Aspirations of Gen-Y towards Quality of Work Life

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ABSTRACT:

The future work place will be inhabited by the multi-skilled protagonist who would be possessed with the variety of knowledge, skills and attitudes and they will demand the fair worth for their these skills and knowledge, hence forth it would be the responsibility of the Human Resource Management how they will run the fortunes of the organizations by aligning the knowledge, skills and the attitudes of these protagonists for the accomplishment of the organizational goals.

The organizations will see greater diversity in their workforce with the people of the 3 generations that is Gen-X, Gen-Y and Gen-Z working together under the one roof hence the workforce diversity will play a significant role in the success of the organization.

Workforce diversity

Similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, sex, and sexual orientation. Workforce diversity occurs when there is a wide variety of people with different generations i.e Gen-x & Gen-Y, culture backgrounds, nationalities, and ages in the workforce.

It's important to understand how these dimensions of work force diversity affect performance, motivation, success, and interactions with others. Institutional structures and practices that have presented barriers to some dimensions of diversity should be examined, challenged, and removed.

With the large number of Gen-Y employees entering into the organizations there is even increase in the proportion of the female entering into the organization which has seen stagnation in the past and this era of globalization has created the workplace which is

witnessing the large influx of different cultures, value systems , styles of working and different ideology.

The Gen-Y employees have already started making their presence felt in the organizations with their dynamic style of working and tech savvy attitude has helped them to overshadow their predecessor Gen-X and the stage is well ready for the arrival of the new generation employees Gen-Z, who would further change the dynamics of the workplace and the organizations.

According to Taylor Cox in "Diversity in Organizations", managing diversity is defined as "planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized while its potential disadvantages are minimized,"

Managing diversity well provides a distinct advantage in an era when flexibility and creativity are keys to competitiveness. An organization needs to be flexible and adaptable to meet new customer needs.

Heterogeneity promotes creativity and heterogeneous groups have been shown to produce better solutions to problems and a higher level of critical analysis. This can be a vital asset at a time when the organizations are undergoing tremendous change and self-examination to find new and more effective ways to operate.

With the arrival of Gen-Y the workplaces have diversified and are witnessing the confrontations of the values and the working styles of the employees of two different generations who are totally different in their ideology and have total different approach towards their needs and aspirations.

Generation - Y

First there were the Baby Boomers. Then Generation X, popularized by Douglas Copeland's 1991 novel "Generation X: Tales for an Accelerated Culture." Now, as a logical (if not very creatively named) next step, we have Generation Y -- a term that's often credited to a 1993 Ad Age article.

This demographic designation generally refers to people who were born between 1978 and 1989, although the group is sometimes expanded to include all those who entered the world between 1977 and 2000. The large discrepancy in dates is because when it comes to defining

a generation, the boundaries are quite fluid. It's never the case that a switch is thrown and all new babies born afterward suddenly change their characteristics.

Yet, as the 76 million kids who grew up in the '80s and '90s are beginning to become young adults, certain overall traits are emerging that do tend to distinguish them from the Gen X'ers that came before.

The most significant difference between generations X and Y are that X kids are often thought of as the abandoned generation -- raised at a time when both parents had to enter the workforce leaving their "latchkey kids" to fend for themselves -- while Gen Y'ers are considered the most parented generation in history.

They are also the largest generation of youth in history -- being three times larger than Gen X'ers -- which often earns them the term "Echo-Boomers." Other terms used to describe Generation Y include Millennials, the Net Generation and the Trophy Generation, due to the tendency for kids in this demographic to get trophies from activities regardless of their actual achievement levels.

Generation Y comprises of people born between the years of 1980-1995. Also known as the "Millennial Generation, they are raised by the late baby boomers. This paper studies the attributes and values of generation Y and how these can be utilized to create value for the organization. The generation Y professionals generally aspire for brand identity, competence and a sense of service. They are motivated when they have an empathetic supervisor, good work- life balance, sound company policies, and equitable pay. The Indian generation Y highly values achievement in both work and social environment. They love to ask question and despise unnecessary procedure and processes. A generation with strong sense of social concise and purpose, it never loses an opportunity to create their own identity and space. The strong work ethic and an ability to learn rapidly and adapt are some of the attributes that make Generation Y employees highly valuable assets for an organization.

