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REDEFINING MILLENNIALS: UNDERSTANDING CHARACTERISTICS AND PERCEPTIONS OF GENERATION Y

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ABSTRACT

Millennials, the largest population after Baby Boomers and Generation X, is the most talked generation relating to their behaviors and attitude. What makes things even more interesting is that Millennials, due to their distinctive attributes, are one of the most misunderstood generations. This generation is now entering or has already entered the workforce and the available data on this generation has created a whirlwind awareness among employers to search for new ways to manage millennial employees. Generation Y were born into an emerging world of technology and so their attitudes and behaviors have been affected by the technological revolution. The present study aims to find out the features of this generation using some broad aspects of their lifestyle.

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Approach/Methodology: The paper draws on a quantitative study conducted over 136 respondents from management postgraduates following the descriptive research design using a structured questionnaire. The data was analyzed using confidence interval test first thereby apply mean square test and chi square test to check the significance of factors and finding the association between them.

Purpose: This paper tries to study the characteristics of this generation and captures different aspects from their viewpoint only. The paper works on different aspects like personal life, their life ethics, future expectations, working outlook and their take on ease of technology and extracts the dominating characteristics.

Findings: The survey result brings out the significant findings in terms of the characteristics of Generation Y. Generation Y are hard workers, innovative, creative, confident, celebrators of diversity, multi-taskers, born leaders who write their own rules. Generation Y is very conscious about their way of living. They are obsessive about the use of technology and desire to work with the digitally upgraded organization. This generation is ethically strong and believe in regular feedbacks and timely communication to move forward and work productively. They demand meaningfulness in job and regular coaching from mentors to give the best output. They plan to work on their own startups in future after gaining experience.

Value: To our knowledge, no research has been conducted on the characteristics of Generation Y conducting survey on the generation itself, that too in an Indian domain over management students.

KEYWORDS: Characteristics, Future expectations, Life ethics, Millennials, Working outlook.

1. INTRODUCTION

“Millennials,” “Generation Y,” “Generation WE,” “The Boomerang Generation,”— they go by many names and are the individuals born between 1980 and 2000. Millennials have been characterized in a number of different ways. On the negative side, they've been delineated as lazy, narcissistic and inclined to jump from job to job and on the positive hand they are generally reckoned as being more open-minded, more supportive, confident, self-expressive and admmissive to new ideas and ways of living. When it comes to work, they are viewed as selfish, impolite,

slothful, eccentric, and non-committal, yet with an pompous sense of “entitlement” about salary, work life balance and career progression. This generation is labeled to be choosy and is looking for not a job but more than just a job. They want work that is meaningful and challenging which is concordant with their values.

Contemporarily there is more of an emphasis on this generation which was never the case with any other previous generations. Every generation presents its own challenges and Millennials are no different. The fact is, according to the Bureau of Labor Statistics 2014, there is a drastic change in the workforce composition of different generations. While the number of Baby Boomers is going to decrease by 50% of the original composition in 2015, Generation Y is forecasted to dominate the mix with around 50% of the total population.

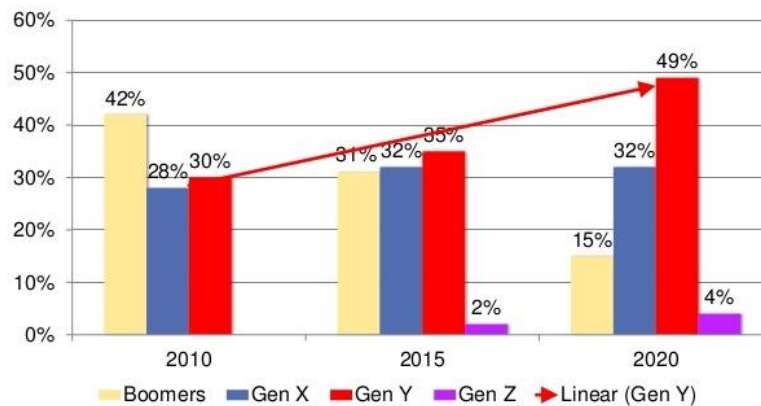


Fig:1 Change in Workforce Composition

Workforce Composition 2010-2020 (Source: Bureau of Labor Statistics)

With Generation X working at senior position, the moving workforce will be flooded only with Generation Y employees. So, it is important for employers to understand the work values of Generation Y. To retain the workforce and get efficient work performance, it is crucial for an employer to understand the workplace expectations of this generation which eventually needs a thorough understanding of characteristics of Generation Y as characteristics of any generation makes a person’s view of how he views the world which builds his beliefs.

