

What Does Indian Gen Y Construction Employees Seek from Their Organizations?

Soumi Rai

A conceptual model was developed by reviewing literature and then validated for Indian Generation Y employees within the age cohort of 20–30 years working in the Indian construction sector. The model empirically examined the influence of work values (extrinsic, intrinsic, status-related, freedom-related, and social-related) to perceived organizational support (POS) alongside its further influence on job attitudes - affective commitment (AC), felt obligation (FO), job satisfaction (JS) and turnover intention (TI) from 320 valid responses. The study establishes that this connected, unconventional generation seeks to balance both extrinsic and intrinsic values. Being transactional, they value organizational support towards achieving individual goals but will not shy away from taking up viable and promising opportunities if it comes their way.

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Introduction

The construction industry of India is an important indicator of the development as it creates investment opportunities across various related sectors. The industry has contributed a share of around 9% to the national GDP in recent years. By 2030, it is posited to be the third largest construction market with its contribution to GDP increasing to about USD 1 trillion¹ accounting for about 13%. It is estimated to be the largest employer by 2022, with about USD 650 billion investments expected in the next 20 years in only development of urban infrastructure. The sector is labor-intensive providing direct and indirect employment to more than 30 million people.² Yet the sector is fragmented, with a handful of major companies involved in the construction activities across all segments; medium-sized companies specializing in niche activities; and small and medium contractors who work on a subcontractor basis and carry out

¹ <https://www.investindia.gov.in/sector/construction>

² https://en.wikipedia.org/wiki/Construction_industry_of_India

the work in the field. The sector is a major employment driver, being the second largest employer in the country, next only to agriculture.

This sector combining construction, infrastructure and real estate is facing major challenges with managing aspirations and expectations of a diverse workforce, specifically with the inclusion of demanding and wired generational cohort (Gen Y). Most companies in the Indian construction and infrastructure sector are unorganized with low focus on setting up work processes that create better clarity amongst employees towards their job roles, responsibilities and accountabilities hence continued issues of poor leadership and poor team management hamper projects. Being a traditional brick and mortar industry with a 'conventional mindset', employees in this sector prefer to follow well established methods of working with lack of adoption of technology/new processes or even changing the perspective of exploring new patterns of work. This is jarring for the younger Gen Y employees who seek to collaborate and rapidly exchange knowledge/information, networking for growth and development. Questioning traditional practices cum authority, displaying and openly voicing their disagreements and opinions without paying heed to set cultural norms and organizational practices, this generational cohort has been shaking the foundation of the conventional construction sector.

This research work is an insight to industry practitioners/human resource

managers and trainers in this sector towards understanding the linkage of psychological constructs like work values, perceived organizational support and employee attitudes for a demanding, wired and virtually connected generation, that believes in three major factors, expectations, expressions and acceptance. This work addresses the research gap related to understanding Gen Y job satisfaction and intention to stay on or leave their respective organizations based on above constructs for construction sector young employees wherein the lure of projects/site based work is slowly waning off.

Generation Classification

Research work related to classification of the Indian generational cohort has generally been limited; with initial focus being on generational research in the context of cohorts defined by the western world (Bijarpurkar, 2007; Erickson, 2009; Ghosh and Chaudhari, 2009; Roongnerngsuke, 2010). In recent years some researchers have attempted to outline generational cohorts in the Indian context with specific reference to social, economic and political changes that have happened in India and their impact on the related generational cohorts. Srinivasan (2012) in her research done with 1600 Indian employees classifies Indian employees as per their professional work experiences into Pre-liberalization (exp>21 years), Pre-liberalization (exp 10-21 years), Rapid growth (exp 5-10 years) and Plateaued growth (exp 0-5 years) (SHRM Report, 2012). The research focused on under-

standing rankings of instrumental and terminal values by multi-generational Indian employees. Rajesh and Ekambaram (2014) in their study on 250 corporate representative samples have classified Indian generational cohorts based on the birth years as Veterans (1920-45), Free-Gens (1946-1960), Gen

X's (1961-1970), E-Gen's (1971-1980) and Gen Y's (1981-1990).

Review of Study Constructs

Outline of major research papers reviewed for study constructs are as given in Table 1.

