade opening demonstrates that in Mexico and its regions, gender inequality has decreased, but there is still apparent inequality towards women.

On the other hand, it is essential to indicate that each generation is formed by powerful external forces (that is, not intrinsically linked to the personality of each member): media, economic and social events, popular culture, values shared by families and friends and used as a guide in action, and so on. These forces create unique sets of values that help researchers understand the differences between several generations (Pinzaru et al., 2016. p. 2).

Particularly young people who begin their integration into the workforce are looking for quality work, and according to the International Labor Organization (OIT, 2012), it would imply the existence of attributes such as remuneration, benefits, inclusion and economic security. According to Granados and Vences (2011. p. 5), good quality jobs have the following characteristics: they are full-time, indeterminate contracts govern them, and workers are protected by labor legislation. Given this fact, the study done by Murillo and Montaña (2018. p. 65) is interesting where they show that in Mexico, graduates of private institutions feel more fit to perform their current job but less satisfied.

Job satisfaction can be perceived through some elements, such as staff are well rewarded through salaries and salaries commensurate (obviously with the expectations of each one), that working conditions are adequate, not dangerous or uncomfortable. Improving their performance; that the staff looks for their immediate boss to be friendly and compressible and to listen to them when necessary (Rodríguez et al., 2010. p. 65).

Besides, another element that is interesting to analyze at the time of employment of young people is the degree of coincidence between training and employment that university graduates have (Murillo and Montaña, 2018. p. 1). An article published by Burgos and López (2011), describes two theories that approach the study of congruence between training and occupation: the theory of

assignment and the theory of heterogeneous knowledge. The main difference between them is the relationship they observe between over-education and the underutilization of knowledge and skills.

It is necessary to emphasize that the labor situation in Mexico is precarious and unequal; however, the element that makes the difference is the organizational model that each company implements, the leadership style, and the communication that it implements with the future members of its organization. Stresses the importance of a work environment that mostly weighs the economic situation of the country, clarifying that they are external factors and that the organization must learn to cope in order to improve the direction and direction of the company. The main idea is to focus on the needs of young people offering an organizational climate according to their search for well-paid and fair employment. Nonetheless, aspects such as rotation, gender equity, harassment, and violence, among others, harm the organizational climate and consequently on workers and their behavior (Mejía-Chavarría, 2019. p. 174). Once a pleasant working environment has been implemented, job satisfaction can be achieved, which produces essential aspects related to employees and organizations, from work performance to health and quality of life (Spector, 2002).

2.2. The Contemporary Organization

The organization has evolved over the years, trying to adapt and reconfigure its ways of working to the new global and digital era. Companies with strong dynamic capabilities are highly entrepreneurial and not only adapt to business ecosystems but also shape them through innovation and collaboration with other companies, entities, or institutions (Teese, 2007. p. 1319). In this sense, dynamic companies reflect the organization's ability to renew, change or modify competencies, resources, skills, and business models to be compatible with the changing environment (Pavlou and El Sawy, 2011. p. 252).

The expectations of new organizations to integrate their workforce are high. Often, management expects more, that is, that young people take initiatives that they supervise themselves, that they continue to develop new skills, and that they respond to business needs (Sánchez and García, 2017. p. 161). Also, companies look for employees who can communicate and interact effectively with others (Deming, 2017. p. 6). Communication skills include both what is said during social interaction and how it is said. This includes the choice of words and phrases, appropriate facial expressions, tone of voice, body language, and eye contact. They also require that young people who integrate their organization carry out their activities with social effectiveness, which implies having an ability to read, understand and control social interactions and is related to work performance (Ferris et al., 2002. p. 5).

For their part, employees also expect at least that the organization provides them with equitable pay, safe working conditions, and fair treatment. Like management, employees also expect more, depending on the magnitude of their security needs, employment, and economic situation, environment, challenges, opportunities, power, and responsibility (Sánchez and García, 2017. p. 161). Also, the possibility that employment is below the educational level of

the worker imposes a limitation on the use of skills, resulting in demotivation and low productivity (Burgos and López, 2011).

