
A Perceptual Study of Expectations of Generation Y for Work Life Balance

- With Special reference to IT industries, Nagpur

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Abstract:

Purpose – The purpose of this paper is to understand the expectations for work life balance of Gen Y employees of IT and marketing industries in Nagpur.

Design/methodology/approach- The entire study is based on the primary data which is collected through the responses from a structured questionnaire from the employees of IT and marketing industries in Nagpur.

Findings – The research shows that Gen Y employees are keen to have ideal work life balance and want creative and challenging work.

Originality/value – The research will contribute to the understanding of the effectiveness and impact of different goals to be set for work life balance as well as to understand the expectations of Gen Y for work life balance.

Limitations- The results and their implications come from different Gen Y respondents who are employees of IT & Marketing organizations' in Nagpur District only. Results may not be generalize to other respondents of IT & Marketing organizations' of other cities.

Keywords: Worklife balance, Gen Y

Introduction: Generation Y, aptly known as the “Millennial Generation” is being raised by the late baby boomers and generation X. This generation believes in the concept of working smarter and quicker till work is done. They are

strongly team-focused, collaborative, and seek meaning in work and the opportunity to learn. The majority of the sources describes 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. 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.

Gen-Y: McCrindle (2002, p. 1) States that “the biggest divide facing our society is not a gender divide, racial divide, income or technology divide but it is the generational divide”. He also states that there are currently six generations in place in today's society, namely Seniors (before 1925), Builders (1926-1945), Boomers (1946-1964), Generation X (1965-1981), Generation Y

(1982-2000) and Generation Z (2001+). Generation Y has been given many different names throughout the years, such as “Millennials, Nexters, Generation www, the Digital Generation, Generation E, Echo Boomers, N-Gens” (Martin, 2005, p. 40). However, Generation Y is the most widely accepted and used term and thus will be used in this research.

Gen-Y-India Status: With 65 percent of its population under the age of 35, India today boasts one of the largest available workforces in the world. It is the apt time to take the leverage of the demographic dividend. Even more powerful is the fact that a large segment of this demographic belongs to the Gen Y cohort, those either just entering the workforce or who have been working for one or two years

Objective of the study

There is a lack of substantial research on the Indian Generation Y. Thus, this conceptual study is undertaken with the following objectives;

- To study the attributes of Gen Y employees from IT and Marketing in Nagpur region
- To study and explore the career aspirations of Gen Y employees from IT and Marketing Organisations in Nagpur region
- To study work life balance expectations of Gen Y employees from IT and Marketing in Nagpur region

Research Methodology

For this context of research the researcher has taken two tiered approach to gather data and researching key practices in work life balance among IT and Marketing organizations. Researcher has broken down the methodology as described below

1. Empirical Research: Researcher conducted an online survey between January 2015 to April 2015, researcher had gathered responses from 77 IT and 96 Marketing employees from Nagpur region.

2. Referred Research: Here researcher reviewed, studied and analyzed empirically based strategic research from various reports related to IT and Marketing organizations dealt on the same issue.

Researcher has used one way single factor ANOVA to validate the hypothesis. The results with friction values are truncated up to two digits after the decimal point.

Dimensions and scales

Researcher has used a questionnaire designed by Wong at al.(2008) to collect the data. Questionnaire constituted four scales like time management, motivation, work culture and role of work.

Scale-1: The conscientious scale by Wong et al. (2008) is focusing on the time management of the respondent and how often these respondents finish their tasks. The statements used in the questionnaire for this scale were;

- I am able to manage my time well.
- I sometimes have trouble finishing my tasks due to lack of time.

Scale-2: Next to the scales of Wong et al. (2008), the three factors discussed by Shacklock & Brunetto (2005) are also measured. These three factors are; financial factors, intrinsic factors and organizational policies and practices. Financial factors focus on rewards and compensation. Intrinsic factors look at the enjoyment level of work. Organizational policies and practices focus on the policies and practices organizations have

in place. To measure the Financial dimension the following two statements were used:

- Monetary rewards are important to me.
- Non-monetary rewards are important to me.

Scale-3: To measure the Intrinsic dimension the following statement will be used. This will be combined with the Role of Work dimension which was developed from the literature and interviews. This since this dimension fits within the definition of the intrinsic factors and thus makes the measurement of this dimension stronger. The three extra statements will be discussed later in this chapter.

- It is important for me to have fun at my work.