Over the last two decades, there is so much being written and discussed on the subject of Generation Y. Numerous articles and qualitative studies have attempted to measure and compare the attitudes, beliefs, values, behaviors, and personality traits of this generation. The discussion is

usually about how different this generation is from previous generations and often comments on the myths surrounding them. There is no denying that they are the subject of a heated debate. There appear to be two schools of thoughts about Generation Y. One which believes that the generation is far too away from reality, have high expectations, are far too demanding and need to change their attitudes. The other says that they are a talented, interested and energetic group of people who know what they want, have realistic expectations which need to be managed and fulfilled by the organisations to cope up with the change and the competition in the years ahead.

The current cohorts of new recruits – Millennial are a rare and important commodity. In years to come they will make up the largest proportion of the workforce. Millennial thinks differently about work, learning and relationships because of the environment they grew up in. Their nature, concerns about life and the way of living it depends on the way how they have seen their parents lived their life. They want technology to be part of their day to day life as they feel paralyzed in the absence of it. The wireless networking helps them in working anxiously. They have very different but sound work ethics which affects their outlook towards work. Generation Y has grown up with parents working overtime and working very hard. This has driven them in forming their own perceptions towards work and hence their future expectations.

There are lots of myths in terms of their reputation, loyalty, decision making, digital addiction and most importantly their career goals and expectations (fortune Insider report 2015).The Generation is tagged to be anti careerist and difficult to work with, which is considered to be again a myth (Schumpeter, 2015).The erroneous assumptions about how to work with Millennial makes it more difficult for employers to attract them. Also, most of the research available on Generation Y is based on developed economies like USA and Europe which can be misleading for the developing countries. There has been many studies undertaken and surveys conducted to know Generation Y but all these studies have always concluded results based on the views of previous generations. The data which is generated, formed and created and being referred is in reality from the eyes of others. There had rarely been a study which aimed to understand the generation from the generation itself. This paper objectively tries to bring a detailed character sketch of Millennials, in terms of their personal life, life ethics, ease of technology, aspects of working and future expectations, from the efforts and view of the generation itself.

2. LITERATURE REVIEW

There is substantial debate regarding the boundaries of Generation Y. Researchers in their work have defined the birth years of Generation Y as early as 1977 and as late as 1981 and ending as early as 1994 and as late as 2002 (Erickson, 2008). There is no standard language describing different generations as there are different researchers working in different countries in respective contexts, exploring and bringing in variety of names for different generations. Although in some countries, the moments are very specific about the year when one generation ends and when next starts. According to Baltes, Generation Y covers people who are born between the 1980's and the year 2000, and these individuals are sometimes called as Generation Y, Gen Yers, Millennial Generation, Echo Boomers or simply Millennial (Baltes, 1980). The terms Generation Y and Millennials are generally used interchangeably. Most of these people are in their late teens, twenties and early thirties. Generation Y grew up with technology and has been shaped by the technological revolution that occurred throughout their youth. Generation Y were born into an emerging world of technology and have grown up surrounded by smart phones, laptops, tablets and other gadgets. As a generation these people are invariably plugged into technology and it has become a crucial prospect of the generations' life.

Generation Y prefer to communicate more promptly and effectively via email, social networks or text messaging as opposed to the classical means of communication. Generation Y knows more than adults about the major communication device of the time – the Internet. They are the first generation to truly utilize the Internet, as opposed to other generations. Not only is Gen Y more diverse than previous generations, but they are more global in outlook (Cole, Smith&Lucas, 2002). There are genuine differences in values across generations but there are two compelling factors that differentiate Millennial behaviors in the workplace i.e. their incorporation of technology and expectation of organizational accommodation (Hershatter, 2010). Sophia Yan (2006) explains that Generation Y may be identified with cynicism, skepticism and pessimism when compared with other generations.