In search of points of agreement between the expectations of employers and employees, companies resort to the psychological contract, which is a model derived from the theory of social exchange in organizations. The construct has the potential to integrate a series of crucial organizational concepts such as organizational justice, commitment, involvement, identification, and organizational adherence (Alcover, 2002. p. 45). According to Martínez (2018. p. 67), when an organization wants to establish lasting relationships and mutual loyalty: it will require providing training and continuous internal development, reducing the uncertainty of crucial organizational aspects, transmitting job security, and providing the necessary elements so that people perform their work correctly. It is also necessary to establish it when the organization is clear that the proposed employment relationship is short term and to perform only specific tasks. In this sense, it is observed that currently, the dynamics in organizations are based on communication, since it is a fundamental and decisive aspect to establish bright and lasting labor relations. The organizational climate must be directed from the highest to the lowest levels because the little or inadequate communication within a company leads to the total or partial absence of information related to work. It can create unnecessary stress among its members (Cardona and Buelvas, 2010. p. 145).

In this sense, the organizational climate is recognized as those factors of the organizational system and motivational trends that translate into behavior that has consequences on the organization (productivity, satisfaction, rotation, etc.) (Sánchez and García, 2017. p. 164).

Institutions are developing in increasingly competitive environments that demand more life from people, which causes job stress and organizations with toxic organizational climates (Kim, 2019. p. 1), so it is that it has now been noticed within the organizations a growing interest towards the people who work in them. The recognition of their needs has made them understand that the remuneration for work is not enough; therefore, it is necessary to address the motivations and needs for participation in decision-making and provide opportunities for personal fulfillment to its employees (Cardona and Buelvas, 2010. p. 142).

2.3. Communication and Organizational Leadership

Companies, through their managers, rate communication skills, critical thinking and the ability to apply knowledge to the real world as the most important skills for recent graduates but find a severe lack of preparation in these areas (Schroth, 2019. p. 10). According to Hira (2007), older people perceive that younger people use too much jargon, have few communication skills, and are challenging to cope with (Deal et al., 2010. p. 192).

On the other hand, relationships between managers and employees are essential motivating factors, and research shows that the personality of a manager improves or inhibits commitment (Howell, 2017. p. 1). Recent qualitative research done by Noaghea et al. (2017), shows that managers who work with young people

understand that they do not respond well to coercion but are ready to follow a leader who inspires them to be proactive. Managers have implemented recruitment and personnel selection policies in line with current labor market strategies.

On the other hand, the development of information and communication technologies (ICT) provide the company with new ways and dynamics of work, offering a new panorama of resources that seeks rationality between quality and productivity, causing high levels of employability skills. The increase in social media platforms has made it easier for people to interact with each other synchronously and asynchronously, regardless of where they live in the world, and participate in communities of similar interest in seeking employment or doing work through the web (Deal et al., 2010. p. 192).

2.4. Millennials at Work

It is interesting to observe how the behavior of the new generations in the work areas has changed over time. Likewise, the company has changed and reconfigured its administrative processes, trying to be at the forefront of the demands of society, the way of doing business, and the way to establish commercial exchanges.

In this sense, it is observed that millennials, as a generation that currently occupies valuable space in Mexican companies, have certain behaviors adapted from the reality of the labor market. The research of Pînzaru et al. (2016) shows that millennials are motivated by public recognition, continuous, positive, and instantaneous feedback, as well as gratification. In the same way, they need a balance between personal and professional life and a comfortable environment, they require a flexible work schedule, and it also bothers them to stay additional time of the established work schedule. Millennials need a wide variety of tasks and get bored quickly in the absence of diversity, new people, challenges, and opportunities. On the contrary, behavior change is very evident when they feel that their colleagues appreciate them, and when they understand the meaning of the work they must do. A notable increase in productivity is present when they are allowed to make their own decisions in their area of expertise (Pînzaru et al., 2016. p. 181).

On the other hand, the Millennial Branding study reported that millennials believe that older managers are wise, that they could provide experience, and that they are willing to become their mentors (Schawbel, 2013). However, according to Hira (2007) people who work with them and do not belong to their generational group, particularly older people (mostly Boomers) complain that younger people (mostly millennials) already they mention that it is difficult to interact with them and they focus too much on the service (Deal et al., 2010. p. 192).