Table 1 Major Research Papers Reviewed for Study Constructs

Social Exchange Theory	Blau (1964)	Expectations of the workforce related to organizational support and their perceptions of HR practices and work outcomes are correlated
Organizational Support Theory	Eisenberger, Huntington, Hutchinson & Sowa (1986)	Evolved the concept of Perceived Organizational Support (POS) based on the effect-outcome expectancy and the aspect of affective attachment to one's organization based on exchange ideology. Employees are likely to develop higher levels of POS when the organization cares about their wellbeing and values their contributions
Effect of POS on work outcomes	Eisenberger, Fasolo & Davis-LaMastro, (1990); Eisenberger, Cummings, Armeli & Lynch, (1997); Settoon et al. (1996); Wayne, Shore, & Liden, (1997)	Based on the norm of reciprocity in social exchange, employees with higher levels of POS are more likely to repay the organization with positive attitudes and favorable work behaviors. This attitude of the employees related to being obliged to give back to the organization in exchange of the concern and support shown by the organization, has been theorized as ' <i>Felt Obligation</i> '. Felt obligation is viewed as an outcome of POS and depends on the employee's acceptance of the reciprocity norm as applied to work.
Understanding Values	Rokeach (1973); Dose (1997)	Deep beliefs held by human beings towards specific modes of conduct which are socially and morally preferable. Values vary in terms of importance as guiding principles for an individual's life, about what is good, right and appropriate in terms of leading one's life. Work values are the evaluative standards relating to work or the work environment by which individuals discern what is "right" or assess the importance of preferences.
Work Values and Organizational Constructs like Job Satisfaction and Organizational Commitment	Elizur 1996; Kildron (1978); (Putti) et al (1989)	Moderate relationship existed between work values and the aspect of organizational commitment. Intrinsic work values relate more closely to organizational commitment than extrinsic values. Intrinsic values are more related to self-actualization like interesting work, autonomy, growth and creativity; extrinsic values tend to focus on basic human needs of job security, pay enhancement or work environment cohesion.
Generational differences and effect on Work	Parker and Cusmir (1990); Judge & Bertz	Their generational study on belief systems and value scores, found Boomers to being more humanistic/moralistic while pre-boomers were more traditional and pragmatic.

Values	(1992); Jurkiewicz & Brown (1998) and Jurkiewicz (2000); Dose (1997)	Further research related to impact on Organizational culture, HRM practices and Ethical aspects outlines that generational differences in work values do tend to have an impact on organizational processes and its related environmental factors.
Affective Commitment	Meyer & Allen (1991); Mowday et al. (1979); Porter et al. (1974)	Classified organizational commitment into three categories: affective commitment, continuance commitment and normative commitment. Employees with strong affective commitment remain with the organization because they want to, those with a strong continuance commitment remain because they need to, and those with a strong normative commitment remain because they feel they ought to. Affective commitment can be understood as a strong belief in and acceptance of the goals and values of the organization and readiness to exert considerable effort on behalf of the organization, as well as strong desire to remain as a member of the organization.
Job Satisfaction	Cohen & Bailey (1997); Harley (1999); Maertz & Griffet (2004); Taplin & Winterton (2007); Chen (2007)	Researchers have found significant correlations of job satisfaction with pay, work organization and work conditions. Research regarding relationship between job satisfaction and organizational commitment indicates a positive correlation between organizational commitment and job satisfaction. It is understood that employees with higher levels of job satisfaction display higher levels of organizational commitment.

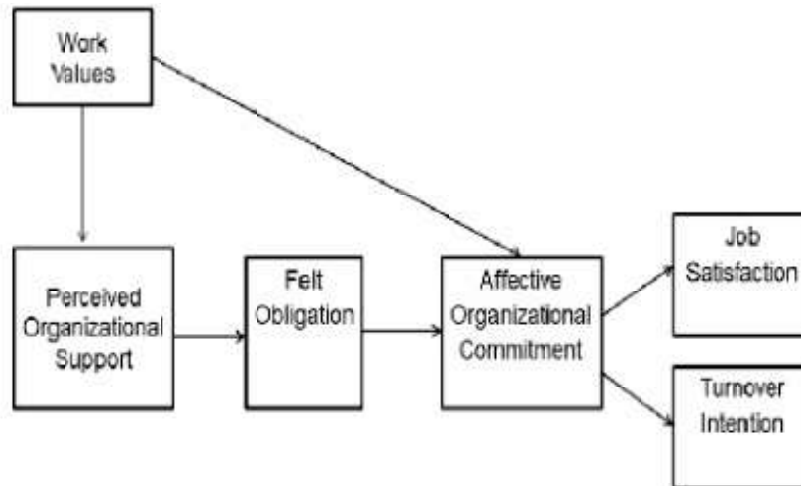
Hypotheses

Given the changing preference of work values in generational cohorts (Smola & Sutton, 2002; McGuire et al., 2007), and their expected impact on POS and job attitudes as evidenced through the review of literature; following hypotheses were created for the study.

- H₁: Gen Y work values show direct, significant and positive relationship to POS.
- H₂: Gen Y work values mediated by POS show indirect and positive relationship to FO.
- H₃: Gen Y work values shows direct, significant and positive relationship with affective organizational commitment (AC).

- H₄: Gen Y work values mediated by POS show indirect positive relationship with affective organizational commitment (AC).
- H₅: POS shows direct, significant and positive relationship to AC and FO.
- H₆: POS mediated by FO shows indirect and positive relationship with AC.
- H₇: Gen Y work values mediated by POS and AC show indirect, significant, positive relationship to job satisfaction and negative relationship to turnover intention.
- H₈: Felt obligation (FO) mediated by AC shows indirect, significant, positive relationship to job satisfaction and negative relationship to turnover intention.

