MANAGING GENERATION Y: A STUDY OF VARIOUS DIMENSIONS FOR SUSTAINABILITY OF ORGANISATIONS IN INDIAN CONTEXT

Ph. D. Thesis

Submitted by

RAJNISH
Research Scholar
Faculty of Management studies

FOMS/02

(Rajnish)
Research Scholar

(Dr. Sunita Upendra Sharma)
Associate Professor
Research Guide

**M.S. Patel Institute of Management Studies
Faculty of Management Studies
The Maharaja Sayajirao University of Baroda
Vadodara-390002**

November 2020

Sunita Sharma <sunita.sharma-mgmt@msubaroda.ac.in>

[Urkund] 4% similarity - sunita.sharma-mgmt@msubaroda.ac.in
1 message

noreply@urkund.se <noreply@urkund.se>
To: sunita.sharma-mgmt@msubaroda.ac.in

Tue, Nov 3, 2020 at 3:38 PM

Document sent by: sunita.sharma-mgmt@msubaroda.ac.in
Document received: 11/3/2020 11:04:00 AM
Report generated 11/3/2020 11:08:53 AM by Urkund's system for automatic control.

Student message: Sending herewith Ph.D. Thesis of Mr. Rajnish for Plagiarism check.
SSharma

Document : Rajnish Thesis - Gen Y and Organisation Sustainability.pdf[D83655926]
IMPORTANT! The analysis contains 1 warning(s).
About 4% of this document consists of text similar to text found in76sources. The largest marking is 33 words long and is 96% similar to its primary source.

PLEASE NOTE that the above figures do not automatically mean that there is plagiarism in the document. There may be good reasons as to why parts of a text also appear in other sources. For a reasonable suspicion of academic dishonesty to present itself, the analysis, possibly found sources and the original document need to be examined closely.

Click here to open the analysis:
https://secure.urkund.com/view/80015427-281201-461760

Click here to download the document:
https://secure.urkund.com/archive/download/83655926-245511-184707

Sharma
4/11/2020
(Dr Sunita Sharma)
Research Guide

M.S. PATEL INSTITUTE OF MANAGEMENT STUDIES
(Faculty of Management Studies)
The Maharaja Sayajirao University of Baroda

Opp. University Main Office, Fatehgunj, Vadodara-390002.
Ph. 0265-2791179 / 2793229

Date: 4th November, 2020

<u>DECLARATION</u>

It is hereby declared that the thesis entitled "MANAGING GENERATION Y: A STUDY OF VARIOUS DIMENSIONS FOR SUSTAINABILITY OF ORGANISATIONS IN INDIAN CONTEXT" has been prepared by Rajnish. The analysis, discussions and conclusions have been drawn on the basis of data collected by the researcher. The thesis presents the result of original work. This work has not been submitted to any other university for awarding any Degree.

(Rajnish)

Researcher

(Dr. Sunita Upendra Sharma)

Associate Professor

Research Guide

I dedicate this thesis to my parents

Smt. Ramdei Devi *and* **Sri Ram Lochan Singh.**

I Hope, this achievement will fulfil your dreams that you had for me.

ACKNOWLEDGEMENT

Here is an opportunity to acknowledge all those who have contributed in my study in direct or indirect ways, because it needs a support of both academia and industry to successfully complete a doctoral degree in Human Resource Management.

Some people are like a lighthouse, as they make us navigate towards our destination. Words cannot express my sincere gratitude, to my Guide, Guru and Ideal Dr. Sunita Upendra Sharma, Associate Professor, Faculty of Management Studies, who nurtured me academically. I appreciate her immensely, for being an inspiring teacher, and stimulating my mind to seek answers. Hence I cannot but thank my venerable Guru for her faith in me, her sincere patience and expert guidance throughout my study.
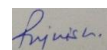
I am truly grateful to Dr. Trupti Almoula (Director, Narmada College of Management, Bharuch), Prof. R.K. Srivastava and Dr. Rupal Shah (Department of Statistics), and Ms. Smita Trivedi - Asst Prof (Faculty of Management Studies) for investing their valuable time to excel my quest for knowledge. I appreciate Prof. J.D. Jadeja, former Dean and Prof. M.N. Parmar, OSD Dean (Faculty of Management Studies) for their constant motivation and support. I am grateful to all academic, administrative, library staff of the faculty and Smt. Hansa Mehta Library staff for their support.

Apart from academia, I shall always be obliged to my industrial mentor and guide Mr. Sudhir Sethi, VP HR (INOXCVA), Mr. Upendra Sharma - Associate VP and Mr. Piyush Upadhyay – Executive VP HR (Gujarat Gas Ltd.), Mr. Bharat Sharma – CEO (Ayakarseva.com), Mr. H.K. Gupta - Rajbhasha Officer (PGCIL), Mrs. Shikha Jain - Rajbhasha Officer and Mrs Rashmika Shah - HR Manager (IOCL), and Mrs. Shushila Maheshwari - Associate VP – HR - Panasonic Energy India Ltd. However, there are a no. of altruists who helped me in this study whose name could not be enlisted here. I am indebted to all the respondents who spent their valuable time to fill the questionnaire without which this study could not have seen this day.

I feel deserted to express the intensity of gratitude to parent organisation, Indian Air Force, that made me not only a mighty heart but nurtured my potential personally, professionally and academically. IAF paved my road to doctoral degree by providing me all administrative supports including a posting on higher education ground. Finally, I am indebted for the eternal blessings of my parents, and countless sacrifices of my wife and children. This research would not have been possible without their moral support.

Date: 4th November, 2020
Place: Vadodara

(Rajnish)

TABLE OF CONTENTS

The end of table of content

LIST OF TABLES

ABBREVIATIONS

Co.	Company
Dip	Diploma
Engg	Engineering
G.I. Generation	Government Issues Generation
Gen X	Generation X
Gen Y	Generation Y
Gen Z	Generation Z
GM	General Manager
Hi-SEM	Hierarchical Sustainable Enterprise Model
Ind	Industry
Ltd.	Limited
Mfg	Manufacturing
Mgmt	Management
Mgr	Manager
MSW	Mater of Social works
NMfg	Non-manufacturing
Org	Organisation
PG	Post Graduate
PSB	Public Sector Bank
PSU	Public Sector Undertaking
PSU_M/ NM	Public Sector Undertaking Manufacturing/ Non-manufacturing
Pvt	Private
Pvt_M/ NM	Private Sector Manufacturing/ Non-manufacturing
Sec	Sector
Ser	Service
SO	Senior Officer
Tech	Technology
UG	Undergraduate
w.r.t.	with respect to