Entering the workforce by storm is a new wave of generation - Generation Y (Gen Y), bringing with them a set of distinct values, assumptions, and behaviour to the workplace. This generation has generated a widespread organizational concern with regards to managing theircareer aspirations. The arrival of Gen Y, has forced the organizations to re-strategize how to attract and retain star performers as their competitive advantage in a steadily dwindling labour market. "You want to think about how to prepare the next generation to

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move into leadership and they're already thinking about buying the company." Thus, the newest and youngest members of work forces all over the world are making their presence felt, forcing businesses to re-think their working practices and adapt their working environment to this breed of employees and managers.

Generation Y is perceived as invading the workplace, arriving like unruly and energetic guests at a stuffy country house party and shocking the house guests who are already there. And they are bringing outsize luggage in the form of multiple digital technologies, their social networks, their tech-savvy culture, new ways of contemplating, new managerial forms. Generation Y is also known as the Nexters (aged 15-29), they are the current entrants into global workforce and estimated at1.7 billion worldwide, representing 25.5% of the world population. The statistics show that by the year 2020, India will have the highest percentage of employable workforce in the world. With each Indian town emerging as a talent centre, India will be a source of 500 million trained work force by the year 2020. This reason justifies the need for studying Generation Y and their career aspirations.

Gen Y population in India is 25.47% of world population (Indian Population Bureau, 2009)that makes Generation Y professionals skills and potentials crucial if economies are to move up the value chain need In times of globalization, businesses have to compete to attract, develop, deploy and retain the services of skilled people. It is crucial to understand what matters to the employees. In particular, they need to understand what things matter most to Generation Y, the youngest and newly entrants in the workplace. In India, the Generation Y makes up more than half of the population. Despite the large potential workforce, not all are employment ready and so their talents are in short supply. The fact that there are not enough of them only makes their talents even more attractive than before.

Table 1 Workforce Composition 2010 Vs 2020 :-

Generation	2010	2020
Overall Population	1220 Million	1326 Million
Boomers	38%	<15%

Gen X	32%	<25%
Gen Y	25%	45-50%
Gen Z	Na	10%

Source: United Nations (2010)

The Generation Y apparently believes they can achieve anything. They have been called "workplace divas", millennials, homo zappieneven Geny's !. They are strongly team-focused, collaborative, and seek meaning in work and opportunity to learn. The majority of the sources describe the Generation Y as consumers, colleagues, employees, managers, and technological and social innovators. Although they bring energy and innovation to the workplace, the Generation Y is challenging to manage. They appreciate clear direction, demand immediate feedback on performance, expect to be consulted and included in management decisions, and demand constant intellectual challenge. They have grown up with the Internet and mobile communications. They are digitally, globally, and constantly connected. They are driving how mobile communication technologies are used, initiating social behaviors that are transmitted to other generations. Generation Y is apt at navigating vast amounts of data, using multiple digital devices They are networked, collaborative and highly social, expecting to be constantly connected to their social networks, within and beyond company boundaries, and to work within a sociable environment with other people.

But, before we move on to discuss generation Y's career aspirations and attributes in detail, let's have a look at the time line of generations to better understand the constituents of workforce at workplace. As this is the first time that four distinct generational profiles have coexisted in the workplace at the same time and represents a significant challenge for the organizations. Not only do employers have to deal with the inevitable differences in what employees at different life stages want from them, they must deal with the distinct "values" that each generation brings to the table in terms of life goals and the employment relationship. Baby boomers are divided into Hippies and Yuppies and were raised by the "Builders". They followed a work pattern of dawn to dusk and their needs were focused on making a better working environment Generation X also known as the Latch key Kids, they