Fig 1: Conceptual Framework



Research Methodology

Generation Y working in various areas of the construction sector viz real estate, projects and infrastructure within the age group of 20-30 years in Pune Municipality (Urban) and the twin town of Pune-Chinchwad Municipality (Urban) were sample population for the study.

The survey instrument was developed on an online platform of Google docs, wherein the respondents were mailed the link to the survey instrument enabling them to respond to the survey outside the organizational settings through their personal internet connectivity. The link was sent to the respondents only after verification of research criterion fulfilment related to location, age categorization and minimum work experience level. A total of 337 respondents across the construction/infrastructure sector filled the survey instrument. After elimi-

nation of some half-filled survey forms, the final respondent tally stood at 320 fully filled survey forms.

Table 2 Gender Composition of Main Survey

Gender	Number of Respondents
Male	251
Female	69

Table 3 Work Experience Composition of Main Survey

Years of Work Experience	Number of Respondents
1 year – 2 years	136
2 years – 4 years	142
5 years – 8 years	34

Exploratory Factor Analysis (EFA)

EFA was conducted through principal component analysis method. The rotation method adopted was Varimax rotation with Kaiser normalization at Eigen value 1. Kaiser-Meyer-Olkin measure of

Table 4 Survey Constructs & Reliability Score

Survey Construct Variables	Standardized Pre-Tested Version	Reliability (Cronbach Alpha scores)
Perceived Organizational Support	Eisenberger et al., (1986) and Rhoades and Eisenberger (2002)	0.84
Work Values	Work Values Inventory by Super, D. (1962, 1973) and Work Values Scale by Lynos, S. (2003)	0.77
Affective Organizational Commitment	OCQ by Mowday et al., (1979)	0.75
Felt Obligation	Eisenberger et al., (2001)	0.63
Job Satisfaction	Warr et al., (1979)	0.85
Turnover Intention	Warr et al., (1979)	0.73
Overall Instrument		0.91

sampling adequacy test and Barlett’s test of Sphericity were also conducted before proceeding with EFA.

Measurement & Structural Models

The study adopted confirmatory modeling strategy to evaluate the models and

assess their fit to the observed/collected data through the use of IBM AMOS version 18 software of Structural Equation Modeling. In continuing with this exercise, operationalization of variables within the constructs was incited taking into consideration both the theoretical assumptions and factor loadings for each construct.

Table 5 Operationalization of Constructs

Construct	Operationalized Variable
Work Values	Intrinsic (G1) Extrinsic (G6) Freedom (G8) Status (G11) Social (G12)
Perceived Organizational Support (Contribution and Support)	P8, P9 and P10
Affective Organizational Commitment (Commitment, Ownership and Partnership)	A2, A3 and A4
Felt Obligation (Obligation and Contribution)	F2 and F3
Job Satisfaction (Satisfaction and Involvement)	J1, J3 and J5
Turnover Intention (Withdrawal behaviour)	T1 and T2

Correlation matrix was created for the selected construct items and multicollinearity was also checked to understand any issues with high correlation that may affect the results. The operationalized variables show strong inter-item correlations, however, multicollinearity issues are not present as

the diagnostics portrays all values with VIF <10 and tolerance levels above 0.1.

Four proposed models were created and confirmatory analysis was done by creating measurement models and structural models for each model.

Table 6 Collinearity Diagnostics for Operationalized Variables with VIF <10 and Tolerance >0.1

Variables	Tolerance	VIF
G1	0.881	1.135
G6	0.881	1.134
G8	0.831	1.203
G11	0.644	1.553
G12	0.641	1.559
P8	0.322	3.107
P9	0.395	2.533
P10	0.374	2.671
A2	0.444	2.255
A3	0.421	2.375
A4	0.367	2.723
J1	0.421	2.376
J3	0.542	1.845
J5	0.487	2.053
F2	0.678	1.474
F3	0.746	1.34
T1	0.473	2.114
T2	0.468	2.137

