A Study on Work Values of Gen Y workforce

Dr. PSV Balaji Rao[1], Mrs. Vijayalakshmi Urs K[2]

[1](Professor & Head,Department of Business Administration, Vidyavardhaka College of Engineering, Mysore,India)
[2](Research Scholar, Department of Business Administration, Vidyavardhaka College of Engineering, Mysore, India)

Abstract: The purpose of this paper is to understand how Gen Y in organizations rated work values that were important to them. In order to know the Gen Y employees better who amounts to 65% of Indian population it becomes necessary to understand their work values. A total of 212 employees from IT companies in Bangalore and Mysore were selected for the study who were in the age group of 22 to 36 years of age. For this study, a 38-item scale was adapted from an existing work values instrument (Lyon, 2004). Findings shows that Gen Y employees rated social factors as the most important (with a mean rating of 3.77) work value , followed by intrinsic (3.70), freedom (3.69), altruism (3.67), status (3.51), and extrinsic (3.50) work values.By understanding the work values of generation Y employees helps organizations to manage generation Y effectively and design strategies for successfully recruiting, motivating and retaining them.
Keywords: Gen Y, Work values, Extrinsic, Intrinsic, Altruism, Status, Social factors.

I. INTRODUCTION

Even as the world is graying, India is getting younger.With 65 percent of its population under the age of 35, India today boasts one of the largest available workforces in the world.[1] This is a telling and powerful demographic truth. By 2020, the average Indian will be only 29 years of age compared with 37 in China and the U.S., 45 in Western Europe and 48 in Japan. 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 since few years. How this cohort makes the transition into the workforce –and how organizations develop and engage them to move up and become business leaders are extremely important questions for Indian organizations today.

Given India's population of over a billion, these make for very large numbers. What's more, this large pool of new workers comes with a mindset very different from that of the earlier generations. Experts note that this difference between generations is far more striking in India than elsewhere because of the country's rapid pace of liberalization and increasing globalization since the 1990s.[2]

"India has gone through more changes in the past 20 years than most countries witness over a century," says Amit K. Nandkeolyar (2014), Indian School of Business. Pointing to India's vast socio-economic and cultural diversity, Nandkeolyar adds: "Employees come from different regions, religions, linguistic traditions, castes, communities, culinary tastes, races and genders. A generational difference adds another layer of complexity. This creates a workforce that can find itself divided in more ways than comparable workforces in most countries."

VishalliDongrie (2014), senior director at consulting and services firm Deloitte Touche Tohmatsu India, notes: "The current generation in India entering the workforce has seen abundance in options and affluence early in life. They are also more independent and more aware of global opportunities. This is reflected in the decreasing loyalty toward their employers and the increasing focus on short-term goals. Globally, the shift has not been so pronounced."

According to Deloitte's fifth annual Millennial Survey, 2016, businesses must adjust how they nurture loyalty among Millennials or risk losing a large percentage of their workforces. 52 percent of Millennials surveyed in India say, if given the choice, they expect to leave their current employers in the next two years. That figure increases to 76 percent when the time frame is extended to 2020. In general, the intention to move on is greater in emerging markets (69 percent) rather than mature economies (61 percent). India was among the three countries including Peru (82 percent), South Africa (76 percent) that saw over three-quarters of their millennials likely to seek a change in employment.

According to Anshoo Gaur**,** President & Head, Amdocs India, Gen Y is going to be major player in determining the impact of human capital in the growing knowledge economy. As per BCG report on labor markets, India is going to be major contributor to global employee base. Thus it is imperative to have a study on Indian Gen Y, as the characteristics this group will display, will be different from their global cohorts because of different influencing factors.

Thus in the era of stupendous growth of organization, understanding the work values of employees and evolving a practice that can directly cater the issues related to employee is one of the important function that human resource management need to include in India.

So in order to understand this Indian Gen Y better it becomes necessary to understand their work values.So the study focuses on studying the work values of Gen Y in the information technology sector, which is among the largest recruiters of youth in India. More than 60% of the employees in this sector are less than 30 years of age.

Concepts:
Generally values are defined as fundamental beliefs to what is right or wrong and which can be applied in multiple domains of human life. Values that are associated with a person's working life are known as work values. Similarly, if values' definition is adopted in a work environment, work values may be seen as right or wrong in the context of work [3].Smola and Sutton (2002) [4] defines work values under theprinciple of general value definition, by affirming that work values are standards that are evaluated against the work or the work environment, based on which the desire or preferences towards a particular outcome is formed. Various approaches to classifying work values exist. One of the widely used distinguishes between different work values that are extrinsic, or a consequence of work (e.g. job security, salary, rewards) or intrinsic, happening through the process of work (e.g. intellectual simulation, challenge) [5]. Later research has added altruistic values (e.g. making a contribution to society) [6], status-related values (e.g. influence, recognition, advancement) [7], freedom-related values (e.g. work-life balance, working hours) and social values (e.g. good relationships with supervisors or peers) [8].