were raised by early baby boomers. They are considered to be the workaholics and followed a participatory style.
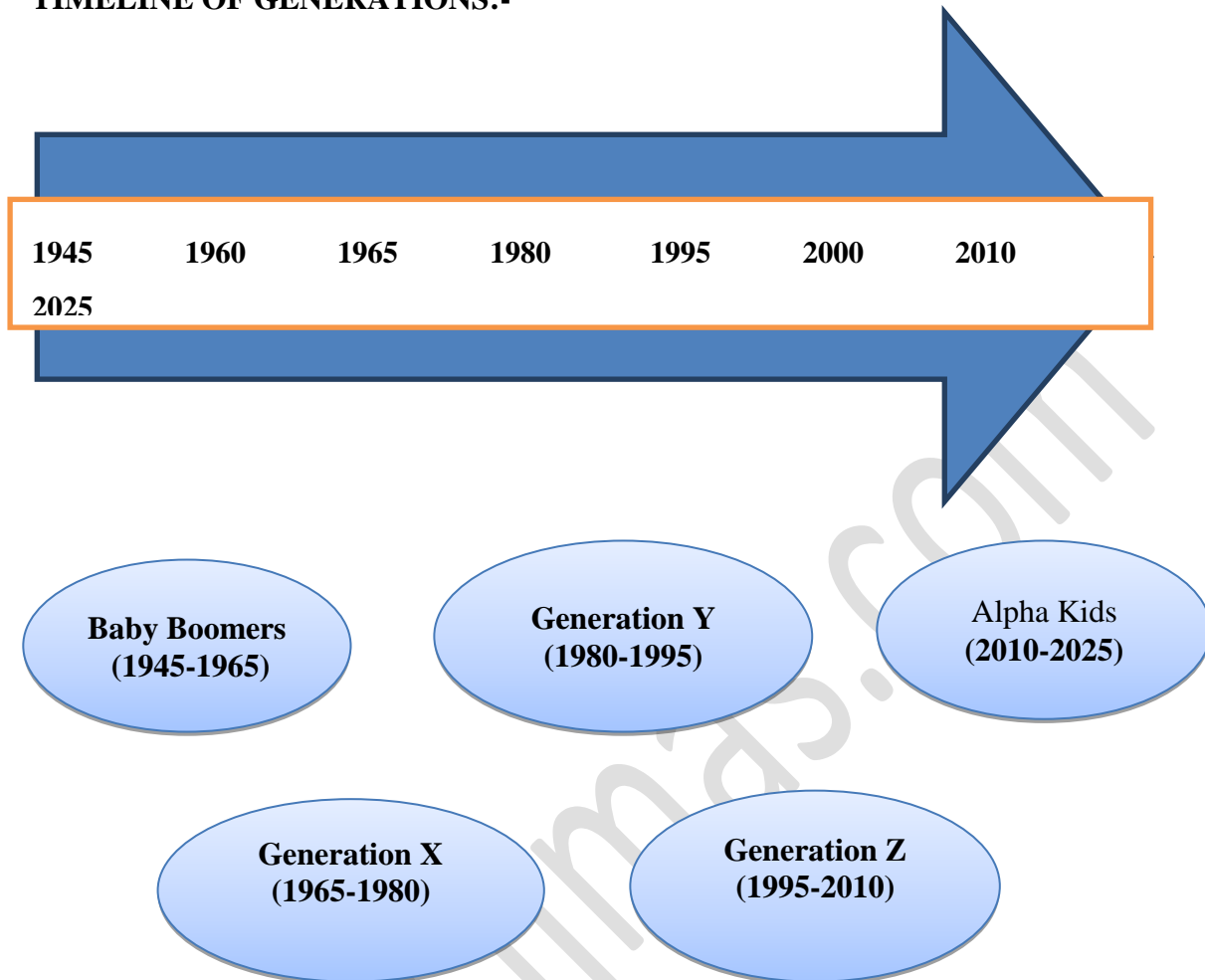
Generation Y, aptly known as the "Millennial Generation" is being raised by the late baby boomers and generation X. This generation believes in work smarter and quicker till work is done. They work on their terms and probe meaning to the work assigned to them. Generation Z, also known as Digital Natives are being raised by generation X. The below mentioned table gives a glimpse of influences that helped shaped our generations as they are.