Table 7 Correlation Matrix of Operationalized Variables

	P8	P9	P10	G1	G6	G8	G11	G12	A2	A3	A4	F2	F3	J1	J3	J5	T1	T2
P8																		
P9	0.611**																	
P10	0.607**	0.607**																
G1	0.079	0.143*	0.024															
G6	0.1	-0.009	-0.019	0.133*														
G8	-0.021	0.055	-0.118	0.141*	0.133*													
G11	0.109*	0.066	-0.05	0.053	0.197**	0.217**												
G12	-0.004	-0.014	-0.078	0.131*	0.132*	0.264**	0.541**											
A2	0.37**	0.297**	0.392**	0.026	0.06	0.006	0.081	0.069										
A3	0.291**	0.46**	0.471**	0.052	0.06	0.078	0.074	0.004	0.648**									
A4	0.310**	0.356**	0.375**	-0.075	0.02	(-0.133)*	-0.004	-0.073	0.261**	0.201**								
F2	0.031	0.088	0.046	0.093	0.032	0.099	0.083	0.088	0.284**	0.291**	0.02							
F3	0.044	0.038	-0.076	0.004	0.066	0.118*	0.145*	0.101	0.13*	0.152*	0.02	0.45**						
J1	0.422**	0.291**	0.373**	-0.005	-0.064	-0.072	0.078	-0.068	0.585**	0.542**	0.382**	0.195**	0.086					
J3	0.369**	0.325**	0.362**	0.111*	0.082	0.009	0.085	0.053	0.391**	0.456**	0.398**	0.21**	0.104	0.54**				
J5	0.339**	0.32**	0.27**	0.024	0.014	0.103	0.1	0.04	0.447**	0.491**	0.425**	0.278**	0.076	0.531**	0.528**			
T1	0.276**	0.261**	0.295**	-0.039	0	0.034	0.062	0.008	0.503**	0.472**	0.252**	0.142*	0.13*	0.522**	0.423**	0.482**		
T2	0.282**	0.364**	0.297**	-0.023	0.081	0.066	0.118*	-0.027	0.401**	0.448**	0.263**	0.134*	0.073	0.521**	0.353**	0.511**	0.644**	

*Correlation is significant at the 0.05 level (2-tailed).

**Correlation is significant at the 0.01 level (2-tailed).

After analysis of Structural Model D, we adopted the competing models strategy and based on the final structural model D created two competing hypothesized

structural models D1 and D2. These models were created to understand which model (D1 or D2) best fitted the observed data that linked to the proposed hypotheses.

Table 8 Proposed Models

Models	Number of Constructs	Operationalized Constructs
Model A	3 constructs	Work Values, Perceived Organization Support (POS) and Felt Obligation (FO)
Model B	4 constructs	Work Values, Perceived Organization Support (POS), Felt Obligation (FO) and Affective Organizational Commitment (AC)
Model C	5 constructs	Work Values, Perceived Organization Support (POS), Felt Obligation (FO), Affective Organizational Commitment (AC) and Job Satisfaction (JS)
Model D	6 constructs	Work Values, Perceived Organization Support (POS), Felt Obligation (FO), Affective Organizational Commitment (AC), Job Satisfaction (JS) and Turnover Intention (TI)

Structural Model D1: Chi – square (χ^2) = 238.74, Degree of Freedom (df) = 146 and p value = .000, significant at $p < 0.01$.

Table 9 FIT Indices of Structural Model D1

Item	Value	Target criteria
χ^2/df	1.89	<3
RMSEA	0.05	<0.07
GFI	0.92	>0.90
CFI	0.94	>0.92
TLI	0.93	>0.90
NFI	0.88	>0.90
PNFI	0.73	>0.50
PCFI	0.77	>0.50

Structural Model D2: Chi – square (χ^2) = 243.6, Degree of Freedom (df) = 127 and p value = .000, significant at $p < 0.01$.

Table 10 FIT Indices of Structural Model D2

Item	Value	Target criteria
χ^2/df	1.92	<3
RMSEA	0.05	<0.07
GFI	0.92	>0.90
CFI	0.94	>0.92
TLI	0.92	>0.90
NFI	0.88	>0.90
PNFI	0.72	>0.50
PCFI	0.76	>0.50

Findings & Discussion

Structural Model D2 was found to be the best fit model. Hypotheses were tested on this model and the findings are summarized as in the following paragraphs.

H_1 : Gen Y work values show direct, significant and positive relationship to POS: Structural model D2 depicts significant path co-efficient (-0.02, $p < 0.01$) in terms of total (direct) effect

by work values on POS. The hypothesis is rejected as the relationship between work values and POS is direct and significant but negative or inversely proportional instead of being positive. This result is interesting as it shows that the work values of Indian Gen Y employees have a strong inverse impact on their perception of organizational support indicating that employees who give more importance to their work values (extrinsic – pay & rewards, Intrinsic: challenging and intellectually stimulating work,