ABBREVIATIONS: STATISTICAL SYMBOLS USED IN DATA ANALISIS

ANOVA	Analysis of Variance
CI	Confidence Interval
df	Degrees of Freedom
EFA	Exploratory Factor Analysis
ES	Effect Size
f	Frequency
K-S Z test	Kolmogorov- Smirnov Z test
K-W H test	Kruskal Wallis H test
M	Mean
Mdn	Median
N	Number of subjects in the total sample
n	Number of subjects in each group or subset of the sample
ns	Not Significant
p	Significance/ Probability
PCA	Principal Component Analysis
r	Pearson Product-Moment Correlation Coefficient
SD	Standard Deviation
t	Value of the t-test statistic

ABSTRACT

Of all the resources in the organisation, the human resource is the most valuable resource as this resource alone makes all the assets of the organisation work for productivity. With the entry of Generation Y (Gen Y) to the workplace, different generations are working together. However, we are clueless on how to manage Gen Y due to lack of research in this direction especially in Indian milieu. This thesis titled "Managing Generation Y: A Study of Various Dimensions for Sustainability of Organisations in Indian Context" seeks to explore Gen Y's characteristics and various dimensions of organisational sustainability to propose appropriate management strategies to manage Gen Ys for organisational sustainability. The study contributes a Hierarchical Sustainable Enterprise Model (Hi-SEM) model, which serves as yardstick to gauge sustainability and explains specific activities requisite at each stage of sustainability. Statistically appropriate samples (Gen Y respondents) from private and PSUs manufacturing/non-manufacturing business organisations on stratified random sampling basis were considered to administer data collection instrument. For data analysis appropriate statistical tests were applied on the basis of scales of measurement and biographical attributes of respondents. Data analysis result reveals that Gen Ys' characteristics differ as per their biographical attributes viz. gender, early/late born Gen Y category, education, birthplace, level of management, and particularly on the basis of the sector and industry they belong to.

To identify the challenges and opportunities presented by Gen Y, a Strength Weakness, Opportunity and Threat (SWOT) analysis of their empirically examined characteristics has been carried out. SWOT analysis enables recommendations to augment their positive characteristics and mitigate negative ones. Hi-SEM model fulfils the need to identify Gen Y's suitable characterises to execute activities relevant at that specific stage of organisational sustainability, and suggests the way to achieve apex stage of organisational sustainability i.e. Persistence.

Keywords: Gen Y, Organisational Sustainability.

CHAPTER 1-INTRODUCTION

CHAPTER 1 - INTRODUCTION

Managing multigenerational workforces is an art in itself. Young workers want to make a quick impact, the middle generation needs to believe in the mission, and older employees don't like ambivalence (Carlson, Deloitte & Touche, 2009). With the entry of Generation Y (Gen Y) to the workplace, four different generations are working together. Numerous studies have examined core characteristics and management strategy of Gen Y (Brown et al., 2009; Volkert, 2009a, Volkert, 2009b; Carlson et al., 2009; Ethics Resource Centre, 2009). Nowadays, electronic universe has targeted various generations especially Gen Y in connection with not only business development strategies but also managing them for sustainable business strategies. They continue to live 24x7 digitally connected in a globalised world. Gen Y is the most technically literate, educated and ethnically diverse, and tend to have flexibility (Ethics Resource Centre, 2009). At the same time, it is also believed that Gen Y lack basic literacy fundamentals, have very short attention span and lack a strong work ethic. Moreover, as reported by Ethics Resource Centre (2009), they are not loyal to employing organisation.

In India, though Gen Y has entered into economic activity and is going to add substantially in GDP, we are clueless on how to manage Gen Y due to lack of research in this direction. This research gap on Gen Y with HRM aspects motivated this researcher to take research on "Managing Gen Y: A Study of Various Dimensions for Sustainability of Organisations in Indian Context". Sustainability of organisation on the other hand has various meaning to various researchers. In the changing political and economic contours of Indian business it is viable to understand the tenets of organisational sustainability with respect to India. The purpose of the study is to understand Gen Y's professional priorities and mindset that motivates them at work, how they view their roles and responsibilities and what they want from employers so that those attributes can be decisive factor for the sustainability of the organisation while managing Gen Y.

The Problem Statement

Of all the resources in the organisation, the human resource is the most valuable resource as this resource alone makes all the assets of the organisation work for productivity. In any organisation, thousands of humans with various attributes and

characteristics work for common objectives of sustainability of organisation with success. Towards this common objective of sustainability of organisation the whole workforce work in tandem irrespective of caste, creed, gender, religion and most importantly the generation they belong to. Though, researchers highlight demographical attributes like age, gender, educational background and work experience to analyse the share of human resource in the productivity of any organisation (Sengupta, 2011), the generational attribute remained as a silent factor mysteriously. In common parlance, we talk of generation gap when the two generations find it difficult to co-exist with common objective then why researchers could ignore such an important aspect with respect to the workforce where multigenerational workforce co-exist. Therefore, the challenges for the HR manager is to walk on two sided sword of organisational sustainability with success on one side and managing Gen Y in multigenerational HRM environment on the other side. The searching question for them is therefore "What are various dimensions of Gen Y that could be utilised for the sustainable success of the organisation?"

Rationale of the study

As few studies have been witnessed that explained various dimensions of employees belonging to Gen 'Y' but for foreign countries, i.e. US and UK. However, no Indigenous study has been witnessed concerning Gen Y in India. India has one of the youngest workforce in the world and trying to be tagged as "Developed Country" with lots of enthusiasm and young talent boiling to show their prowess in various fields, it is desired to study Gen 'Y' as they are entering the workforce. This study therefore is targeted to explore various dimensions of this Gen 'Y' so that Indian organisations can be benefitted in long run that is going to be witnessed as an era of Gen Y and their contribution in the growth of Indian businesses with sustainable success.

Objectives of the Study

To seek answer of the research problem, a clear and precise objective plays a vital role to navigate the research. Further, objective must emerge from the problem of the study seeking the answer for "what, why and how" of the research topic. Thus, based on the research problem, the objectives framed for the study are:

- To establish new insights into various dimensions that characterise the workforce belonging to Gen Y in India.

- To explore Gen Y's expectations, preferences and attitude towards work and organisations they work for.
- To identify challenges and opportunities presented by the entry of Gen Y to work place and exploring their attributes as a decisive factor for formulation of strategies to manage intergenerational implications of Gen Y.
- To expound various parameters to establish sustainability of an organisation.
- To explore the relationship between various dimensions of Gen Y and sustainability of companies.
- To recommend the ways and means to utilise various dimensions of Gen Y to increase sustainability of organisations.

Sub Objectives

In view of above stated main objectives, following sub objectives have been framed to answer the research question in a specific and explicit manner.

a. To explore factors influencing Gen Y to opt their first job, profession, expectations, motivational factors and, stimulating factors for changing their jobs.

b. To explore Gen Y's inclination towards learning new skills and attitude, and thrust areas in which they need training.

c. To explicate professional characteristics of Gen Y.

d. To find out personal preferences of Gen Y related to job, leader, workplace, sense of belongingness, ICT and electronic gadgets, trade union, and working conditions.

