

AN EMPIRICAL STUDY TO FIND JOB EXPECTATIONS OF MILLENNIAL IN INDIA

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ABSTRACT

Today one of the trending issues for HR in any organization is managing the millennial, relooking at HR strategies to ensure best connect with this segment has become essential. Gen Y would comprise 75 percent of the global workforce by 2025 (Delloite, 2014) In order to reap the advantages of the huge demographic dividend in India, organization should focus on skill development and nurturing talent of Gen Y (Delloite, 2015) Millennial of digital world want to use technology to improve efficiency at work. Gen Y feels change is constant and employer needs to address this demand. (Deighton, Katie, 2014). Hence it is important to study the expectations of millennials and design the policies accordingly. The purpose of this research was to find the job expectations of Gen Y, which would help to conclude on the behavior of Gen Y. Sample size of 71 was taken and the respondents were from Pune and Mumbai with good educational background and upbringing. The survey was conducted to know the expectations in terms of the intrinsic and extrinsic factors based on Herzberg's theory of expectations. Finally it was concluded that the expectations from job focus more on the content part of the job than the context and that 56% of respondents are open for roles with short commitment, while 70% of them would like roles with positive impact on society and with dynamic responsibilities.

Keywords: expectations, intrinsic, extrinsic, HR, Millennial, Gen Y.

INTRODUCTION

Bijapurkar (2014) mentions the need for HR practitioners to re-evaluate HR tool kit so as to cater to the demands of Gen Y, HR Managers should look at building policies and strategies more widely than they do it now. Today's HR is working with people in organization from 4 generations with majority being Millennial with varied backgrounds. So it is imperative to understand about Gen Y's formative years to know why they may see things differently than other generations. HR needs to be more cognizant to handle the behavior of Millennial. All generations have different people but they share some characteristics that shape their behavior and desire that results in difference in motivation to success and happiness at workplace. (Piemonte, 2014)

(Bijapurkar, 2014) Concludes that mere transplantation of best practice from somewhere will no more suffice. HR practitioners need to be innovative and should serve the country by learning

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from the best. Modeling a new structure of knowledge on leadership of and for gen Y. Research has indicated that in order to find holistic ways to harness the abundant human potential that is available, millennial needs to be handled differently. So, it is the need of the hour for HR practitioners, to study the workplace expectations and behavioral traits of Gen Y. The Gen Y that was well brought-up, guided by parents and teachers is termed as the "arrived" by Rama Bijapurkar in her analysis on leadership : Gen Y. Hence the need to study the expectations from job of millennial from an HR perspective.

Millennials have great importance for individualistic aspect of job, realistic salary and job expectations. Work life balance, expectations vary across gender, GPA, year of passing. Understanding expectations will help employers to create jobs and organization cultures, to engage and retain millennial (Eddy S. W. Ng et al, June 2010) They also concluded that there is demographic heterogeneity among the millennial cohort .Every generation has its own distinctive and unique characteristics at workplace and so does Gen Y (Noble and Schewe2003; Wade-Benzoni 2002). Millennials really want to make a difference, and they want to feel like their role has a positive impact on the organization and wider society, however small. Millennials frequently assert these desires in preference to higher wages. If you can facilitate this in your organization you will have happy millennials.

Millennials define leadership in new and broader terms: The 4 Ps: People, 'Products', Profits and Purpose. In view of millennials, today's leaders focus on profit and personal reward. Gen Y is interested in starting up their own business than in large global businesses (Delloite, 2015) Almost 60 percent of Gen Y believe that innovation can be taught and repeated, than being spontaneous and random and following an established process may make organizations good at innovation. (Delloite, 2014).