Fig 2: Structural Model D1

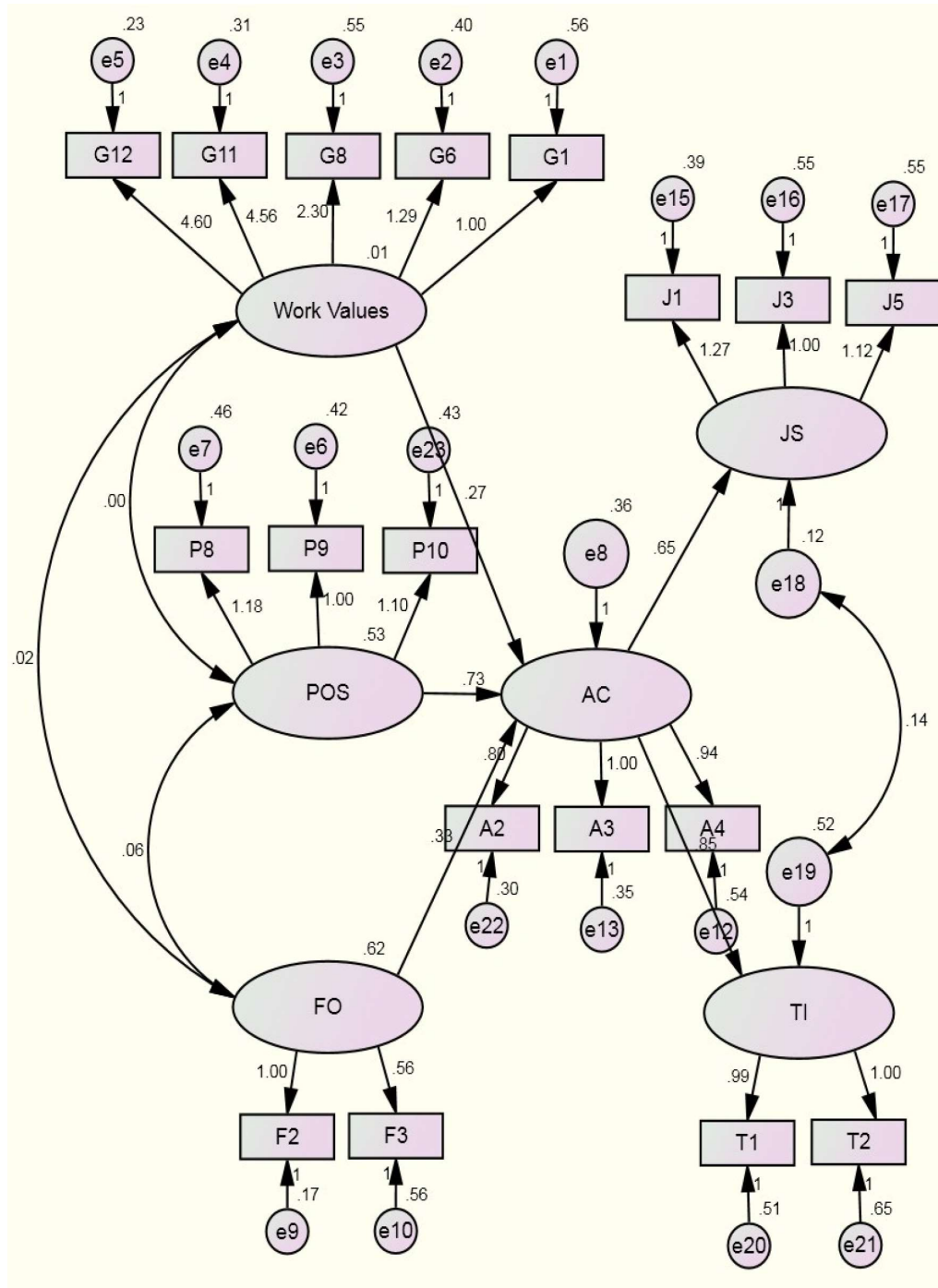


Fig 3: Structural Model D2

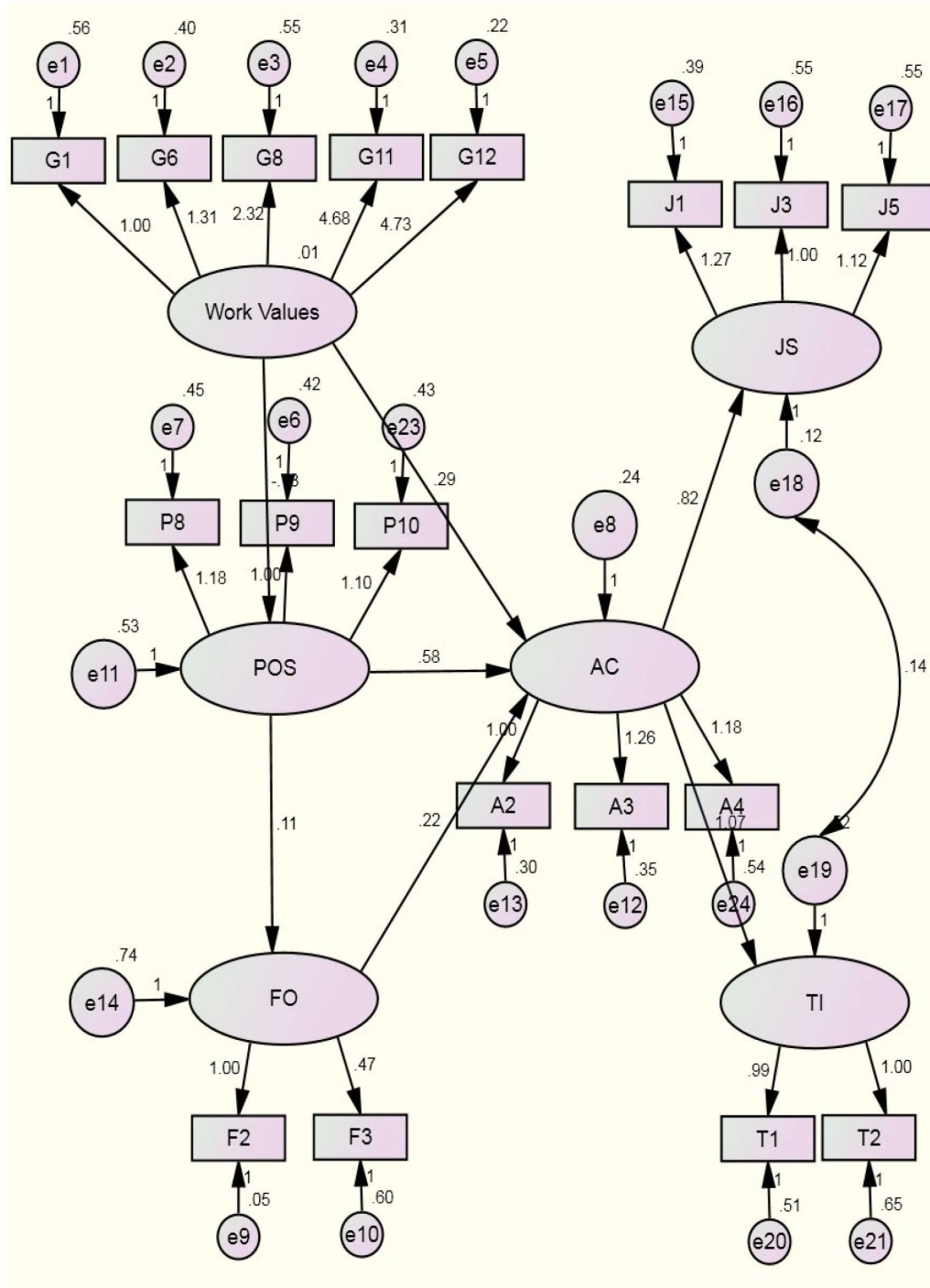


Table 11 Standardized Total Effects

	Work Values	POS	FO	AC	TI	JS
POS	-0.02	0	0	0	0	0
FO	-0.002	0.095	0	0	0	0
AC	0.036	0.635	0.284	0	0	0
TI	0.022	0.502	0.186	0.653	0	0
JS	0.029	0.565	0.232	0.818	0	0

Table 12 Standardized Direct Effects

	Work Values	POS	FO	AC	TI	JS
POS	-0.02	0	0	0	0	0
FO	0	0.095	0	0	0	0
AC	0.049	0.608	0.284	0	0	0
TI	0	0.088	0	0.653	0	0
JS	0	0.046	0	0.818	0	0

Table 13 Standardized Indirect Effects

	Work Values	POS	FO	AC	TI	JS
POS	0	0	0	0	0	0
FO	-0.002	0	0	0	0	0
AC	-0.012	0.027	0	0	0	0
TI	0.022	0.414	0.186	0	0	0
JS	0.029	0.519	0.232	0	0	0

freedom, status and social values) feel that there is a lack of support from their organization in terms of upholding their work values. In other words, they perceive that there is a lack of understanding in their organizations about individual work values and how organizational policies need to be structured to support employee work values.

H₂: Gen Y work values mediated by POS show indirect and positive relationship to FO:

Structural model D2 depicts significant path co-efficient (-0.002, $p < 0.01$) in terms of total effect of work values and

POS. When mediated by POS, work values depict an indirect effect, -0.002, on FO. The hypothesis is rejected as the relationship between work values and FO, mediated by POS is indirect and significant but negative or inversely proportional and not positive. This implies that Gen Y employees have strong views of work values and lack of organizational support in this context, according to their understanding can lead to lower obligation towards the organization.

Gen Y employees have strong views of work values and lack of organizational support.

H₃: Gen Y Work Values shows direct, significant and positive relationship with Affective Organizational Commitment (AC): Structural model D2 depicts significant path co-efficient (0.04, $p < 0.01$) in terms of direct effect of work values and AC. The hypothesis is accepted as the relationship between work values and AC is direct, significant and positive.

Researchers have linked work values to fulfilment of the needs of human beings (Hertzberg, 1951), indicating that Gen Y employees view their commitment towards their respective organizations on the basis of fulfilment of their needs more specifically their extrinsic needs as indicated by the higher ratings on extrinsic work values. Thus, it indicates that if an organization fulfils extrinsic needs of pay, rewards, growth and supervisory support for an individual then the concerned individual would feel more committed towards the organization.