Hypotheses

Based on the objectives, following hypotheses have been framed to empirically test the existence of various relationships, association and correlation between dependent and independent variables.

H_{01}: There is no significant influence of various factors on Gen Ys while opting for first job.

H_{02}: There is no significant influence of various factors on Gen Ys for opting their current profession.

H_{03}: There is no significant influence of various factors on Gen Y's decision to continue in the present job.

H_{04}:   There is no significant influence of various factors on Gen Y's decision to switch over their jobs in future.

H_{05}:   There is no significant influence of various factors on Gen Y's inclination for learning new skills and attitude.

H_{06}:   There is no significant difference in Gen Y's preference for various thrust areas of training and development.

H_{07}:   Gen Ys have a neutral perception about characteristics of their team.

H_{08}:   Gen Ys have neutral feelings leading to distraction in their work.

H_{09}:   Gen Ys have a neutral perception about trade unions.

H_{010}:   There is no significant difference in Gen Y's order of preference for different usages of ICT and mobile gadgets.

H_{011}:   There is no significant difference in Gen Y's order of preference for different factors affecting sense of belongingness.

H_{012}:   There is no significant difference in Gen Y's order of preference for different factors affecting their morale at workplace.

H_{013}:   All the personal and professional characteristics possessed by Gen Ys are neutral in nature.

H_{014}:   There is no correlation between Gen Y's years of experience and no. of jobs changed during professional career.

Above stated hypotheses are collective in nature and represent a univariate (Gen Y) analysis. However, symbolic hypotheses have been framed in analysis section for each construct/ component/ factor and category discretely. Hence, hypotheses have been analysed as univariate (i.e. Gen Y), bivariate (i.e. Gender, Gen Y Category, Level of education and Level of management) and multivariate (i.e. Sector and Industry together, and Birthplace strata) categories.

Methodology

To achieve objective of the study the appropriate research design was exploratory as well as descriptive. Accordingly, responses were collected from Gen Ys managerial cadre employees from both public and private sector organisations. For data collection, stratification of organisations was established on the basis of BSE/NSE/

NYSE listed companies engaged in manufacturing and non-manufacturing activities of both the sectors. Further, sample size was determined by statistical formulae suggested by Krejcie and Morgan (1970).

For this study, both primary and secondary data were considered. Primary data consisted of responses collected from targeted sample and expert interview. However, secondary data was collected from various websites, government reports, books, journals and newspaper dallies. To collect primary data, a data collection instrument was framed keeping in mind objective of the study in Indian context. Appropriateness and strength of the instrument was examined on statistical parameters for reliability and validity.

Data composition

Survey to collect primary data was conducted by data collecting tool viz., questionnaire. Data pertaining to demographic and other than demographic characteristics was collected from public & private manufacturing and non-manufacturing units (refer table1). The sample has equal representation of various sectors. Various demographic characteristics of sample though are not equal but statistically comparable.

Table 1

Sector Wise Distribution Table

	PSU Mfg		PSU Ser		Pvt Mfg		Pvt Ser		Total	
	f	*%*	*f*	*%*	*f*	*%*	*f*	*%*	*f*	*%*
Total	110	25	110	25	110	25	110	25	440	100

Data Analysis

For data analysis both descriptive and inferential statistics have been used. All the assumptions for both parametric and non-parametric tests for univariate, bivariate and multivariate categories were ascertained before conducting data analysis. In addition to these tests, Exploratory Factor Analysis (EFA), with Principal Component Analysis (PCA) extraction method was applied to develop scales and inference from the data. Structural Equation Modelling (SEM) was also obtained through such test. To find out correlation, both Pearson r and Spearman's ρ was applied.

Scope of Study

The study was conducted in BSE/ NSE/ NYSE listed companies that have been listed at least for more than five years to ensure prima facie sustainability of the participating organisation. In those organisation employees of managerial cadre were considered who belonged to Gen Y.

Chapter Scheme

Chapter one is an introductory chapter that includes problem statement, rationale of the study, objectives of the study, hypothesis of the study and, scope of the study in brief.

Chapter two covers review of literature considering various keywords like generational perspectives, working definition of Gen Y, introduction to various generations, organisational sustainability, sustainability reporting in India and organisational sustainability models. The chapter further explores gap in research for conducting this research.

Chapter three is on research methodology which covers research design, sampling frame, sample size, data collection methods, questionnaire development, description of measurement of variables, validity and reliability of the instrument, tools and techniques used in the study, limitation and, future scope of the study.

Chapter four is on data analysis. It covers descriptive and inferential statistics used for data analysis. The chapter covers data collection, data processing, data analysis presentation and, hypothesis testing to establish relationship/ association between independent and dependent variables.

Chapter five is on discussion and finding followed by, chapter six on recommendation and conclusion. The chapter highlights contribution of study to the body of knowledge on the subject and utility of the study.

Chapter six is followed by bibliography section.

The annexures are appended at last that is after bibliography.

CHAPTER 2- LITERATURE REVIEW

CHAPTER 2-LITERATURE REVIEW

Generations

Generation evolves from Latin word Latin word "Generatio", and according to Oxford Illustrated Dictionary (2007) meaning of generation is as, "all of the people born and living at about the same time". Various authors and scholars have defined generation from various perspectives.

I.   The Saeculum Perspective

Roman word 'saeculum' is the longest fixed time interval of a period of 100-110 years considering a generation's lifetime (Dunning, 2017). But, Strauss and Howe (1991) considered 'a Saeculum ' of about 80-90 years, and, divided it into four distinct archetypes viz., 'Idealist', 'Reactive', 'Civic', and 'Adaptive'. Further, in order to make these names more attractive, Strauss and Howe (1997) called these archetypes as Prophet, Nomad, Hero and Artist. While studying Anglo-American history, Strauss and Howe (1997) divided the Saeculum into four turnings viz., "*The High", "The Awakening", "The Unravelling" and "The Crisis"*, each spanning 20-22 years (about the length of one phase of life i.e. childhood, young adulthood, midlife, and old age). These saecula are tagged as late medieval saeculum (1433-1482), reformation saeculum (1483-1587), new world saeculum (1588-1700), revolutionary saeculum (1701-1791), civil war saeculum (1792-1859), great power saeculum (1860-1942) and the millennial saeculum (1943- 2026). Based on this saecula perspective,   Strauss and Howe (1991) defined social generation as the aggregate of all people born over a span of approximately 20 years or about the length of one phase of life. According to them, children raised in a particular turning of a saeculum have similar cultural and historical understandings, thus, they become a distinct generational type. Presently, generations belonging to the 'Great Power Saeculum' and the 'Millennium Saeculum' are in existence. Therefore, these two saecula are explained hereunder.