For this generation, their work role is not that big a part of their lives. They, first, look for a life style and then a job to support that living standard. The traits most admired by this generation are honesty and caring (Cole, Smith&Lucas, 2002). For them, doing is more important than knowing and so their preferred method of learning, is 'hands on', 'interactive'

and ‘collaborative’ works and learns best with others (Carina & Sue, 2010). Therefore they are known as collaborative learners with multitasking skills. Trial and error approach to problem solving is what makes them risk taking (Carina & Sue, 2010). They are assertive and confident and therefore more demanding of higher grades and greater accommodation to its needs (Black, 2010). There are two main factors in life: “materialism” and “altruism,” and Gen Y preferred materialism over altruism as their life priority(Khera & Malik, 2017). Generation Y emerge as ‘confident’; ‘honest’; ‘demanding’; and ‘vociferous’ and they have high expectations. Particularly when it comes to working, they do not simply hold preferences, but they have expectations (Carina & Sue, 2010).

Today’s college students, unlike their counterparts forty years ago, are from diverse cultural, economic, and geographic backgrounds. They are technologically dependent and bear lacking commitment while fearing intimacy (Black, 2010). This is the most ethnically diverse generation ever(Horovitz,2011) They’re already busy adopting new systems for communicating, sharing, buying and selling, exchanging crucial data or information, creating data, meeting obligations, collecting data from various sources, coordinating, evaluating systems, searching, analyzing, reporting, programming, socializing, and even learning (Black,2010).

Generation Y have high expectations of their employers-but they also set high standards for themselves. They want a road map to success and they expect their companies to provide it. Millennials with high career attitude are more likely to display passion for work and proactive behavior in accomplishment of their personal and career goals (Gulyani & Bhatnagar, 2017).Traditional companies are less of an attraction for the millennial generation. Top fiveparameters rated by Millennials which they evaluate before accepting an employment offer are job security, employment prestige and reputation, challenging job profile, starting salary and employer location.(Arora & Kshatriya,2017).Generation Y want to work for companies which are embracing these new means of communication and implementing them into business as opposed to organisations with a more classical mind set. This generation usually thrives in an environment where they can have a direct say in how work is to be done and be given the ability to innovate improvements (Cole,Smith &Lucas,2002).This generation needs immediate and increased feedback at workplace (Lewis, 2016). Experts at multitasking, it is thought that Generation Y starve for variety in work as they have low boredom threshold. Generation Y expect challenging work assignments, accelerated career growth, socially responsible

workplaces, flexible work environments, freedom, and collaboration and innovation from their jobs and employers.

One of Generation Y's characteristics is its increased disregard for hierarchy (Solnet & Hood, 2008). Many Generation Y signifiers are merely myths or stereotypes. Generation Y employees' organizational commitment is directly related to the level of commitment they perceive; the organization has in them personally. Organizational commitment and retention will have a less significant relationship in comparison to previous generations. Generation Y's job satisfaction is derived from intrinsic factors, where the opportunity to take ownership and responsibility for a variety of work tasks and meaningful projects with proper support, training and development opportunities will be of high importance (Solnet & Hood, 2008). Generation Y's perception of supervisor support will directly influence their job satisfaction. Gen Y expect challenging work assignments, accelerated career growth, socially responsible workplaces, flexible work environments, freedom, and collaboration and innovation from their jobs and employers (Khera & Malik, 2012).

Generation Yers are independent, entrepreneurial thinkers who relish responsibility, demand immediate feedback, and expect a sense of accomplishment hourly. They thrive on challenging work and creative expression, love freedom and flexibility, and hate micromanagement. Guided by managers who are willing to confront their challenges and meet their expectations, they have the potential to become the highest performers in history (Martin, 2005). The learning styles and expectations of this group are very different from earlier generations. The literature suggests that future graduates should be developed using different training and development schemes using the latest technology to deliver audio-visually rich, multi-tasking challenges which require a collaborative approach, offer instant feedback whilst at the same time recognizing that its participants may not see the need for or indeed take responsibility for their own development or its perceived failings (Shaw, 2008).