H₄: Gen Y Work Values mediated by POS shows indirect positive relationship with Affective organizational Commitment (AC): Structural model D2 depicts significant path co-efficient (0.036, $p < 0.01$) in terms of total effect of work values on AC. When mediated by POS, work values depict an indirect effect, -0.012, on AC. The hypothesis is rejected as the relationship between work values and AC in terms of total effect is positive but when mediated by POS, the effect is indirect, significant and negative. The relationship between Gen Y work values and affective organizational commitment becomes negative or in-

versely proportional to the introduction of the third mediator variable, perceived organizational support. This indicates that Gen Y employees give high level of importance to their work values and their perception of organizational support is strongly based on fulfilment of these values by their organizations; lack of fulfilment leads to lower organizational commitment as also lower feeling of obligation towards the concerned organization.

H₅: POS shows direct, significant and positive relationship to AC and FO: Structural model D2 depicts significant path co-efficient (0.608, $p < 0.01$) in terms of total effect of POS on AC and a significant path co-efficient (0.095, $p < 0.01$) in terms of total effect of POS on FO. The hypothesis is accepted as the relationship between POS and AC is direct, significant and positive.

The relationship between POS and AC is direct, significant and positive.

H₆: POS mediated by FO shows indirect and positive relationship with AC: Structural model D2 depicts significant path co-efficient (0.635, $p < 0.01$) in terms of total effect of POS on AC. When mediated by FO, POS depicts an indirect effect, 0.027, on AC (Table 11). The hypothesis is accepted as the relationship between POS and AC in terms of total effect is positive. POS mediated by FO also shows an indirect, significant and positive relationship with AC. This indicates that

Gen Y employees' perception of organizational support strongly impacts their commitment towards their organizations and also their feeling of obligation. If the feeling of obligation is higher in the reciprocal relationship based on perception of organizational support, then the affective commitment level also increases amongst Indian Gen Y employees.

H₇: Gen Y Work Values mediated by POS and AC shows indirect, significant, positive relationship to Job Satisfaction and negative relationship to Turnover Intention: Structural model D2 depicts significant path co-efficient, 0.029, $p < 0.01$) in terms of total effect of work values on JS and a significant path co-efficient, (0.022, $p < 0.01$) in terms of total effect of work values on TI. When mediated by POS and AC, work values depict an indirect effect, 0.029 on JS, and also an indirect effect, 0.022, on TI. The hypothesis is accepted as the relationship between work values and job satisfaction (JS), mediated by POS and AC is indirect, significant and positive. This indicates that if work values of Gen Y employees are upheld by the concerned organizations, then they would feel more satisfied on the job and their intention would be to stay for at least one year with the organization instead of considering leaving the organization at the earliest available opportunity.

If work values of Gen Y employees are upheld by the concerned organizations, then they would feel more satisfied on the job.

H₈: Felt obligation (FO) mediated by AC shows indirect, significant, positive relationship to job satisfaction and negative relationship to turnover intention: Structural model D2 depicts significant path co-efficient (0.232, $p < 0.01$) in terms of total effect of FO on JS and a significant path co-efficient (0.186, $p < 0.01$) in terms of total effect of FO on TI. When mediated by AC, FO depicts an indirect effect, 0.232, on JS and also an indirect effect, 0.186, on TI. The hypothesis is accepted as the relationship between felt obligation (FO) and job satisfaction (JS), mediated by AC is indirect, significant and positive. Interestingly modification of the model by adding a direct relationship between FO and TI shows a negative relationship with a significant path co-efficient, -0.09. The relationship between felt obligation and turnover intention when mediated through affective organizational commitment was not in line with previous research studies but contrary to the aspect wherein instead of being inversely proportional or negative, the current study depicts the relationship to be proportional or positive. This challenges the prevalent notion of felt obligation as propounded by Eisenberger et al. (2001) wherein increase in felt obligation is understood to have an inverse impact on turnover intention. A point to note here would be: the item questions that have been considered by the study for turnover intention' relate to staying with the organization for at least one year (T1= "I intend to stay with this organization for at least one year") and to the consideration of not leaving the organization (T2= "The thought of leaving the company has not

occurred to me”). In this light and considering that the survey has been conducted on Generation Y employees in the age group of 20-30 years, the indirect and positive relationship between felt obligation and turnover intention indicates that this cohort does not seriously give consideration to the aspect of either being committed to the organization for more than a year or have ever given a serious thought to continuing with the organization in the long term.

The result of Structural Model D2 showed that five hypotheses were accepted i.e. H_3 , H_5 , H_6 , H_7 , and H_8 while H_1 , H_2 and H_4 were rejected.