Scale-4: The last dimension focuses on the Role of Work, which is combined with Shacklock and Brunetto's (2005) intrinsic dimension. The three statements are added:

- Work is most important to me.
- I work to life, not life to work.
- Family and friends are most important to me.

Hypothesis

On the basis of above discussion researcher concluded on the following hypothesis

Hypothesis-1: There is no difference in perception regarding time management among Gen Y employees from IT and Marketing organizations

Hypothesis-2: There is no difference in perception regarding motivation among Gen Y employees from IT and Marketing organizations

Hypothesis-3: There is no difference in perception regarding work culture among Gen Y employees from IT and Marketing organizations

Hypothesis-4: There is no difference in perception regarding role of work among Gen Y employees from IT and Marketing organizations

Analysis and Interpretation

Hypothesis-1: The following table is evident that the findings don't produce sufficient evidence to reject the null hypothesis. The null hypothesis could not be rejected under single factor one way ANOVA with 95% confidence interval as P-value(0.34) is not less than 0.05.

Anova: Single Factor: TIME MANAGEMENT						
SUMMARY						
Groups	Count	Sum	Average	Variance		
MD6	96	296.5	3.09	1.11		
ID6	77	226.67	2.94	0.76		
ANOVA						
Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	0.90	1	0.90	0.94	0.34	3.90
Within Groups	162.92	171	0.95			
Total	163.82	172				

Table-1: ANOVA table for Gen-Y time management

The result shows that there is no significant difference in perception regarding time management among Gen Y employees from IT and Marketing organizations, Hence we fail to reject null hypothesis.

Hypothesis-2: The following table is evident that the findings don't produce sufficient evidence to reject the null hypothesis. The null hypothesis could not be rejected under single factor one way ANOVA with 95% confidence interval as P-value(0.84) is not less than 0.05

Anova: Single Factor: MOTIVATION						
SUMMARY						
Groups	Count	Sum	Average	Variance		
MD7	96	290.67	3.03	0.37		
ID7	77	231.33	3.00	0.86		
ANOVA						
Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	0.02	1	0.02	0.04	0.84	3.90
Within Groups	100.70	171	0.59			
Total	100.73	172				

Table-2: ANOVA table for Gen-Y motivation

The result shows that there is no significant difference in perception regarding motivation among Gen Y employees from IT and Marketing organizations, Hence we fail to reject the null hypothesis.

Hypothesis-3: The following table is evident that the findings don't produce sufficient evidence to reject the null hypothesis. The null hypothesis could not be rejected under single factor one way ANOVA with 95% confidence interval as P-value(0.34) is not less than 0.05

Anova: Single Factor: WORKLIFE						
SUMMARY						
Groups	Count	Sum	Average	Variance		
MD9	96	282.5	2.94	1.14		
ID9	77	237.33	3.08	0.63		
ANOVA						
Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	0.83	1	0.83	0.91	0.34	3.90
Within Groups	156.69	171	0.92			
Total	157.52	172				

Table-3: ANOVA table for Gen-Y work life

The result shows that there is no significant difference in perception regarding work culture among Gen Y employees from IT and Marketing organizations, Hence we fail to reject the null hypothesis.

Hypothesis-4: The following table is evident that the findings don't produce sufficient evidence to reject the null hypothesis. The null hypothesis could not be rejected under single factor one way ANOVA with 95% confidence interval as P-value(0.20) is not less than 0.05

Anova: Single Factor: ROLE OF WORK						
SUMMARY						
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>		
MD11	96	277	2.89	0.944		
ID11	77	235	3.06	0.46		
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>
Between Groups	1.18	1	1.18	1.63	0.20	3.90
Within Groups	123.91	171	0.72			
Total	125.09	172				

Table-4: ANOVA table for Gen-Y role of work

The result shows that there is no significant difference in perception regarding role of work among Gen Y employees from IT and Marketing organizations, Hence we fail to reject the null hypothesis

Conclusion

This research was carried out to check if there are differences in perception of GEN Y employees of IT and Marketing Industries regarding different scales like time management, motivation, work culture and role of work.

Gen Y is willing to work hard and long, but the workplace must be fun. Work-life balance for them is not only about going home and managing family time. It is also about life balance at the work place. Having forums that allow various sections of the organization to come together regularly, not to discuss work but to get to know people outside of their job and make friends, and being able to infuse fun to foster innovation at the workplace are important.

All the hypotheses demonstrate that there is no significant difference among gen Y employees of IT and marketing organisations.

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