II.   Review of Literature

Work Values
There are many concepts of work values. They have been described as desirable work behaviors, and are viewed as reflections of the significance of work. They are generally related to ethics in business. Finally, work values are conceptualized as an element in vocational behavior [3]. Among the various concepts, work value, as an element of vocational behavior, is the predominant concept that views work value as individuals' preferences that guide them towards particular attitudes and behaviors related to the work, rather than merely defining work value as the importance or significance that individuals place on work-related aspects.
Concurring with Lyons, [3] concept of work values, in this study, work values are expressed in terms of the relative desirability and preferences towards various aspects related to the workplace. For instance, if an individual prefers an interesting and challenging job, it could be assumed that the individual holds an intrinsic work value. Work values gain more attention, since they play an important role in demonstrating the individuals' needs and goals. They are regarded as influential, basic and salient. The importance of work values may be rooted in vocational behavioral studies, which states that work values are relevant in explaining attitudes, behaviors and making decisions in the workplace. Essentially, work values are contextualized, expressed human needs and are relative to the motivational aspects of an individual's life [9].
Another issue that adds to the complex nature of work values is the existence of their wide typologies. The wide range of work values may be contributed to the scope and number of work values under analysis, which resulted in proliferation of many work values' labels [10].For instance, [11] utilized the Super's work values inventory scale with the aid of exploratory factor analysis and second order confirmatory analysis. The outcome of their study included three dimensions, which were self-fulfillment, tangible rewards and liberal spirit. On the other hand, Westerman [12]used different labels of work values, which were system maintenance, goal orientation and relationship dimensions.
Although thereare different work values labels and dimensions, they are not mutually exclusive dimensions, but ratheroverlapping in certain aspects. For example, the relationship dimension presented in the work of Westerman [12] has similar aspects or items to social work values.Accordingly, the major facets of work values that have received attentionwith regard to generational differences are extrinsic, intrinsic, status, social, altruistic and freedom work values,as provided by the Work Values Scale (WVS; Lyons, 2004). Each of them represents different dimensions of work values with no overlapping.

III.   Objective of the Study

1. To understand how Gen Y employees of IT companies' rate work values which are important to them.

IV.   Methodology

A total of 212 employees from IT companies in Bangalore Mysore were selected for the study who were in the age group of 22 to 36 years of age. Sample employees hadprofessional experience ranging from 2 to 9 years and experience in the current organization from 2 to 6 years. The sample is dominated by men (72%) and those whose education level is at least graduation. 62% were married and 48% were from nuclear families.

Measures

Work values: Two scales were considered most appropriate: the Work Values Questionnaire (WVQ) (Elizur, 1984) and the Work Values Scale (WVS), (Lyons, 2004). Both included extrinsic, altruistic, intrinsic and status factors and the WVS added freedom and social factors. The final Generational Work Values Scale consisted of 38 items.

For each value respondents were asked to rate: (1) "To what extent is each item a top priority for you in your work. The respondents were asked to rate how important each value was to them on a 5-point Likert-type rating scale (with 1 = "highly unimportant" up to 5 = "highly important").

V.   Data Analysis

Table 1 shows that the work values were grouped into six factors—intrinsic, extrinsic, social, altruism, status, and freedom. The reliability analysis conducted across these six constructs showed a Cronbach alpha >0.6, indicating good reliability of the survey constructs. (Lyons, 2004)

Table I shows that the social factors were rated as the most important (with a mean rating of 3.77), followed by intrinsic (3.70), freedom (3.69), altruism (3.67), status (3.51), and extrinsic (3.50). All the analyses presented in the following sections are based on the mean ratings of these dimensions.

The mean ratings across the sample were analyzed to understand the most important and the least important work values. Table II shows all the work values were rated between 2.83 and 4.26. The most important work values across the sample were reputed (4.26), family is proud of (4.26), find interesting (4.00), and work life balance (4.00).