Great Power Saeculum (1860-1942)

Strauss and Howe (1991) categorised "Great Power Saeculum" as *Missionary Generation, Lost Generation, G.I. Generation* and *Silent Generation*. Journalist Tom Brokaw coined the term "The Greatest Generation" for those who grew up in United States during the deprivation of great depression, and went to fight World War II as well as those whose productivity within the war's home front made a decisive material

contribution to the war effort (Brokaw, 1998). According to Millennial Leaders (n.d.) the G.I. Generation and Silent Generation (Traditionalists) are collectively considered as the Greatest Generation.

Millennial Saeculum (1943-2026)

Baby Boomers born between 1943 and 60 are considered as the first generation of this saeculum (Strauss and Howe, 1991), but, while dividing saecula into turnings, Strauss and Howe (1997) considered the year 1946 as beginning of the turning "*High*" for the Millennium Saeculum. This saeculum will last till 2026 with the end of combination of potential great devaluation, potential cultural collapse, potential civil war, and potential World War III (Smith, 2017). Howe (2014f) considered four generations viz., Baby Boomers, Generation X, Generation Y and Homeland Generation (Generation Z) under millennial saeculum.

II.   Sociocultural and Life Events Perspective

Mannheim (1952) highlighted "social location (*lagerung*), biological and sociological factors, tendency inherent in social location, experiences, and other formative factors in history as foundations responsible for shaping a generation". Advancing Mannheim (1952), Eyerman and Turner (1998) defined generation as "people born in same time period, that shares a common habitus (disposition), hexis (tendencies), culture and collective memories which serves to integrate them over a finite period of time". This definition emphasises time period, character and inclination of individuals the way in which they perceive the social world around them to react to it. For existence of a generation, Gilleard and Higgs (2002) highlighted combination of exposure to a definite set of experiences and realization of inhabiting a distinct generational position besides cohort location, Gilleard (2004) further underlined two significant elements, a common historical location and a particular perception influenced by the events and experiences of that time, which shape the generation. Kupperschmidt (2000) emphasised birth years, location and significant life events at critical developmental stage as necessary elements to make a particular generational cohorts. Furthermore, an individual characteristics are influenced by their historical time, birthplace and culture. However, for consideration of generation, time is the most effective tool to identify a generation as that being the common factor. The other factors are normally different during the same time period.

III.   National and International Event Perspective

Influenced by similar significant national and international events at their young adulthood which shape their future, attitudes, preferences and behaviour (Parry and Urwin, 2011), generation can be regarded as "a group of people born in the same period, have similar experiences in social transformation" (Murphy, Gibson, and Greenwood, 2010; Smola and Sutton, 2002; Eyerman and Turner, 1998).

Working Definition of Generation for this Research

After analysing the genesis of definitions for generation viz., Saecula perspective, Sociocultural and Life Events Perspective, and National and International Event Perspective, the researcher considers that saecula perspective, and national and international perspective definitions as more pertinent to a globalised world. Since scholars have studied generations empirically in different countries, and have labelled generations based on time period, but, not on the basis of specific location. The Generation is defined as "*group of people born in the same period irrespective of their place of birth, experiences regarding social transformation and common life events*".

Generations included in Research

Here, the researcher needs to highlight characteristics of those generations who are part of present workforce or still alive. Presently, G.I. Generation and Silent Generation belonging to "Great Power Saeculum" are alive, but they are not the part of present workforce. Generations belonging to Millennial Saeculum viz., Baby Boomers, Generation X and Generation Y are the main constituents of present workforce, and Generation Z have entered secondary school and colleges.

Ghosh and Chaudhuri (2009) defined generations in Indian context as "Conservatives", "Integrators" and Y2K. According to them Conservatives are born between 1947 and 69, Integrators between 1970 and 84, and Y2K between 1985 and 95. Hole, Zhong and Schwartz (2010) identified three generations existing in Indian workforce viz., Traditional generation (born between 1948 and 68), Non-traditional generation (between 1969 and 80), and Gen Y (from 1981 onwards). Analysing birth year of Indian generations as defined by Ghosh and Chaudhuri, (2009), it can be interpreted that Conservatives, Integrators and Y2K are contemporary to baby Boomers, Gen X and Gen Y respectively. Thus, generations existing in or outside the workforce are G.I. Generation, Silent Generation, Baby Boomers, Gen X, Gen Y and Gen Z *(refer Table 2)*.

Table 2
Name and Birth Years of Generations

	Names		Birth Years
	G.I. Generation		
	General Issues[11]		1901-24 (Study)
	Government Issues[11]		1901-24[9; 1]
	World War II Generation[6]		Before 1927[14]
	Traditionalists		
	Radio Babies[5; 6; 7; 10]	Adaptive generation[6]	1925-45[2]
	Veterans[7; 10]	Greatest generation[6]	1930 and 45[7]
	Traditionalists[6]	pre-Baby boomers[6]	1925 and 42[5]
	The Matures[4; 10]	Silent generation[6]	1928 and 45[15]
	the GI Joe generation[6; 8]	Matures[6]	Before 1946[4]
	The Greatest Generation[10]	Builders[6]	1920/22/25 to 1943/45[8]
	The Silent Generation[5; 7; 10]	Industrialists[6]	
	Depression babies[6]	Loyalists[6]	
	Baby Boomers		
	Conservatives[12]		1946-64[6] (Study)
	Me generation[6; 13]		1946-60/64[3]
	Boomers[6]		1943-60[5]
	Vietnam[6]		1945-62[16]
	The forgotten generation		1946- 64[2; 13; 17; 18]
	Woodstock generation		1946-60[4]
	Sandwich generation[8]		1947-69 (12)
			1940/42-46 to 60/63-64[8]
	Gen X		
	Baby busters[6; 10]	Post boomers[8]	1964-80 (Study)
	Twenty-somethings[6]	Slackers[8]	1965-80[6]
	Thirteenth Generation Post-	Shadow generation[8]	1961/64-65 to 1975-83 [8]
	Boomers[6]	Gen X[6]	
	Gen Y		
	Boomlet, Cyberkids[8; 10]	Millennials[2; 10; 13]	1981-2000 (Study)
	Digital Generation[6; 10]	Net Generation[10]	1977-2000
	Digital natives	Nexters[6; 10]	1977-94
	Do or Die generation[8; 10]	N-Gens[10]	1978-2002[10]
	Dot com generation[6; 10; 13]	Nintendo Generation [6]	1979-99
	Non-nuclear family generation[8; 10]	Echo boomers	1980-2000[6]
	Nothing is sacred generation[8; 10]	Feel good generation[10]	1981-2000[4; 16]
	Generation me[10]	Sunshine generation[6]	1981 onwards[13]
	Generation WWW[10]	Wannabes[8; 10]	After 1980[15]
	Generation Y[6; 13]	Internet Generation[6]	
	Gen Z		
	Homeland[5]	Pluralist Generation[19]	born after 2000[2] (Study)
	Gen Next[20], Gen I[20], Echo Bust[20]	iGen[19], @generation[19]	2005 onwards[5]