Table 2 -Forces that shaped our generations

Generation	Economic Factors	Technological Factors	Socio-cultural factors
Generation X	1973 Arab Oil Embargo 1979 Energy Crisis	Desktops Telephones Stereo System	Cold War (1947 – 1991) Vietnam War (1955-1975) Indira Gandhi Assassination (1984)
Generation Y	Economic Liberalization in India (1991) Dot-com Bubble Burst(2000)	Walkmans Laptops Mobile Phones E-mails	Fall of Soviet Union (1991) Rajiv Gandhi Assassination (1991) Kargil War (1999)
Generation Z	Global Financial Crisis	iPhones Tablet PCs Social Networking	9/11 Terrorist Attacks Afghanistan & Iraq Wars Mumbai Attacks (2008)

Source: Grail Research 2010

TIMELINE OF GENERATIONS:-

1945   1960   1965   1980   1995   2000   2010
2025

Baby Boomers
(1945-1965)

Generation Y
(1980-1995)

Alpha Kids
(2010-2025)

Generation X
(1965-1980)

Generation Z
(1995-2010)

Managing the Gen -Y

Entering the workforce by storm is a new wave of Human Resources practitioners, Generation Y (Gen Y), who bring distinct values, assumptions, and behaviors; and foster widespread organizational concern regarding how to engage them in the workplace. With the arrival of Gen Y, organizations are re-strategizing how to attract and retain star performers as their competitive advantage in a steadily dwindling labor market. At the forefront is mentoring which has resurged as a leading employee development tool, especially for leadership.

Regenerated interest in mentoring stems from awareness that competitive advantage is achieved through employee development at a time when mass retirement of Baby Boomers is contributing to depletion of organizational knowledge. As provisions for employee

development are made, questions are ignited about mentoring needs and expectations of Gen-Y; and how they can be incorporated into formalized mentorship programs. Rationale for doing so originates from a study on the experiences of Gen-Y as they transition from academia to the workplace.

Mentorship not only launches careers, but carries strategic implications for the profession. Carving out a credible and enduring role as strategic business partner at the boardroom table hinges on commitment and capacity to mentor the next generation of practitioners. Ultimately to assume principal accountability for managing human capital. Mentorship fuels astute business decisions; empowers engagement in strategic planning, implementation, and management; and develops skills to lead in volatile organizational landscapes. New recruits also learn tools of the mentorship trade so as future leaders they champion mentoring initiatives for subsequent generations of practitioners and for professional disciplines throughout their organizations.

Traits of Geny-Y

Core traits are Special, Sheltered, Confident, Team-Oriented, Conventional, Pressured, And Achieving. The popular view is that Gen Y is the first generation to adapt instinctively to the intellectual demands of our high-tech post-industrial society. They have been raised by "prophetic and idealistic" Boomers and have counteracted the qualities of a "nomadic and cynical" Generation X. Gen Y is poised as the "next heroic generation." They will carry us through a "time of crisis" and be selflessly dedicated to civic causes, trust authority, and build the institutions of tomorrow. These are bold and exciting assertions. Unfortunately, there is little support for them in the academic community, and there is little evidence that they have been tested empirically.

Tech-Savvy:

 Generation Y grew up with technology and rely on it to perform their jobs better. Armed with BlackBerrys, laptops, cellphones and other gadgets, Generation Y is plugged-in 24 hours a day, 7 days a week. This generation prefers to communicate through e-mail and text messaging rather than face-to-face contact and prefers webinars and online technology to traditional lecture-based presentations.

Family-Centric:

The fast-track has lost much of its appeal for Generation Y who is willing to trade high pay for fewer billable hours, flexible schedules and a better work/life balance. While older generations may view this attitude as narcissistic or lacking commitment, discipline and drive, Generation Y legal professionals have a different vision of workplace expectations and prioritize family over work.