Conclusion

Research by (Smola & Sutton, 2002: 378) had outlined Gen X's as being the 'ME' generation with strong emphasis on individual aspects; 'what's in it for me?' This was further evidenced by Chen and Choi (2008), wherein they depicted Gen Y employees to be ahead of their Gen X counterparts. While Gen X employees were concerned with 'security' and 'independence', Gen Y employees emphasize more on 'supervisory relationships' and 'economic returns.' The evidences based on responses of Gen Y cohort in the U.S. is supported by the current study on Indian Gen Y employees. The current study found that Indian Gen Y employees in line with their counterparts worldwide (specifically based on U.S. studies) give more importance to extrinsic work values that covered elements of economic returns (pay & rewards), growth opportunities and supervisory relationships.

However, additionally, Indian Gen Y employees also give higher level of importance to intrinsic work values related to challenging work and independence. This implies that Indian Gen Y employees are not only concerned with extrinsic values but also seek to balance it with intrinsic values that allow them to grow in a holistic aspect.

Indian Gen Y employees are not only concerned with extrinsic values but also seek to balance it with intrinsic values that allow them to grow in a holistic aspect.

Previous studies (Eisenberger et al., 1986; 1997; 2001; 2002) done across generational cohorts (general population samples) in the western countries have exhibited felt obligation and affective commitment being positively impacted by POS, thus further leading to lowering of turnover intention. This study on the flip side displays that for Indian Gen Y employees while organizational support does bring in obligation and commitment towards the organization, it doesn't translate into long term retention with the organization. Indian Gen Y employees are quite comfortable in positively valuing organization and feeling obliged and committed for it, but they would not hesitate to take up a viable and promising opportunity if it comes their way. The indication through this survey analysis is; that while Indian Gen Y employees may not think of actively quitting their organizations before a year yet they are not averse to checking out better opportunities hence, both felt obligation and affective

tive commitment show a positive relationship with turnover intention than a negative or inversely proportional relationship.

The study displays an interesting and differentiating aspect of this particular generational cohort (Indian Gen Y); while they value the organizational support (POS), have a sense of obligation (FO) and, feel committed (affective commitment) towards their respective organizations, it does not necessarily translate into continuing with the organization for a longer time period. Being a gen-

eration cohort that gives more value to the present context than in the past, and is impatient in its decision-making process; what matters is the level of opportunity available and not necessarily the aspect of organizational support, obligation or commitment that dictates whether they intend to continue or not with the same organization. This cohort is at peace with taking sudden decisions wherein they feel that the current opportunity is worthwhile and viable than the aspect of continuation with the same organization.

Table 14 Gen Y Comments (Verbatim) – Transcribed from qualitative interviews

‘Add value to the individual. Make the person feel that he/she is being considered as an asset. Give constructive criticism. Help in the individuals’ career growth as well.’

‘Listening to the team members, having 2 way communication. Before formulating (and implementing) any plan/strategy, discuss with team. Give employees some space & time to think innovative and apply them. Break from clichéd and old rules & regulations. Super boss (boss’s boss) should interact with the team, in the absence of boss & deliver fair judgment & understanding. Quarterly appraisal review and not only at year end as some human being (known as bosses) suffer from short term memory loss (especially during appraisals). Cross functional/team interactions, to have internal transfers if employee is interested (& suitable) for a vertical shift.’

‘Companies should focus more on the point that in the initial stage of induction, job role should match the qualification of employee.’

‘Be honest in all dealings with any employee. Show genuine interest in developing the weak points of an employee. Take effective steps towards providing a complete work life balance and not steps for the sake of it. Feedback should be continuous and genuine...preferably every month.’

Managerial Implications

Indian Generation Y employees are clearly outlining that they would want their respective organizations to understand their capabilities and interests; allow them to voice their opinions; seek their viewpoints on organizational practices; develop their potential through career development initiatives and finally evaluate them justifiably for their worth. This is construed by Indian Generation Y em-

ployees as an aspect of organizational support which is identifiable as that accorded to them by their supervisors/managers (herein understood as the ‘humane’ face of the organization).

Some of the suggestions that arise from this study would be:

- Be open and clear in communication channels

- Demonstrate support by mentoring
- Leaders/supervisors need to ‘walk the talk’ or earn respect through merit than power/seniority
- Provide clarity on their role and contribution in the organization
- Help them visualize their growth opportunities in the larger organizational hierarchy
- Adapt practical policies for work-life balance initiatives
- Reduce hierarchy and adopt team-based structures
- Allow free flow of information across organizational levels and treat them as stakeholders and contributors than only employees

This generation survives on being connected; hence it is imperative that organizations realize the potential of this medium and its efficacy thus utilizing its power for creating an actively engaged GEN Y workforce. The need is to have processes that encourage creativity, innovation and openness through transparency and honesty, allowing this generation to collaborate, share, learn and grow.

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