A survey by Great place to work, 2014 on Indian IT industry highlights that key demographic trends for today's HR are Age, tenure, Position and Gender. Where Age has almost 83% of workforce with less than 34 years of age but ironically they are the less engaged as compared to only 2% workforce with more than 44 years of age, who are leveraged more in organizations. Also, a major portion of these less engaged workforce belongs to Gen Y. The data also shows that people in the age bracket 24 to 34 are least engaged. So it is important for HR to know the expectations and behaviors of Millennials to engage them to the fullest. This also leads to a question in mind, whether the efficiency of Gen Y is more as compared to Gen X and hence the parity in the percentage levels of engagement! Also another surprising insights are about the tenure, it mentions, the people with longer tenures are more engaged than people with tenure less than 5 years. This leads to insight for HR to focus on the reasons for retention so that they leverage on engaging people who are new to the organization and not just load the people with longer tenure.

Sara de Hauw et al, (2010) in their research on career perspectives Gen Y and their psychological contract expectations concerned with recession, tries to investigate the generational and individual influences on the career expectations of the Millennials. When the career perspectives were studied in connection with the recession, Gen Y who were otherwise looking for social environment and work life balance, in recession are not much worried about it. But, the expectations related to learning, development, job, rewards remain high even during recession. Moreover, the expectations are more towards individual variables, careerism. Thus suggesting the managers that, they must focus on long term career planning and development for the Gen Y during the period of slowdown, as ignoring these

expectations may have significant impact on the performance and overall outcome. (Smola and Sutton, 2002) in their research on Generational differences for new millennium mentioned the millennial generation who has entered the workforce for over a decade and have the power to rule and reshape the structure of organizations, reframe the rules of play at workplace. This has led employers to think about the reforms required for this generation and hence the importance to analyze their behaviors and know their expectations from job. It has become the need of the hour to understand what aspects, work values make the millennials stand differently. (Sara de Hauw et al, 2010) did research on Millennials from western countries and concluded that there is impact of upbringing on the expectations, hence the need to analyze the traces about the upbringing. Careers are influenced by various factors like social, political, economic, cultural factors of society (Collin and Young, 2000). This has changed the paradigm of traditional: Linear and Organizational career to boundary-less career that is non-linear. The traditional careers focused on progression, hierarchical growth whereas today the career focuses on exploring new paths every day, it has become the sequence that evolves with peoples' work experience. (Arthur and Rousseau, 2001)

In another research by Cennamon and Gardener, (2008) on work values and person-organization values fit across various generations, suggests that today's employer should consider the values, motivation levels, aspirations of Gen Y, while framing the policies and culture of organization. They also concluded that Gen Y focuses more on freedom at work, autonomy, also have high expectations on the social interaction and involvement. (Wong et al, 2008) also confirmed that affiliation trait is highest in Gen Y out of all the generations and that they are more ambitious. Career planning and learning and development are the motivational drivers for them. Dries et al, (2008), also supports the fact that millennials look forward for meaningful jobs and career progressions and a continuum in addition of knowledge. In some cases it is observed that meaningful job gives more satisfaction than financial rewards. Gen Y has comparatively low expectations about job security but they value it high as they understand the fact that lifelong employment is not possible and so they need to ensure to enhance their profiles in order to survive in the market.

Looking at the history of motivational theories, (Maslow, 1954) mentioned about the five levels of needs, basic, security, social, esteem and the self-actualization needs. The self-actualization need is regarded as the developmental need but still deficiency of some needs. (Elton Mayo, 1949) concluded that at work, the needs were not necessarily monetary but a need for psychological contract between the employer and the employees. People perform better when they know that someone is interested in them and their efforts are noticed, they work better in socialized environment, in teams and groups. (Fredrick Herzberg, 1996) also found out similar conclusions that employees are not happy only with "job well done" but look for feeling of being appreciated, rewarded is important. There are factors like recognition, policies, teams, environment etc. that act as de-motivators if not present are termed as 'Hygiene factors' by Herzberg. These extrinsic factors do not motivate masses directly but their absence creates de-motivation at workplace. The motivation factors attributes to the 'content' of the job whereas the hygiene factors attributes to the 'context' part of the job. Below are some of the factors used for the survey to understand what the millennials expect from the job.