Row label (left vertical): **The Great Power Saeculum** (covers G.I. Generation and Traditionalists)
Row label (left vertical): **Millennial Saeculum** (covers Baby Boomers, Gen X, Gen Y, Gen Z)

1. Brokaw (1998); 2. Carlson et al (2009); 3. Erickson (2008); 4. Hagevik (2009); 5. Howe (2014); 6. Murphy (2007); 7. Saleh (n.d); 8. Srinivasan (2012; 9. Strauss and Howe, 1991; 10. Tolbize, 2008; 11. Wilton, 2009; 12. Ghosh and Chaudhuri, 2009; 13. Ethics Resource Centre, 2010; 14. Fry et al (2018); 15. Erickson (2008); 16. Blain (2008); 17. Global Workplace Innovation (2010); 18. Millennial Leaders (n.d.); 19. Loehr (2017) and Chaney, Touzani and Slimane (2017)

G.I. Generation

Abbreviation G.I. stands for "Government Issue" or "General Issue", used to describe the soldiers of the United States Army and airmen of the United States Army Air Forces and also for general items of their equipment (Wilton, 2009). This generation is also known as World War II Generation (Murphy, 2007). They were born between 1901 and 24 (Strauss and Howe, 1991; Brokaw, 1998). But, according to Fry, Igielnik and Patten (2018) they were born before 1927. In India, it was a period of pre-independence era. In 2009, their population accounted for 0.3 % in India (Statistical Report, 2009), and their population has remained approximately 1.3 million only in the year 2017 (Population Pyramid, 2017). Soldiers of Indian G.I. Generation either directly participated or were affected in World War II (Harris, 2017). In India, this generation belongs to patriot freedom fighters like Chandra Shekhar Azad (Rana, 2005), Bhagat Singh, Shivram Rajguru and Sukhdeo (who sacrificed their lives), and other millions of patriots in a mission to make India independent. Their characteristics of patriotism, sacrifice, believing in leadership and cooperation was influenced by numerous historical events arose out of Indian independence movement and World War II. Although literacy ranged around 7 percent (Census of India, 2011) and very few of them were highly qualified, but had a true value of education (Deshmukh, n.d.). They believed in the service of society before self. The entrepreneurial cadre believed in socioeconomic development before profit or return on investment, and intellectuals in utilising their potential for freedom of the nation instead of personal growth. Many Indian natives resigned from government services including Subhas Chandra Bose who resigned from Indian Civil Services (ICS). This generation believed in leadership, had a sense of cooperation in team with formal hierarchy (Carlson, Deloitte & Touche Study, 2009). Therefore, based on their life events and related activities, it can be summarised that Indian G.I. Generation were having a characteristics of patriotism, sacrifice, cooperation, believing in leadership and good team players.

Traditionalists

Apart from being called as traditionalists (Murphy, 2007) they are also called Radio Babies, the Silent Generation (Tolbize, 2008; Howe, 2014c; Saleh, n.d.; Murphy, 2007) Veterans (Tolbize, 2008; Saleh, n.d.; Murphy, 2007), the Matures (Tolbize, 2008; Hagevik, 2009; Murphy, 2007), the Greatest Generation (Tolbize, 2008; Murphy, 2007) and the Builders, Industrialists, Depression Babies, GI Joe Generation (Murphy, 2007).

However there are various views on their birth years. According to Strauss and Howe (1991) they were born between 1925 and 42, according to Carlson Study (2009) and Howe (2014c) they were born between 1925 and 45, according to Saleh (n.d.) between 1930 and 45, according to Erickson (2008) between 1928 and 45 and according to Hagevik (1999) they were born before the year 1946. They were brought up in a challenging time with life experiences that included WW II, great depression of 1930s, and in India in a pre-independence era. Events at their early childhood viz., civil disobedience movement, sacrifice of Chandra Shekhar Azad, Rajguru, Sukhdeo and Bhagat Singh to make India free from imperial exploiters are considered as prominent life events. They witnessed slavery, poverty, great depressions of 1930s, and economic impact of World War II. Their important life events includes freedom from British Raj, Mahatma Gandhi's assassination, Indo-Pakistan war, and establishment of India as a democratic nation with first general election (Erickson, 2009). In India, their population accounted for 2.5% in the year 2009 (Statistical Report, 2009), and in the year 2019 they constituted less than 1.9 % of Indian population (Population Pyramid, 2019).

They witnessed poverty and watched their parents struggle to make ends meet. Since, they were brought up in poor economic conditions having short life expectancies with mass impoverishment (Erickson, 2009). Probably that was the reason they are conservative, cautious and very careful about money (Saleh, n.d.). Due to the forgoing life events in their early childhood, they developed professional characteristics like orthodox belief system (Millennial Leaders, n.d.), respect for authority and abide by rules and regulations, believe in leadership (Carlson Study, 2009; Millennial Leaders, n.d.). Further, organizational loyalty and consistency (Srinivasan, 2012; Carlson Study, 2009) is of an essence and they have advanced with the premises that the seniority is important to advance in one's career (Carlson Study, 2009). Integrity (Kim, 2008), dedication (Schaming, 2010), and belief in hard work (Rood, 2011) are there inherent characteristics. However, they resist change and avoid risk (Saleh, n.d.). Moreover, desire stability in life (Srinivasan, 2012). The foregoing discussion leads us to believe that the traditionalists are patriotic (Allen, 2004) and tend to follow command and control style of leadership. This generation sets and obeys the rules. Although, they are not the part of present workforce, but their contribution in industrial growth cannot be overlooked. Presently, Traditionalists are part of entrepreneurial population who sit in Boards of Directors to decide strategies regarding future course of business. Workers

of this generation have already retired from their respective work-places. People belonging to this generations are represented by Mr. Azim Premji chairman of Wipro Limited, Mr. Naresh Chandra and Mr. Euan McDonald (Non-Executive Director Vedanta Resources) to name a few.