It is clear that in a work environment, communication is considered an essential tool for labor relations. In the case of millennials, this communication is mostly done through electronic means. Mobile devices have become inseparable, and this fact has profound consequences in all aspects of their existence, including or perhaps starting with their workplace (Pînzaru et al., 2016. p. 189). In the research presented by (Schroth, 2019), millennials reported that they communicate 74% digitally and 26% in person. However, it

Table 1: Specialized literature review

Author	Analysis
(Mejía-Chavarría, 2019)	<ul style="list-style-type: none"> This article addresses the work environment as a determining factor within the public and private organizations, regardless of its corporate purpose, as it influences the achievement of strategic objectives, both individually and collectively. Describe the panorama regarding studies of organizational climate
(Schroth, 2019)	<ul style="list-style-type: none"> This research addresses the generalities of Generation Z, which has just entered the labor market, and employers must be prepared for their arrival. The Z generation shares many traits with the millennial generation and also brings new behavior patterns Today's managers not only have to understand how to manage better young and inexperienced employees, but also the unique characteristics of the generation shaped by their experiences. Understanding their behavior and the different needs they have in the workplace will lead to better integration of new employees and mutual success
(Zapata and Mirabal, 2018)	<ul style="list-style-type: none"> Concludes that increasing job satisfaction and productivity, in the long term, reduces costly turnover This work makes a review of the literature in order to integrate approaches from two streams of organizational theory thinking into a dynamic capacity model The theoretical perspective of dynamic capabilities that tries to explain the strategic responses of the company against the requirements of a changing and competitive environment through the renewal, integration, and reconfiguration of its resources and capabilities. Furthermore, on the other hand, the cognitive school of the organization that studies the mental processes of managers and managers linked to decision-making activities
(Martínez, 2018)	<ul style="list-style-type: none"> This paper examines the beliefs of a sample of Mexican employees about reciprocal obligations in the employee-employer relationship, based on the types of Relational and transactional psychological contract. This research contributes to the theory of social exchange in organizations and the dynamics of the psychological contract as an approach that can help in the definition of strategies, organizational policies, and practices oriented to healthy labor relations in Mexico Organizational changes in the context of globalization, such as cultural, mergers, acquisitions, re-engineering, new technologies, or the increase in virtual work, have become increasingly important in the analysis of both the worker-organization link and of the transformations of work as a human and social activity
(Murillo and Montaña, 2018)	<ul style="list-style-type: none"> The results of this research show that graduates of private higher education institutions in appearance have better working conditions in terms of salary, job stability, and positions held. However, they do not have a quick job placement compared to their colleagues who graduated from public schools University graduates feel satisfied with the employment they are performing despite the conditions they are in and perceive that the training received is a reasonable basis for performing satisfactorily in their current employment
(Noaghea et al., 2017)	<ul style="list-style-type: none"> This work addresses the role of leaders in the development of organizations, and the increase in staff participation was widely debated in academic literature. Relationships between managers and employees are essential motivating factors, and research shows that a manager's personality improves or inhibits the commitment that ultimately contributes to team development This research is a quantitative leadership study conducted to draw the personality profile of Romanian leaders and verify whether there are differences between industries. Explore values, daily characteristics, and stress reactions in a sample of 870 to 1116 senior, intermediate, and high potential managers using the Hogan Personality Inventory (Hogan, 1992) It was discovered that leaders and high potentials working in professional services showed more significant drivers (status, social, and commercial interests) compared to those working in the pharmaceutical industry
(Sánchez and García, 2017)	<ul style="list-style-type: none"> This research paper shows that the success of modern organizations lies mostly in the ability to integrate workers into company business projects so that employees consider the objectives of the organization as their own. Considering the human factor as the basis for achieving competitiveness, it is vital to have the most qualified and motivated staff possible. This research distinguishes the relationship between working conditions and job satisfaction among workers working in companies of the same business located in different entities of Mexico, through a qualitative approach that was conducted guided by a semi-structured questionnaire The results show variations, which are related to working conditions, communication between employee-boss, achievement, and motivation
(Rodríguez, 2017)	<ul style="list-style-type: none"> In this investigation, the gender wage gap was analyzed along with the salary distribution in the regions of Mexico. The results reveal that, in Mexico, and its regions, gender inequality in wages has decreased, although this is against women. Most of the differences are not explained by the productive characteristics, being accentuated in the high part of the salary distribution, in the regions most exposed to the commercial opening
(Pinzaru et al., 2016)	<ul style="list-style-type: none"> This research shows that millennials need a balance between personal and professional life, as well as a comfortable environment, they require a flexible work schedule, which bothers them to stay out of the established work schedule This research shows that millennials need a balance between personal and professional life, as well as a comfortable environment, they require a flexible work schedule, which bothers them to stay out of the established work schedule Motivated to be part of several social networks, work in several teams, millennials can easily find satisfaction in missions that involve interactions with new people from different cultures and geographical areas and will not be patient to keep the same job for many years The traditional workplace does not exist; They prefer horizontal communication and collaborative work, based on clear projects and objectives, not on a strict work schedule

(Contd...)