Cangemini et al, (1986) in a research long back described the expectations of employees from Job and what their supervisors perceived. It revealed that employees most desire about appreciation for their work, involvement in decision making and empowerment, whereas supervisors perceived that money has highest importance.

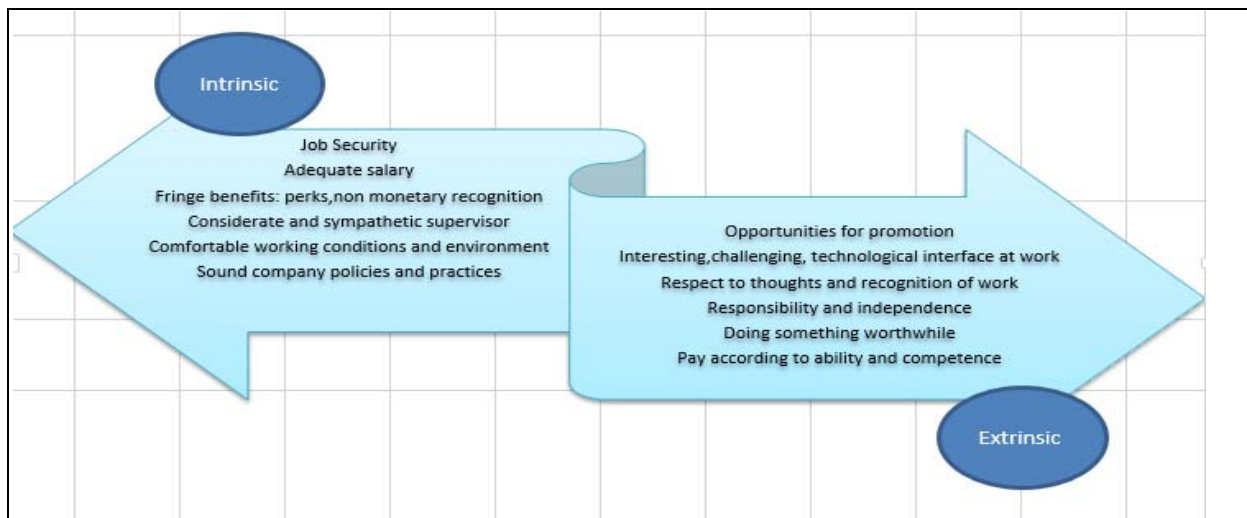


Fig 1: Intrinsic and Extrinsic factors as per Herzberg's theory

Objectives of Research:

- To analyze the expectations of Gen Y from job.

Research Methodology:

- Selection of topic and Hypothesis

The research focuses on studying the expectations through a survey of Gen Y.

HYPOTHESIS

- Null: The expectations are not more inclined to intrinsic factors than extrinsic factors
- Alternate: The expectations are more inclined to intrinsic factors than extrinsic factors

- Sample and Sample Size:

The sample for the study was taken from people of Gen Y generation, born between 1980 and 1995. The sample was mainly from Pune and Mumbai and from moderate to high class upbringing, with good educational qualifications and financially stable. The sample size was finalized based on the pilot study and some of the research in the similar field. Sample size of 71 was considered for the survey.

- Pilot Study:

- With a view to study the expectations a questionnaire was prepared that focused on analyzing the expectations based on hygiene and motivational factors of job, based on theory given by Herzberg on intrinsic and extrinsic motivators of job. This questionnaire was administered by 7 respondents and then was finalized for survey, consisting of 6 Intrinsic and 6 extrinsic factors as per a tool developed by Udai Pareek(2010).

DATA COLLECTION

Inputs were gathered from review of literature as part of secondary data, these inputs are further used to co-relate with primary data and conclude. A well-structured survey was conducted and responses from 71 students was collected. The survey was based on the Herzberg's theory of motivation of hygiene and motivation factors.