Baby Boomers

According to the Oxford English Dictionary, the first recorded use of "baby boomer" is from 1941 in an article in "*Life*" (an American Magazine). They were named as Baby Boomers because of massive increase in US population after end of World War II. It was evident in India too, as the decadal population growth prate accounted for 21.64% for 1951-61 and 24.8% for 1961-71 census (Census of India, 2011). They are also known as Me Generation (Ethics Resource Centre, 2010; Murphy, 2007) and, Boomers and Vietnam Generation (Murphy, 2007), the Forgotten Generation, Woodstock Generation, and Sandwich Generation (Srinivasan, 2012). Ghosh and Chaudhuri (2009) tagged the generation contemporary to Baby Boomers in India as "Conservatives". Like previous generation, the birth year of Baby Boomers have been defined with different viewpoints. According to Howe (2014d) they were born between 1943 and 60. Blain (2008) defined baby boomers as those who were born from 1945 to 62, and according to Hagevik (2009) they were born between 1946 to 60. Erickson (2008) stated their birth year starting from 1946 and closing birth year as 1960 or 64. Various studies viz., Carlson Study (2009), Ethics Resource Centre (2010), Global Workplace Innovation (2010) and Millennial Leaders (n.d.) concluded the birth year of Baby Boomers between 1946 and 64.

In 2009, their population in India accounted for 12.5% (Census of India, 2011) and, in the year 2019 they remained approximately 10 .2% (Population Pyramid, 2019). Elder Baby boomers have already retired from workforce, but younger ones are still part of Indian workforce.

Exploring the characteristics of Baby Boomers in India, Ghosh and Chaudhuri (2009) highlighted that they were nurtured post-independence period in a large family having rigid caste system, facing red tapism in bureaucratic setup with corruption, government interferences and rigid protectionism. Further, they highlighted that social position of each person belonging to this generation was determined by heredity, rather than his personal achievements. Unfolding characteristics of Indian Baby Boomers

Ghosh and Chaudhuri (2009) underlined that this generational cohort has high level of national pride, respect for authority and have a protectionist attitude towards foreign trade. Apart from these characteristics these author underpin that, baby Boomers in India are technophobic, shy and obedient, consider civil services with the highest regard. Besides these characteristics, they are frugal, and value their family because they are brought up in a joint family environment (Ghosh and Chaudhury, 2009).

Professional characteristics of baby boomers revealed by various studies are that they are idealistic (Carlson study, 2009; Millennial Leaders, n.d.), optimistic (Carlson Study, 2009), follow consensual and collegial leadership style (Global Workplace Innovation, 2010), therefore, they are loyal to one organisation (Kaye & Cohen, 2008). They encourage productivity (Kaye & Cohen, 2008) through teamwork (Carlson Study, 2009; Global Workplace Innovation, 2010), take minimum off, and pass their knowledge to succeeding generation (Kaye & Cohen, 2008; Erickson, 2008) to fulfil their personal gratification (Carlson study, 2009) at workplace. They consider work as an exciting adventure (Global Workplace Innovation, 2010), desire quality in work through feedback (Global Workplace Innovation, 2010; Carlson Study, 2009), and don't appreciate their own work, but, they need reward as title recognition and in terms of money (Global Workplace Innovation, 2010). They are workaholics (Ethics Resource Centre, 2010; Global Workplace Innovation, 2010), and believe that a long hour of work amounts to hard work (Ethics Resource Centre, 2010). They may work long hours to get extra pay to bring up their family in a better condition (Ballenstedt & Rosenberg, 2008) and get motivated by position, perks and prestige. Apart from working class employees they are also part of high profile positions in companies as entrepreneurs, top and middle management employees. They are represented by Sunil Bharati Mittal, Anand Mahindra, Gautam Adani and Indira Nooyi Chanda Kochhar, Udai Kotak and Shikha Sharma.

Gen X

The term Generation X was coined by the Magnum photographer Robert Capa in the early 1950s to label the title for a photo belonging to youth entering their adulthood post WW II (Ulrich, 2003). The term, though coined in the 1950s, became synonymous with children of the 60s and the 70s after author Douglas Coupland used it in his novel Titled " Generation X: Tales of an accelerated culture" (Ulrich, 2013). They are known as Xers (Tolbize, 2008), Baby Busters (Tolbize, 2008; Murphy, 2007),

Slacker (Ethics Resource Centre, 2010) Post-Boomers (Murphy, 2007; Srinivasan, 2012), the Shadow generation, and MTV generation (Srinivasan, 2012) too. They were born between 1961and 81 (Strauss and Howe, 1991; Howe, 2014e; Kafil et al., 2012), but, according to Murphy (2007) their birth years ranged from 1965 to 80. Tolbize (2008) stated their birth year between 1968 and 79. According to Erickson (2008) Gen X's birth year period was between 1961 to 1979. Srinivasan (2012) explained their birth year beginning from 1961/64-65 to 1975-83. In India, their population accounted for approximately 17.5 % (Statistical Report, 2009) in the year 2009, and in 2019 they constituted 17% in total population (Population Pyramid, 2019).

Emergency in 1975, controlled economic liberalization of 1980s (Nayar, 1998) and liberalization of 1990s (The LPG Era-Liberalization, Privatisation and Globalisation) (Panagariya, 2003) which were the life events in the era of Gen X. These events changed the social, political and economic scenario of India as a whole.

Expansion of IT industry post 1991 liberalization, privatization and globalization resulted in exponential growth of computer education. This lead Gen X to become technology friendly (Ethics Resource Centre, 2010). Gen X is the first generation to grow up with computers and new age technology. Computer related technologies have become an essential aspect of their life. Information Technology revolution gained momentum with launch of mobile phones in 1995, and stemmed ample employment opportunity in this sector. Computers related technologies have become an essential aspect of their life. Therefore, Gen X reflected a shift from a manufacturing economy to a service economy (Kane, n.d.). A drastic change in employment preferences from public to private sector as an outcome of 1990s economic reforms (Bhalotra, 2002) provided job opportunities with high-status remunerations. Migration of IIT (Indian Institutes of Technology) graduates and other high end professionals (brain drain) to US and western countries (Srivastava, 2015; Erickson, 2009) moulded their mind-set to adapt change and think globally (Carlson Study, 2009). There are over 75% of 1980s IIT graduates migrated to the United States (Erickson, 2009). With such opportunities in job market they are less committed to one employer (Ethics Resource Centre, 2010) and more willing to change jobs (Blain, 2008) to get ahead than previous generations. They are self-reliant (Tolbize, 2008; Becton, Walker and Jones, 2014; Blain, 2008), autonomous (Tolbize, 2008) and, more independent than their predecessor (Tolbize, 2008). Since, they have witnessed growth in economy from

late 1980s to mid-1990s and expansion in job market (Bhalotra, 2002), they are optimistic and have a positive attitude (Carlson Study, 2009). It is during the time period of Gen X that concepts like flexi work hours (Carlson Study, 2009; Ethics Resource Centre, 2010), etc. were developed and implemented as HRM policies.