3. OBJECTIVES OF RESEARCH

There is a deficiency of significant research on detailed study of characteristics of Generation Y. Thus, the research focuses on the following objectives:

1. To identify the significant characteristics of Generation Y based on five different aspects i.e. Personal life, Life ethics, Ease of technology, working outlook and future expectations.
2. To analyze the significance of the broad parameters and understand their substantiality for Generation Y.
3. To analyze the association of different aspects of life variables on each other and find out their impact on each other. Relating to the characteristics of Generation Y.

4. RESEARCH METHODOLOGY

Sample/Survey:

The research paper uses the quantitative approach of data collection using descriptive research method as the survey is done to identify the factors contributing to the characteristics of Generation Y. For registering the opinions of the respondents, a well structured questionnaire was prepared, containing 36 statements pertaining to five different parameters. The sample size is calculated using Nargundkar's sample size formula and the survey is conducted over 136 management students studying in their post graduation course in Ahmedabad. The data collection is primary following non probability convenience sampling. It had questions on the following categories:

1. Demographic details: to gain an idea about the sample through age group, gender, work experience and native.
2. Variable categories: 36 statements are created under five categories of variables.

Variables:

The study uses five different categories of parameters i.e. personal life, work ethics, ease of technology, working outlook and future expectations under which questions pertaining to 36 different variables were asked. Each statement indirectly relates to one of the characteristics revealed and reviewed from Literature Review. The respondents were asked to rate their agreeableness on these 36 statements on a 5 point Likert scale.

Hypothesis:

The main aim of the study is to identify different characteristics of Generation Y pertaining to different parameters but one of the other aim is to also check the association of these parameters. Personal lifestyle, life values and the technology dependence can affect the working outlook and the future expectations of an individual so this study will address three research questions:

- (i) Is there any effect of personal lifestyle on working outlook and future expectations?
- (ii) Is there any effect of life ethics on working outlook and future expectations?
- (iii) Is there any effect of technology dependence on working outlook and future expectations?

Sample Profile:

The data is collected from 136 postgraduate management students out of which 64 are females and 72 are males. Responses were taken from two different age groups in which 22 belong to the 18-20 category and rest belong to 21-23 age group. The data was gathered from first year as well as second year students. 70 students are from second year and 66 belong to first year of their postgraduation. Out of 136 respondents 78 are from Gujarat only and rest are from other states. Most of the respondents are freshers though 22 respondents have prior work experience.

Measures

Considering the breadth of the survey, we considered five parameters which cover almost every aspect of Generation Y's life. These included their personal lifestyle, their life ethics, and use of technology, their outlook towards work and their future expectations. Each parameter is measured using various statements, where each statement relates towards a characteristic of generation Y. Lifestyle was measured using 5 questions relating to their health consciousness, shopping habits, spending style and current life status. Life ethics was measured using 7 questions relating to decision making, freedom to decision making, honesty in work, creativity and financial security. Respondents were asked to rate themselves on 4 different questions to check their ease and dependence of technology. Considering the importance of the work values and behavior at workplace, Work outlook was measured using 9 questions pertaining to the job clarity, recognition mode of communication, teamwork and need of feedback. For an in depth measurement, 11 questions were asked on future expectations of Generation Y.

Analytic Procedure

The survey was taken on Generation Y respondents and questions about their own characteristics were asked. The confidence interval test is applied to check the precision and accuracy of the obtained data relating to each parameter corresponding to all the 36 statements. Considering the first parameter of personal life @ 95% confidence level, it is interpreted that in last three statements only, the percentage of the Generation Y confidently responding is above 70 % and so the above two statements corresponding to the characteristics of care freeness and health consciousness are eliminated. Generation Y is occupied by the necessity to satisfy their own needs and they carefully protect their wishes to satisfy themselves and hence they are found to be satisfied from their current status. The opinion has been confirmed in the research that they are much concerned about their lifestyle. Generation Y members have a close knit relationships with their parents and they are relatively dependant on them for maintenance of their lifestyle, high living, expensive clothing, food, and spending holidays.

