

A study on millennial perception on work life in public sector

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Abstract

Objective:

To study of millennials perception on factors like recruitment process, attitude towards their job, relationship management, work environment, work life balance, job satisfaction with respect to compensation, benefits and welfare facilities in public sector. To identify the factor which influenced them to work in public sector and attrition level? To assess their need for pension plan, career advancement opportunities, and to suggest on the changes to be incorporated to pool in the best talents among the millennials into public sector.

Method:

A descriptive research methodology which drew samples from various public sector. A convenient sampling technique helped in obtaining responses through a questionnaire from 100 respondents working in various public sectors. Employees who are managers, assistant managers and who belong to the non- executive grade were the respondents of the research. The questioner reflected their perception on the various factors associated with work life.

Findings:

The major findings of the research are, work experience has a significant relationship with the attitude towards the job, marital status has a significant impact on work life balance, relationship management has an impact on the attrition level, irrespective of the work experience there is a significant association for need of pension plan, impact on potential determination on difficulty in passing the exam and the cause that influenced millennials and reason for passion to work in public sector. Majority of the respondents said they do not have career advancement opportunity.

Improvements/Applications:

Recruitment process has to be restructured and the syllabus to be made relevant to the job field, pension plan has to be reintroduced, promotions to be provided based on performance and not by seniority.

Keywords: Millennials, work-life, public sector, recruitment process, attitude toward job, work environment, relationship management, work life balance, job security, pension.

1. Introduction

Millennials (also known as millennial generation or generation Y) are the demographic cohort following generation X. there are no precise data for when the generation starts or ends; most researchers and commentators use the birth years ranging from the early 1980s to early 2000s. The youngest in the workforce, the Generation Y (Gen Y) is considered the "Me" generation, as they demonstrate higher self-esteem and narcissism [1]. They are observed to be confident, arrogant, and efficient at multitasking [2]. This generation is also at times referred to as the „Wired Generation“ that needs to be connected at all times and feels most comfortable in digital environments. This generation has grown up in a digital world, a world of technology and computers hence they cannot comprehend anything that does not use technology. They have unlimited access to information and hence are more open to sharing information, they are also highly assertive and have strong views on almost everything they encounter in their lives. Unlike their parents and grandparents, this generation does not live to work. For them work is just a part of their life, they have varied interests and seek to pursue different areas of interest to get more out of life. They like lots of hand holding, communicating and accolades. They do not abhor authority but would seek to respect authority only if they deem it .This is the generation that grew up in an environment where technology and social networking permeated suitable [3]. It is also a generation that is considered to be highly educated. Some research suggests that they are peculiar in the sense that they seek or expect frequent and honest feedback in the workplace[4].They suggest that Generation Y has the capability and the desire to work within a flexible working environment and they also have a high expectation of pay and condition[5]. Generation Y has high ambitions for career advancement.

Among other things, they are known to have generally manifested confidence, visual, multitasking, and very technology literate. In comparison to their previous generations they are said to be more organized, self-disciplined and life-work balance oriented [6]. They are more connected than previous generations yet challenged by face-to-face conflict. They are high performing but come with bouts of high maintenance and emotional neediness perhaps because they constantly seek approval, praise and validation in the workplace [7]. They search for flexibility and desire freedom yet want more supervisory input and clear directions. They are loyal but still “want a life”[8].The Millennials have a high external locus of control and therefore, like to blame their failures on forces beyond their control Even if rejection or failure is forthcoming, Millennials will maintain an inflated self-image[9].They desire stability, job security and work environment opportunities. They would like to be proud of and loyal to the organization that reflects their own values [10].Millennials like to participate in team sports, play groups, and other group activities. They value team activities and promote the value of participation from others. Millennials want to be included in group activities that will involve them in projects and one-on-one interaction with other team members. Millennials generally crave attention, value feedback, value praise, and accept guidance from an experienced mentor[11].Generation Y are always looking for the perfect environment where they can learn marketable skills and gather experience that will guide them to a successful future. Indicating that younger workers were willing to try to work more, more so than the average worker. However, these findings are not very recent. The possibility that the perceptions about the decline in work ethics is accurate, but simply unsubstantiated by research due to lack of research in the area therefore remains[12].The perception of how hard one works may also be associated with how individuals themselves approach tasks as well. younger workers focus on high productivity, they may be happier with the flexibility of completing a task at their own pace and managing their own time, as long as they get the job done right and by the deadline. Training must be deployed electronically in order to engage and maintain Millennials’ interest and satisfy their on-demand, on line, and interactive learning. Younger workers identified different training needs and prefer leadership training. Since training needs differ, employers and HR managers should match training to specific needs, as opposed to providing ‘blanket’ training to all employees [13].Millennials like rewards that are tangible and intangible such as gift certificates, discounts at retail stores, free meals, and possibly tickets as rewards. They like a fun environment and the ability to work in a team setting with peers and bosses. Work life is important as having time with their families, but at the end of the day, it is time to leave and go home[14].If Generation Y feels that they are not positively contributing to their work, they tend to quit the job altogether. Moreover, generation Y is very focused on self-improvement and they want to grow in their career rapidly [15]. By 2020, 60% of the work force will comprise of the millennial generation and with baby boomers retiring in larger number this is the first time five generations are working together.

2. Materials and methods

Descriptive Research Design was used, primary data was collected through questionnaire and the secondary data was collected through internet, books, articles, newspapers and even journals would be a major source of reference and at places the expert reviews and opinions were a part of the secondary data. The data collected were analysed using SPSS 21. The various test used were one- sample t-test, chi-square, correlation, regression.

3. Results and discussion

The profile of the respondents is evenly distributed based on age, gender, marital status, education, work experience, and management level is shown in Table 1.