Gen X is ambitious and eager to learn new skills but want to accomplish things on their own terms. They adapt well to change and are tolerant of alternative lifestyles. They are productive, goal oriented, multi-tasking (Carlson Study, 2009), and expect to have multiple careers (Ethics Resource Centre, 2010).They never hesitate to question the authority (Carlson Study, 2009; Ethics Resource Centre, 2010). Gen X likes informal work environment (Carlson Study, 2009), with less supervision (Brown et al., 2009) and wants freedom (Carlson Study, 2009) at workplaces. If not satisfied, they never hesitate to change their job, and tend to have multiple employers (Ethics Resource Centre, 2010) than previous generation. They desire for work-life balance (Ethics Resource Centre, 2010) and, demand for flexible work schedule (Ethics Resource Centre, 2010; Carlson study, 2009). On the other hand, they possess some negative characteristics such as laziness, slackness and are sceptical and cynical (Ethics Resource Centre, 2010) too.

Gen Y
Introduction to Gen Y

Gen Y has been bestowed with words like Boomlet, Cyberkids, Non-nuclear family generation, 'Nothing is sacred' generation, Digital natives, Do or Die generation and Wannabes (Srinivasan, 2012; Tolbize, 2008). They are also known as Echo Boomers (Strauss and Howe, 1991; Murphy, 2007; Tolbize, 2008; Ethics Resource Centre, 2010) referring to their generation size (i.e. due to increase in birth rates), Digital Generation, Nexters (Murphy, 2007; Tolbize, 2008), Feel good generation, Net Generation, Generation Me, Generation WWW and N-Gens (Tolbize, 2008), and, Internet Generation, Nintendo Generation and Sunshine generation (Murphy, 2007). Apart from that, referring to the year 2000 they are popularly known as Millennials (Carlson Study, 2009; Tolbize, 2008; Ethics Resource Centre, 2010) by various researchers across the globe.

Time period of Gen Y has been a debatable issue for the want of consensus of various scholars. Those scholars suggested the beginning of Gen Y as early as 1977 and

as late as 1981 and, ending as early as 1994 and as late as 2002. Karefalk, Petterssen and Zhu (2007) suggested birth years period of Gen Y between 1977 and 2000. According to The New strategist (2006) and NAS (2014) they were born between 1977 and 1994, and The New Strategist (2007) named them as "*The Large Millennial Generation*". Tolbize (2008) outlined their birth year from 1978 to 2002, Martins and Martins (2012) underlined 1978 to 2000, and Robert Half International (2008) from 1979 to 1999. According to Erikson (2008) Gen Y was born after 1980 but the fixed closing year of their birth year period was not explained, however, Robert Half International (2008) enunciates members of this group were born between 1979 and 1999. As per this definition the youngest members of this generation are still in colleges, while the vanguards are already in the workforce. Many scholars outline the beginning of their birth year as 1981 and closing year as 2000 (Hagevik, 2009; Carlson Study, 2009; Blain, 2008). Strauss and Howe (2000) used 1982 as the Millennials' starting birth year and 2004 as the year as the ending year of their birth. Stein (2013) identified Millennials as those born between 1980 or 1981 and 2000. Taylor, Paul and Scott (2014) defined "Adult Millennials" as those who are born between 1981 and 1996.

Based on various research papers (Erickson, 2008; Carlson Study, 2009; Hagevik, 2009; Blain, 2008; Ethics Resource Centre, 2010) the birth year period of Gen Y is considered as those born during years 1981 to 2000. This age period of Gen Y is also justifiable from the point of view that Gen X's time period ends in the year 1980 which has not been objected by any researcher. However, for other interpretations and characteristics other studies were also considered in context of Gen 'Y'.

Share of Gen Y in Demography of India

In the year 2009, in India, the population of Gen Y (born between 1981 and 2000) accounted for 39.4 % (Statistical Report, 2009) of total population. According to Population Pyramid (2019) in 2019, Gen Y constituted more than 33% global population and, in India they represented 36.4% of total population (based on approximate calculation by the researcher), therefore India is known as a Young country (Shivakumar, 2013). According to 2011 census literacy rate of India reached to 74.04 % in comparison to 64.8% literacy in the year 2001.This was due to growth in school enrolment and drastic decreasing dropouts from 2001 to 2014 (Ministry of Statistics and Programme Implementation, n.d.), certainly it was the young adulthood period of Gen Y. As India is witnessing an increase in higher education (All India

Survey on Higher Education, 2013-14), this increase is also pertinent to the same generation, therefore they can be considered as more educated than their predecessors. In FY 2012-13 they constituted more than 40% of our workforce (Youth Employment-Unemployment Scenario, 2012-13), according to Forbes Report 2019- *Workforce 2020* by the year 2020 Gen Y will dominate the workplaces. In its report, US Census Bureau International Database (2009), worldwide population of Gen Y (aged between 15-29 years) accounted for 25.47% (World Population, 2009). Since Gen Y is replacing Baby Boomers, they are going to be the future of the economy.

Prominent Events

As Gen Y was born between 1981 and 2000, liberalisation at their early childhood played a pivotal role for better employment opportunity at their young adulthood. With the expansion of IT industry in 1990s they enjoyed the beginning of digital era at their developmental stage. Thus, economic liberalisation, expansion of IT industry and growing economy, may be termed as their significant life events.

General Characteristics

Gen Y is confident (Blain, 2008; Carlson Study, 2009), optimistic and creative (Angeline, 2011), ambitious and achievement-oriented (Murphy, 2007). They continue to live with 24X7 digitally connected globalised world (Carlson Study, 2009). Gen Y is highly technologically proficient (Volkert, 2009a), as they grew up using personal computers and other digital devices. Gen Y is known for their technology savvy characteristics (Volkert, 2009a; Robert Half International, 2008; Volkert, 2009a & Brown et al., 2009), however, this technological impact may not apply equally to all Millennials due to educational disparity in India (Majumdar and Mooij, 2011). Considered most technically educated (Volkert, 2009a) and ethnically diverse (Blain, 2008; Saleh, n.d.), Gen Y tend to have a more flexible lifestyle (Carlson Study, 2009). With the advent of technology, Gen Y is the most interconnected (Brown, 2009) generation, therefore, they can easily communicate with others (Carlson Study, 2009), and access information quickly and instantly (Ethics Resource Centre, 2010).

Gen Y has been brought up in changing generational and cultural landscape, and in the ambiance of technological era, thus they look at the world with a global perspective indicating they are more open and easily accept others (Karefalk et al., 2007). By nature, they are culturally diverse (Carlson Study, 2009; Ethics Resource

Centre, 2010), wear whatever they feel comfortable (Carlson Study, 2009), having a habit to communicate, exchange and relate the environment to the people as well as management (Global Workplace Innovation, 2010). Gen Y is more tolerant about differences in race (Carlson Study, 2009; Saleh, n.d.), religion and culture (Global Workplace Innovation, 2010), sexual orientation (Saleh, n.d; Brown et al., 2009), gender (Saleh, n.d.), and economic status (Brown et al., 2009) than previous generations, therefore, they interact with each other in a participative way (Global Workplace Innovation, 2010).