DATA ANALYTICS

For Testing Hypothesis

There are two parts of expectations from job as given by Herzberg's theory, intrinsic factors: Motivators and extrinsic factors: Hygiene factors. This hypothesis will help to find out the inclination of Gen Y with respect to their expectations from job. To test the hypothesis two factor anova was used, as the factors were classified in two dimensions: Intrinsic and Extrinsic as below.

The result of the test in Excel tool was as below.

Table 1: Anova test result for job expectation survey

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Rows	281.5915	425	0.662568	1.17222	0.040912	1.173221
Columns	6.779343	1	6.779343	11.99406	0.000588	3.863432
Error	240.2207	425	0.565225			
Total	528.5915	851				

INFERENCE AND HR IMPLICATION:

As $p \text{ value} < \alpha$ ($0.04 < 0.05$), there is no sufficient evidence to accept the null hypothesis, so rejecting. Hence it can be concluded that Gen Y look for intrinsic factors than extrinsic factors. Thus it shows that Millennials are more interested in job content than context of the job, it is important for HR managers to agree that absence of context factors will not demotivate but its presence will act as facilitator for motivation but the main driver of motivation would be the exact content of the job.

Understanding the correlation of various motivation factors with each other. Refer Appendix 1 for correlation matrix from SPSS tool. It can be inferred that there is positive correlation between below factors.

- Working on challenging technology and Responsibility and independence at work have correlation: 0.6, indicates that Gen Y prefers to work independently and want to take up complex and challenging task, they have the ability and willingness to put efforts to increase their ability.
- Two other intrinsic factors, sympathetic supervisor and company policies showed a strong positive correlation 0.7, implies that millennials want comfortable blend of policies and environment, the content part of the job should be designed considering such perceptions

- Gen Y also looks forward for appreciation and recognition for something special and extra ordinary tasks and doing something worthy. This is also confirmed statistically as there is a strong positive correlation (0.7) between recognition and extraordinary tasks.
- There are some more strong positive correlations between extrinsic and intrinsic factors like, recognition and sympathetic supervisor correlation is 0.8. There is a very strong positive correlation (0.9) between doing something worthy and responsibility and independence.
- Promotion opportunities and pay for competence also shows a very strong positive correlation of 0.8 implies that Gen Y are keen to put efforts and want to be recognized at par with their competency. Recognition and Responsibility and independence also have a positive correlation of 0.6.

Additional Observations from the Survey:

Some more observations based on open ended questions.

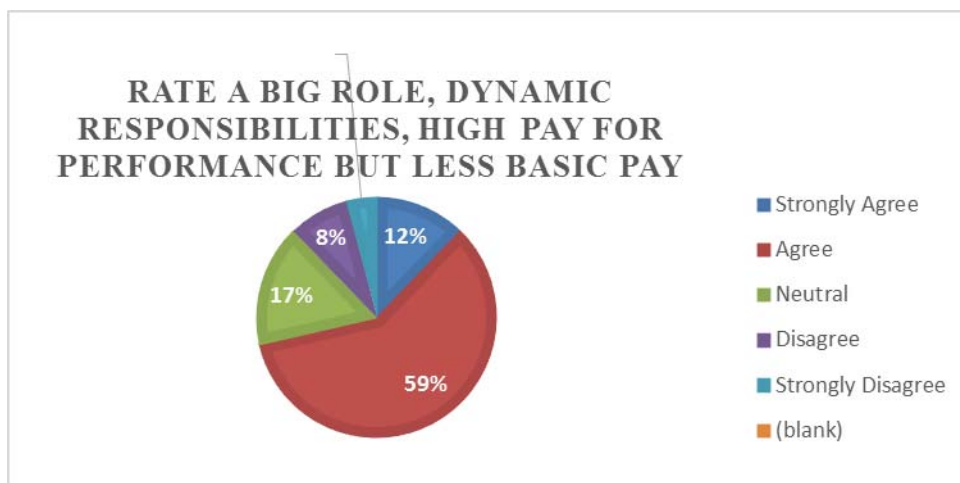


Fig 2: Overview of responses on the dynamic responsibilities in role

About 70% of respondents feel that roles should have dynamic responsibilities while basic pay is secondary.