Table 1: (Continued)

Author	Analysis
(Cardona and Zambrano, 2014)	<ul style="list-style-type: none"> This article presents a characterization of different instruments for assessing the organizational climate. The importance of some dimensions that are repeated in most of the instruments is highlighted: decision-making, organizational clarity, leadership, social interaction, institutional motivation, reward and incentive system, organizational openness, and supervision The organizational climate can be approached from notions associated with perceptual constructs (psychological), organizational conditions (organizational structure), the interaction of individuals, and the culture of the organization (interactive and cultural)
(Deal et al., 2010)	<ul style="list-style-type: none"> The importance of context is understood to understand the behavior of people in different generations, and it is analyzed how the context affects the behavior and the decisions they make about working with millennials Some organizations have talked about the possibility of treating their employees differently depending on their generation by offering different training options, different communication options, and different benefits Millennials use technology differently from previous generations. Technological changes can influence the way people interact with each other. Obviously, in recent years, there have been significant innovations in software and hardware technology that has changed the way humans can communicate
(Cardona and Buelvas, 2010)	<ul style="list-style-type: none"> This article mentions that the organizational climate is a fundamental part of the productivity and development of organizations. For this reason, companies are lately becoming interested in studying this issue The research was a descriptive case study that systematically analyzes and interprets the characteristics of the climate phenomenon of an organization. Study variables were considered: participation, leadership style, satisfaction, and communication. The information was collected using survey-type instruments structured by Likert measurement scale and in-depth interviews with management and direct observation The internal environment or organizational climate that is managed within the company's property department is pleasant, although, in turn, it presents a series of symptoms of nonconformity on the part of some participants

Resource: Original from the author

is commented on how ICTs have allowed millennials to expand their horizons and have the opportunity to learn more than previous generations, but the reality is contradictory (Bauerlein, 2008) and becomes more evident in work environments.

3. METHODOLOGY

The present study is configured from the literature review and contextualized in the state of the labor market in Mexico. A theoretical approach is made to the behavior in the millennium generation company, as well as the importance of organizational communication and the work environment to define what could be the strategies to be implemented by the company to generate competitive advantages and attract this generational cohort. This is a documented investigation, based on qualitative and transactional research, with secondary data obtained from the analysis of scientific articles from specialized journals. The articles of the following journals were reviewed: Electronic Journal of Educational Research, Journal of Business and Psychology, Management Dynamics in the Knowledge Economy, Act of Psychological Research, Management Studies, Technoscience, Administrative Research, Scientia et Technica, Nóesis, California Management Review, Knowledge, Science, and Freedom, as well as the memories of the 11th International Management Conference. Accordingly, a series of notes from Millennials' behaviorism at work, as well as a categorization of the contents of the articles, are also presented.

4. RESULTS

The following table (Table 1) shows the main data that were collected from the journals that were analyzed, which focus on research related to the importance of communication, the organizational climate, and the employment situation of young people of the millennium generation.

5. CONCLUSIONS

In Mexico, it is clear that there is an inequality in obtaining employment for young people who leave the labor market. To achieve a good job, it affects academic training, public or private education, and even gender to obtain a well-paid job. However, the capabilities that distinguish good candidates go beyond what has been mentioned above, which at the end of the road aims to reach the best positions in cutting-edge organizations is their ability to express themselves and maintain healthy working relationships. In this sense, companies are looking for members with communication skills willing to work in teams and achieve goals. While there are decades of data that link education to a variety of positive outcomes, education alone is not enough to improve the quality of life. (Deal et al., 2010. p. 193).

The information obtained in this research work allows us to observe that it is necessary to implement reliable communication channels between the company and the millennials. Which means that it should be established clear dialogues from the moment of hiring, clarifying functions, schedules, obligations, and what is expected from a new member in the company, as well as the employee, must mention what they want to obtain as a benefit of their work.

The lack of congruence between the expectations of employer and employee are those that in the long term generate nonconformity, lack of commitment, apathy, and demotivation. Research that addresses the importance of generating a favorable organizational climate for the performance of young people at work agrees that this generational cohort has specific characteristics that distinguish it, but precisely the knowledge of them and the use of this information in favor The company is what will lead to a favorable relationship between the parties involved in the workplace. To this extent, managers can foster their employees' mindset growth

through empowering lifelong learning at work and by creating a culture where feedback is valued, and actions are taken into consideration upon it.

The reviewed journals highlight the importance of communication and the work environment as determining factors within organizations that influence the achievement of strategic objectives, both individually and collectively, and which are also currently considered key for organizations to generate value in the company.

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