Table: 1 Factors Pertaining to Personal Life

Statement	Minimum Limit	Maximum Limit
I am not worried about money as I get regular pocket money.	0.53	0.57
Exercising and maintaining health is important part of my life.	0.24	0.28
Shopping is an integral part of my monthly schedule	0.81	0.84
I love spending money as it's in my blood.	0.82	0.85
I am happy with my current life status	0.76	0.80

Considering the ease of technology which Generation Y is considered to be good at, @ 95% confidence level, it is interpreted that in last two statements only, the percentage of respondents confidently answering is above 70 % and so the above two statements corresponding to the characteristics of being assertive and collaborative learners are eliminated. According to the table below, Generation Y respondents are tech people who are socially very active but through technology. They exploit modern world information technologies, mobile phones and the

internet to be in regular contact with their friends, relatives and parents and may be that is why young people usually have problems with face-to-face communication. Due to excessive use of social media they do not feel the necessity to meet their friends.

Table: 2 Factors Pertaining to Ease of Technology

Statement	Minimum Limit	Maximum Limit
I like sharing my pictures on social media.	0.32	0.37
Sharing personal information helps in increasing networks.	0.40	0.44
Attending get-togethers and parties is simply waste of time.	0.72	0.76
It's easy to connect to people via messages/email rather than calling them.	0.71	0.75

Ethics in life drives the view towards the work and the expectations from the future workplace. Out of 7 statements asked, respondents confidently rated only 4 statements and so at 95% level of confidence, the other 3 statements were eliminated. The test result suggests that Generation Y is not sure about their need and aspiration towards education, honesty and decision making. Generation Y are fun lovers and they believe in living life creatively. They want much freedom in their life as they can't take orders. Generation Y members though fun loving they are very keen about the money that they have to spend. They want to be financially secure all the times.

Table: 3 Factors Pertaining to Life Ethics

Statement	Minimum Limit	Maximum Limit
I take my own decisions	0.39	0.43
I am free to take my own decisions	0.70	0.74
I am always honest to the work I do.	0.14	0.17
I believe in completing a job creatively rather than just completing it	0.70	0.74
Being financially independent is my most important priority	0.71	0.75
Education is the key to be financially secure.	0.02	0.03
I regularly plan and attend get togethers with friends.	0.70	0.74

The most important parameter of future expectations was judged on 11 statements and the test results interpret that at 1.96 level of confidence, 8 statements were confidently answered above

70%. Rest 3 statements can't be considered for study corresponding to their characteristic on goal orientation, optimism and responsible nature. Generation Y expect their employers to provide them an interesting job which is challenging and has meaningfulness in it. Generation Y representatives are confident, hard workers and full of hope but at the same time they want periodic feedbacks and coaching to complete a particular job satisfactorily which makes them more loyal towards the work. They are multi taskers but impatient on the job. They willingly take charge of a problem as it arises and solve it showing their leadership skills. As a reward they expect good position, interesting salary, attractive benefits, more responsibility and a lot of recognition in a short time. If they are not satisfied and a company does not meet their expectations, they do not hesitate to change employers.

Table: 4 Factors Pertaining to Future Expectations

Statement	Minimum Limit	Maximum Limit
Life is not an 'easy ride'. We must work hard to make a good future.	0.82	0.85
I know my efforts are sufficient give me a great future	0.44	0.49
I can concentrate on multiple things at the same time.	0.72	0.75
Taking lead in a project helps in improving skills.	0.77	0.81
I work hard only to meet the requirements	0.76	0.80
I have clear goals and I know what I have to do	0.30	0.34
I would work at a place with lesser responsibilities sand more power	0.57	0.61
I might plan to start my own work in future after gaining some experience from a job	0.96	0.97
I believe in exploring all alternatives before giving the final result	0.71	0.75
I avoid doing monotonous jobs.	0.79	0.83
I always discuss problems with my mentor and rely on his valuable feedback	0.86	0.89