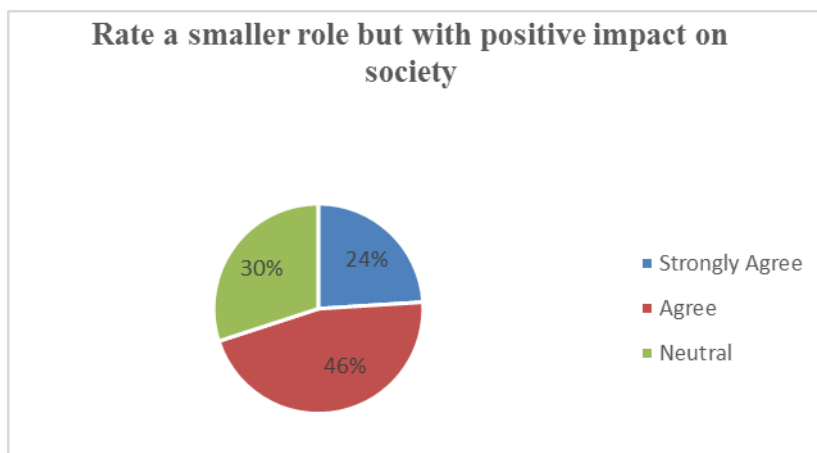


Fig 3: Overview of responses on the roles that impact society

About 70% of respondents also look for roles that have positive impact on society, this shows their favorableness for various activities of business that owe back to society. It can also be concluded that career aspirations for Gen Y would depend on companies' overall prospects, ethics and governance.

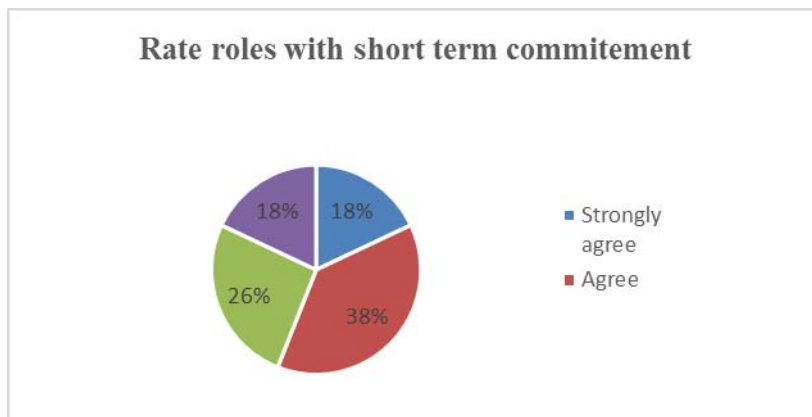


Fig 4: Overview of responses on the roles that with short term commitment.

56% of respondents are flexible for roles with short term commitment. Thus HR must pay attention to such changing thought process when it comes to employee retention.

Some more suggestions given by Gen Y were inclusion of healthcare benefits, provision for house loan benefits, educational assistance and tie-ups, extra paid leaves, extended maternity leaves, 4 days a week, picnics and outbound trainings, light music on the floor, discounted club house and gym rates etc.

CONCLUSION

Thus the research has analyzed the expectations of Gen Y from job to an extent. The inferences drawn from the research would be very beneficial for HR practitioners to deal with future workforce. The results for survey to find out what they look from job indicates that Gen Y is keen to have intrinsic factors more than extrinsic factors. They are more interested in innovation, challenging work for which they also want rewards and appreciation as a part of positive motivation. Thus the inclination towards intrinsic motivators shows the self-determination, and this is also validated from the attribution measures. The scores indicate that there is strong determination in this generation to change things, accept the complex challenge and seek to accomplish greater heights.

Hence to summarize it can be said that millennials expect inclusive growth in organization, a self-development as well as overall growth of the organization. HR must thus focus on understanding these expectations and corresponding behaviors to deal with the major portion of workforce.

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