Table I
FACTOR ANALYSIS AND RELIABILITY ANALYSIS

Factors	Factor Names	Variables	% Variance Explained	Reliability Cronbach alpha	Mean Rating
Factor 1	Intrinsic	Intellectually stimulating, challenges my abilities, interesting, acquire new knowledge, accomplishment, creativity, variety, use abilities, recognized	22.43%	0.864	3.707
Factor 2	Extrinsic	Respected in society, salary, job security, physically comfortable, promotion, incentives, work life balance	17.76%	0.758	3.5
Factor 3	Social	Fun, friendly co-workers, competent co-workers, respectable co-workers, supportive supervisor, valuing supervisor	13.63%	0.816	3.7727
Factor 4	Altruism	Contribution to society, fair and impartial, constructive feedback, rewards loyalty well done job recognized,	12.37%	0.908	3.6727
Factor 5	Status	Authority, highly regarded, travel, reputed, family proud of, taking risks	12.30%	0.827	3.5090
Factor 6	Freedom	Hours of work, work alone, autonomy	7.65%	0.853	3.6969
	6 Factors	Total variance explained	86.17%	0.913	

Table II
COMPARISON OF MEAN RATINGS

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Intellectually Stimulating	100	3	5.0	3.92	.662	.438
Challenge your abilities	100	3	5.0	3.82	.575	.331
Find interesting	100	2	5.0	4.00	.853	.727
Acquire new knowlede	100	2.0000	5.0	3.84	1.0122482	1.025
Personal sense of accomplishment	100	2.0000	5.0	3.65	1.0671874	1.139
Involves creativity	100	1.0000	5.0	3.55	1.0766108	1.159
provides variety	100	1.0000	5.0	3.43	1.1481650	1.318
Use your abilities	100	1.0000	5.0	3.62	.9824727	.965
Competence is recognized	100	3.0000	5.0	3.56	.6562828	.431
Can take risks	100	2.0000	5.0	3.30	.8587047	.737
Respected in society	100	3.0000	5.0	3.45	.6571287	.432
Good salary	100	2.0000	4.0	3.37	.6459665	.417
Job security	100	2.0000	5.0	3.54	.9787644	.958
Physically comfortable	100	3	5.0	3.99	.595	.353
Promotion	100	1.0000	5.0	3.34	.9663009	.934
Earn incentives	100	1.0000	5.0	3.32	1.3017471	1.695
Different technologies	100	2.0000	5.0	3.68	.8862587	.785
Authority to direct	100	1.0000	4.0	2.83	1.0352865	1.072
Regarded by others	100	3.0000	4.0	3.36	.4824182	.233
Allows travel	100	1.0000	5.0	3.34	1.2162203	1.479
Reputed	100	3.0000	5.0	4.26	.7469805	.558
Fun	100	3.0000	5.0	3.72	.8537499	.729
Friendly co workers	100	2.0000	5.0	3.81	.9287224	.863
Co workers competent	100	2.0000	5.0	3.64	.7722458	.596
Co workders respect	100	3	5.0	3.99	.595	.353
Co workerssuppotive	100	3.0000	4.0	3.64	.4824182	.233
Supervisor value performance	100	3.0000	5.0	3.82	.7160498	.513
Share knowledge	100	3.0000	5.0	3.91	.6681045	.446
Family proud of	100	3.0000	5.0	4.26	.7469805	.558
work life balance	100	3	5.0	4.00	.739	.545
Hours of work	100	3.0000	5.0	3.83	.7114504	.506
Opportunity to work alone	100	2.0000	5.0	3.64	.8821461	.778
Autonomy to make decisions	100	3.0000	5.0	3.64	.6438520	.415
Contribution to society	100	1.0000	5.0	3.82	1.1135529	1.240
Fair and impartial	100	1.0000	5.0	3.64	1.0685589	1.142
Constructive feedback	100	2.0000	5.0	3.90	.7849596	.616
Rewards loyalty	100	2.0000	5.0	3.45	.9782999	.957
Job well done is recognised	100	2.0000	5.0	3.54	.9787644	.958
Valid N (listwise)	100					

VI. Conclusion

Comprehending the work values of generation Y employees assists organizations to manage generation Y effectively, and set strategies for successfully recruiting, motivating and retaining them. Organizations will get to know how to structure jobs, working conditions, compensation packages, and human resource policies tailored specifically for generation Y employees.From the analysis it was found that Gen Y employees rated social factors as the most important work value followed by intrinsic, freedom, altruism, status, and least rated was extrinsic work values. The Gen Y employees gave more importance to social work values like, to work in a setting that is fun, like to have friendly co-workers, competent co-workers and respectable co-workers. Like to work with supportive supervisors and who values performance. Next important rated work value was intrinsic work values like intellectually stimulating, challenging and interesting work, which provides opportunities to acquire new knowledge/skills, a sense of accomplishment, provides creativity and variety. The analysis helps

the employer to know what work values are given importance by Gen Y employees and accordingly design their policies in order to attract, develop and retain the knowledge workers.

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