Table 1. Demographic profile

Criterion	variables	Percentage
Age	21-25	32.0
	26-30	44.0
	31-35	24.0
Gender	Male	54.0
	Female	46.0
Marital status	Married	58.0
	Unmarried	42.0
Education qualification	Diploma	3.0
	UG	50.0
	PG	47.0
Work experience	0-5 years	57.0
	6-10 years	30.0
	11-15 years	13.0
Management level	Manager	11.0
	Asst. Manager	17.0
	Non-Executives	72.0

3.1. Millennials work experience and their attitude towards their work

Table 2a. One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Work Experience	100	1.56	.715	.072
attitude towards work	100	20.2200	3.46579	.34658

Table 2b. One-Sample Test

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Work Experience	21.812	99	.000	1.560	1.42	1.70
attitude towards work	58.342	99	.000	20.22000	19.5323	20.9077

From Table 2 it can be inferred that the P value is 0.000 which is lesser than the significance level 0.005. Therefore H_1 : the work experience of the employees has a significant relationship with attitude towards their job. Millennials Attitude towards job was assessed from the following statement:choosing public sector knowing promotion is based on seniority only, comfortability in doing the same job everyday, finding work being meaningful, quickly adapt to difficult situation and adjust to the changing priorities, learning something out of the job.

3.2. The impact of marital status on work life balance

Table 3. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.554	.258	6.022	.000
	work life balance	-.007	.013	-.053	.599
a. Dependent Variable: Marital Status					

Table 3 states that the value is 0.000 which is less than the specified significance level of 0.05. Hence, the data provides significant evidence to conclude that H_2 Marital status has a significant impact on work life balance. The majority of the respondents were married, work life balance was measured through the following statement; office location and working hours is convenient, enough time to plan and perform, work beyond working hours is very rare, easy to balance work-life and personal-life, get quality time to spend for self.

3.3. Relationship management and attrition level

Table 4. Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.406 ^a	15	.019
Likelihood Ratio	23.826	15	.068
Linear-by-Linear Association	.394	1	.530
N of Valid Cases	100		
a. 25 cells (78.1%) have expected count less than 5. The minimum expected count is .11.			

Table 4 shows that the Chi- Square value is 28.406^a and the P value is .019 which is lesser than the significant level 0.05. Therefore H_3 There is a significant association between relationship management and attrition level. 87% of the respondents said that they have never thought of quitting the job. Relationship management was assessed by the following statements; treated equal with the solder employees of the same grade, given all freedom to voice opinion in any matter, corrected when made mistake, managers quickly follow up the request, regular feedback is provided.

3.4. Work experience and need for pension plan.

Table 5. Correlations

		Work Experience	X15
Work Experience	Pearson Correlation	1	-.053
	Sig. (2-tailed)		.597
	N	100	100
Pension plan	Pearson Correlation	-.053	1
	Sig. (2-tailed)	.597	
	N	100	100

Table 5 shows that the P value is 0.597 which is greater than the significant value. Therefore H_4 There is no significant relationship between work experience and pension plan. 87% of the respondent said they need pension plan. Irrespective of the year experience there is a need for pension plan.

3.5. Potential determination and difficulty in passing through the exam.

Table 6. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.585	.256		2.287	.024
	Difficulty in passing	.227	.059	.362	3.839	.000

a. Dependent Variable: potential determination

Table 6 shows the value as 0.024 which is less than the specified significance level 0.05. Hence the data provides significant evidence to conclude that H₅ Potential determination has a significant impact on difficulty in passing the exam. Majority of the respondents said that quantitative aptitude and general reasoning as a part of the exam can never determine their potential and ability for the job and 85% of the respondents said that it was highly difficult passing through all the levels of the recruitment process.

3.6. Passion towards working in public sector and the factor influenced them into public sector.

Table 7. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.503	.493		3.050	.003
	Passion to work in public sector	.214	.121	.176	1.770	.080

a. Dependent Variable: factor influenced to work in public sector

Table 7 shows the value as 0.003 which is less than the specified significance level 0.05. Hence the data provides significant evidence to conclude that H₆ the factor influence to work in public sector has a significant impact on being passionate about working in public sector. Majority of the respondents said that job security was that factor which influenced them to choose public sector.

3.6. Suggestions

The exam for clearing should be based on skills and relevant to the job field and job designation than on general reasoning.

Modernised training systems must be implemented.

Recruitment process must be restructured to pool in candidates through internship and training.

Colleges must have special courses to equip millennials aspiring to work in public sector.

Pension plans or benevolent funds must be reintroduced in order to protect the standard of living of the millennials on post retirement.

To provide promotion based on performance and not based on seniority.

Educational qualification and educational background must be confined with respect to job designation.

Human resource department at public sector must bring about necessary changes in welfare and recreational facilities so as to manage the future work force.

4. Conclusion

Over the next two decades, Indian governments will face a large number of retirements in the public sector workforce, coupled with a tightening labour market and increased competition from other sectors of the economy looking to attract new recruits. The upside is that there is a generation of highly-educated, technologically-savvy, and multi-skilled young people, the Millennials, who are eager to make a difference in society and whose values appear to align with the opportunities afforded by the public sector. The challenge for public sector organizations will be to

market themselves as the destination of choice for young people seeking meaningful work, good colleagues, and opportunities for skills development and career advancement. Unlike most studies in this area, which typically survey established public servants, our research focused on young people who have chosen public service as a career path, have committed to advanced graduate education in pursuit of this goal, and are just entering the workforce. Understanding the work-related motivations, expectations, and their perception of these potential employees is important for public sector organizations looking to attract the new recruits.

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