The characteristics pertaining to the personal life, ethics in life and ease of technology is said to affect the aspects of working of an individual. @ 95% level of confidence, out of 9 statements relating to the work outlook;only 6 were accepted and considered for further analysis. The tests interprets that this generation is not demanding and they don't seek power while at work. Also they are not considered to be great team player.Young people want their job to be challenging

but they expect more clarity about what is expected out of them and so they wish an open communication policy to be followed at the workplace. Employees are most effective when they understand the purpose of a work being done. They do not like taking orders without knowing the usefulness of it. It is necessary for them to understand the purpose of the job and they need clarity about the expected outcome. Regular feedbacks is other need that Generation Y have and fast recognition is the expectation that they want their work to achieve. The job must be enjoyable and should give ample chances for lifelong learning.

Table: 5 Factors Pertaining to Work Outlook

Statement	Minimum Limit	Maximum Limit
I am open to experiments at work	0.73	0.77
I expect and need recognition of my work	0.90	0.93
My work behavior depends on what is expected out of me	0.84	0.87
If i am not a central part of an event, I am not interested in doing it.	0.36	0.41
I feel demotivated, if my queries remain unanswered.	0.29	0.33
My friends always need me to complete any assigned job.	0.54	0.59
Regular feedbacks from authorities make me feel happy and motivated	0.82	0.85
Timely communication is the key to better understanding in doing a job.	0.82	0.85
Learning has no end and I am always open to it.	0.92	0.94

The final test result of Confidence interval test interpreted that 23 statements corresponding to 23 characteristics out of 36 statements can be considered and the rest 13 statements are ignored. This deduces that Generation Y possesses 23 characteristics dominantly, accepted and validated by all the respondents. Considering the sample result true for the whole population, Generation Y has major 23 traits through which they can be described in detail.

The Reliability test was applied on the above 23 factors and the Cronbach Alpha constant corresponding to the data came out to be .703 which confirms the reliability of the data deduced from the confidence interval test.

Table:6Reliability Statistics

Cronbach's Alpha	N of Items
.703	23

To understand the significance of the broad five parameters taken in this study, mean score test is applied to depict the importance of these factors in the life of this generation. The test result shown below suggests that the most important aspect in Generation Y's life is their working style. The most important parameter in their life is to understand their working outlook which in turn will be affecting their future expectations. How an individual works does determines what factors are expected to be present in their work in the years ahead? Future expectations are the second most important aspect for this generation. Presence of technology holds high importance in each and every aspect of their life and generation Y can't survive without it. Life ethics and their personal life scored less than 3.0 and hence are significantly less valuable.

Table: 7 Mean Scores of Parameters

Mean Comparison	
Parameter	Mean Score
Working outlook	3.92
Future expectations	3.86
Ease of technology	2.51
Life ethics	2.24
Personal life	2.06

Based on three research questions, six hypotheses have been formed taking personal life, life ethics and ease of technology as three independent variables. The impact of these independent variables is tested on the two identified parameters i.e. working outlook and future expectations, using Chi square test and the hypothesis testing is carried out using SPSS. The asymptotic significant values obtained after applying Chi square test are listed in the table below:

Table: 8Chi Square Test Values of Parameters pertaining to Characteristics of Generation Y

Independent Variable	Dependent variable	Pearson Chi Square Value (Asymptotic 2 tailed p value)
Personal life	Working outlook	.026
	Future expectations	.102
Life ethics	Working outlook	.144
	Future expectations	.040
Ease of technology	Working outlook	.000
	Future expectations	.000

The first hypothesis is:

H₀₁: Working outlook of Generation Y is independent of their personal life characteristics.