Achievement-Oriented:

Nurtured and pampered by parents who did not want to make the mistakes of the previous generation, Generation Y is confident, ambitious and achievement-oriented. They have high expectations of their employers, seek out new challenges and are not afraid to question authority. Generation Y wants meaningful work and a solid learning curve.

Team-Oriented:

As children, Generation Y participated in team sports, play groups and other group activities. They value teamwork and seek the input and affirmation of others. Part of a no-person-left-behind generation, Generation Y is loyal, committed and wants to be included and involved.

Attention-Craving:

Generation Y craves attention in the forms of feedback and guidance. They appreciate being kept in the loop and seek frequent praise and reassurance. Generation Y may benefit greatly from mentors who can help guide and develop their young careers.

Generation Y/ Millennial do not expect to "pay their dues." They expect their opinions to be heard and considered and are not usually shy. Millennial want to know that what they are doing is valuable to the company and/or environment… as well as valuable to them and their career.

They have a strong desire for rewarding opportunities – for them and their company.

They are driven less by money and more by accomplishment. Millennial want to express their creativity and be able to complete tasks on their own - using their own methods. They will be quick to go online and search the www as well as ask their own network of friends / associates for information and stimulation. They are learning-oriented and if they're doing something wrong they want to know about it now so they can move on.

Millennial were brought up working in teams with shared rewards – and they want to be coached / mentored. They want to know they have access to an open door to ask questions, and this usually means they will ask many questions.

Millennial parents and teachers gave Millennial lots of praise as well as second, third and even fourth chances. So as adults they need the same from their employer. They want to be told often they are on the right track and doing a great job.

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Objectives of the study

- To study the aspirations of Gen-Y employees at Public Sector Unit regarding the quality of work life with reference to Job and career satisfaction, working conditions, Home-work interface, Stress at work, Control at work (participation in decision making), General well being

- The factors which motivates, retain and engages the Gen-Y employees at the workplace.
- To identify pitfalls and provide necessary recommendations

Research Design

The research design is descriptive in nature emphasizing on the Gen-Y employees' aspirations towards the variables of "quality of work life" which keeps them motivated, engaged and necessary to retain them in the organization.

FINDINGS :

There is a huge difference in the aspirations of the married employees in comparison the unmarried employees though both are from Generation-Y, the married employees of Gen-y wants steady employment with no challenging job situation whereas on the other hand unmarried employees wants challenging job situations. The aspiration levels of the Male employees are higher than the female employees, the male employees likes to take risks with the challenges at jobs whereas the female prefer to take calculated risks with average challenges in the job. Majority of the employees said that they wants to do the job which makes maximum use of their abilities, which provides them steady employment and increases their skills, efficiency in the long term.

Majority of the employees said that they highly value compensation package and are satisfied with present compensation package and company's policies. Majority of the employees said that they want career counseling facility. Employees values job security more than challenging job.

Working Conditions

The unmarried employees aspire to use mobile phones, social networking sites and advance recreational facilities like gymnasium and massage center than compared to the married employees thus the marital status so affect the aspirations related to working conditions. Employees highly value basic facilities like canteen, drinking, transportation. Employees said they likes to use mobile phones at work and some more recreational facilities at work.

Work Environment and Control at Work.

Employees wants enlargement to their job within 5 years and they preferred job rotation and job enrichment, flexi timing, they would like to have their consultation in setting their job tasks and goals. Employees wants Promotion should be done on the both time basis and merit basis.

Social Relevance of Work and Home-Work Interface.

Employees Highly value Social Status associated with the work and felt pride in talking about their present job to others. Majority of the employees valued work life balance a lot and said it is the driving force which keeps them motivated to stay in the job and even their family members are contended with the work life balance.

Home Work Interface

The marital status do has effect on the work life balance though they belongs to same generation i.e Gen-Y, the married employees aspire for higher work life balance where as the unmarried employees are ready to work for extra hours and are mobile to go anywhere for job. Similarly the Gender also played a major role in the work life balance the female employees demanded more work life balance as compared to the male employees and the females are not ready for transfer of the job and are less mobile as compared to the male employees**.**

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