To test the above hypothesis, chi square test is applied on the combined mean value of all the factors of working outlook with respect to the personal life characteristics. The p value in the above table is less than the level of significance, i.e. 0.05. Hence the null hypothesis is rejected which means there is significant impact of personal life characteristics on Working outlook of Generation Y. The test analyses and verifies that personal life characteristics affect an individuals' outlook towards work and their way of working.

The second hypothesis is:

H₀₂: Future expectations of Generation Y are independent of their personal life characteristics.

Again, hypothesis testing is done to know the effect of personal life characteristics on future employment expectations. The above table depicts that the significant value in this case is .102 which is greater than 0.05 which interprets that personal life characteristics doesn't affect future expectations of Generation Y. It is the way of working that can affect the expectations but the test makes it evident that personal life characteristics don't impact the future expectations.

Similarly, the above table depicts that the significant value in the case; where life ethics is independent and working outlook is dependent is .144 which is greater than 0.05 which interprets that life ethics has no impact on working outlook and so, the null hypothesis;

H₀₃: Working outlook of Generation Y is independent of their life ethics.

is accepted. While the Pearson chi square value in the fourth case is less than the significant value which proves that future expectations are affected by the life ethics of an individual and so the null hypothesis

H₀₄: Future expectations of Generation Y are independent of their life ethics.

is rejected.

With ease of technology as the independent variables, the next two hypotheses takes working outlook and future expectations as the dependent variables. The hypotheses so formed are:

H₀₅: Working outlook of Generation Y is independent of their ease of using technology.

H₀₆: Future expectations of Generation Y are independent of their ease of using technology.

The table above shows that the p value in both the cases is .000 which is less than 0.05; the alpha value. This shows that the null hypothesis is rejected. This concludes that the working outlook and the future expectations of Generation Y are highly affected by their use of ease in technology.

5. CONCLUSION

With previous generations fast approaching retirement age and occupying senior positions, employers have started tapping into resources from younger generations. Although this generation brings a fresh, new perspective to the workplace making them valuable to any organization but they are entering the workplace with higher expectations. As millennial employees are crucial to the future of work, it's important to understand their work attitudes In order to achieve productive working relationship, there is an urgent need to manage this generation and identify their expectations which is only possible by understanding their characteristics and their views towards the world. Generation Y thinks differently about work, learning and relationships.

The survey result brings out the significant characteristics of Generation Y. According to the survey Millennials are hard workers, innovative, creative, confident, celebrators of diversity, multi-taskers, born leaders who write their own rules. They appreciate a structured, transparent communication system having supportive work environment. Communication is the key for Generation Y however it has to be on the right condition. Sending an email, a tweet or a Face book message will receive an instant reply whereas a phone call may take a little longer for a revert. They hate performing monotonous jobs and seek clarity on job assignments and collaborative relationships with their supervisors which insist them to be loyal towards the organization. They always discuss problems with their supervisors and rely on his valuable

feedback. Millennials feel more confident and supported if they get periodic coaching from their supervisors. They are spontaneous problem solvers and work to their best if they can relate self-worth with meaningfulness in job.

Generation Y is very conscious about their way of living. They are happy and satisfied from their current status. Generation Y is free to take their own decisions. They do not think while spending money as they are financially dependent on their parents. They love spending money and so shopping is an integral part of their life. They live life to the fullest and they make sure to regularly be in touch with friends and family. They are fun loving, creative and need freedom in their life. Generation Y strive balance in their work and personal lives and are unwilling to commit to jobs requiring long hours and weekend work. Timely communication is the key for them to better understand a job and their work behavior depends on what is expected out of them. They are strong believers of lifelong learning and appreciate regular feedbacks and recognition at work from authorities which motivate them to work. The distinct and unique characteristics of Generation Y relating to their personal life and life ethics directly affects their outlook towards work and elevates their future expectations. One significant variable is their tech savvy nature which majorly affect their choice of future employer and their desire of ease of work.

The organizations need to review their retention strategies to match expectations of Generation Y from their workplace. The challenge is to provide the right set of value propositions like individualistic attention, work freedom, freedom to decision making, timely trainings, challenging job profiles, adequate recognition and learning opportunities which can keep them committed towards the workplace.

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