Global Workplace Innovation conducted a study in 2010 in India, China, UK and USA on Gen Y aged 15-29 years, reveals that Gen Y is entrepreneurial, multitasking, tolerant, goal oriented and having tenacity in their values as they think that this century is of young leaders. The study further highlights about Indian Gen Y as highly competitive and more than ever before seeking higher education and landing jobs in MNCs. Blain (2008) states that Gen Y explores an opportunity for further improvement in their failure, and views failure as motivator despite deterrent. Also, they are willing to donate time to some form of public service (Allen, 2004; Brown et al., 2009), however, they are impatient (Global Workplace Innovation, 2010), lacking basic literacy fundamentals, having very short attention spans and, distracted and distractible (Ethics Resource Centre, 2010).

Gardner (2008) argues that present educators face a lot of problem in inculcating respect for current generation (cited in Bauman et al., 2014). To beat such hurdles, theological studies pedagogy, service learning and experiential form of interaction are the means and ways to develop this generation's mind-set to inculcate a sense of community, civic engagement, and relationship around the world (Bauman et al., 2014).

Professional Characteristics

Research reveals that Millennials value autonomy (Carlson Study, 2009; Volkert, 2009a), and reinforcement in their jobs, and prefer workplaces that are fun filled and informal. Moreover, Millennials also crave for work-life balance, flexible work schedule, and are restless searcher for greener professional pasture (Volkert, 2009a). Millennials easily adapt new technology (Angeline, 2011), excellent at integrating technology into workplace (Blain, 2008), demand immediate feedback and recognition, and expect to have multiple careers (Ethics Resource Centre, 2010;

Angeline, 2011). Gen Ys prefer their dream boss as the one who is flexible, understanding, cares for employees, has good a communication and management skills, and appreciate them (Robert Half International, 2008). They want to work with a manager from whom they can learn, get and offer feedback in the environment of state of art technology **(**Robert Half International, 2008; NAS, 2014). Therefore, organisations need to ensure Gen Ys working with bright and creative managers (Global Workplace Innovation, 2010), and maintain their personal life (Carlson Study, 2009).

High salary and better compensation benefits are considered as motivational factors in the job by Gen Y (Saleh, n.d.). Gen Y is inclined to change jobs and/or companies more readily than previous generations (Hall, 1996; Arthur and Rousseau, 1996) in search of such motivational factors. They have high expectations from their employers, seek out new challenges and are not afraid to question authority (Tolbize, 2008). Gen Y is highly inquisitive (Saleh, n.d.), wants meaningful and interesting work and a solid learning curve (Global Workplace Innovation, 2010) to utilise their skills and multiple competencies. They work better in team (Blain, 2008; Angeline, 2011; NAS, 2014) as they are highly socially networked. The general belief regarding Gen Y is that they are not attracted to routine task and quickly become disengaged (Brown et al., 2009) for want of challenging work (Global Workplace Innovation, 2010; NAS, 2014). They are pragmatic (Robert Half International, 2008), and not loyal to employing organisation (Ethics Resource Centre, 2010).

Gen Y, like their older colleagues give priority to salary, benefit and room for professional growth while evaluating job opportunities (McGinnis, 2011). In this way they are not so different from their older colleagues. Thus, the foregoing discussion leads us to assume that competitors can lure Gen Y by increased pay and benefits, opportunities for advancement and more interesting work. Millennials prefer flexibility in their work schedules and positions as well as the ability to maintain a substantial work-life balance (Volkert, 2009b; Brown et al., 2009; Carlson Study, 2009 & Global Workplace Innovation, 2010). Gen Y associates less with their employing organisation and more with the type of work they do (Robert Half International, 2009). They do not prefer to connect with long working hours of work or devotion to their employer (Brown et al., 2009; NAS, 2014; Ethics Resource Centre, 2010). Due to technological advancement this generation believes they can work away from the office and still

produce quality results. Gen Y desires work and career flexibility and also believes that they can do more with less input. Consequently, they feel that they deserve the freedom to work fewer hours while still accepting challenging jobs. For them work is a means to an end fulfilment. With opportunities aplenty in the current economy (Bhalla, 2008), they are also job hopper (Brown et al., 2009; Global Workplace innovation, 2010) and, crave for freedom, collaboration and innovation from their job and employer (Karefalk et al., 2007).

NAS (2014) states that Gen Ys want to give input in the light of clearly stated goals, expects full disclosure in the organisational hierarchy and to be paid for what they do and not for how much time they spend in the organisation. They require frequent training, but never expect to stay in one job for a long period of time (NAS, 2014). Further NAS (2014) emphasize that various generations working together have different attitudes towards their careers, their bosses, co-workers, companies, lifestyles, management style, appearance, use of technology, work ethics, respect for authority and dress code. Therefore, the challenge for employers is to understand the differences within the workforce, determine what motivates the talent in the organisation and come up with strategies to engage and retain top talent that makes the most sense for organizations' sustainability in the days and years to come (refer annexure 3 for Gen Y's Characteristics w.r.t. Organisational, Technical, Professional, Motivational, values and Personal).

Allen (2004) explains that like the "Greatest generation i.e. The GI Generation and Traditionalists, Gen Y has a strong sense of morality, tends to be patriotic, is willing to fight for freedom, is sociable, and values home and family. Brown (2004) is of the view that Gen Y tends to face challenges, needs to succeed, strives to make a difference and seeks employers who will further their professional development. Both these studies were conducted in Canada and USA respectively. However, in the context of Gen Y in India these characteristics need to be checked empirically.

Gen Z

Like their other predecessor generations, Gen Z has also been bestowed various names. Based on an online voting conducted in the year 2006, the generation after Millennials are called Homeland Generation (Howe, 2014f). Apart from this, they are also known as Mobile Generation (Ozkan and Solmaz, 2015), iGen, @generation, the

Pluralist Generation (Loehr, 2017), 'Gen Next,' 'Gen I,' or 'Echo Bust (Chaney, Touzani and Slimane, 2017) and post-millenarians (Oblinger and Oblinger, 2005).

There are various viewpoints regarding their starting birth year. Various scholars and research organisations (Seemiller and Grace, 2016; Stillman and Stillman, 2017) define their birth year from mid 1990s, but, Ozkan and Solmaz (2015) argue that they are born after year 2000. Moreover, Howe (2014) stated their starting birth years as 2005, but, he emphasised that it is a guess only because there is no boundary line. As eminent authors (Hagevik, 2009; Murphy, 2007; Blain, 2008; Stein, 2013) define the closing birth years of Gen Y as the year 2000, and in this research the adopted age range of Gen Y is from 1981 to 2000. Thus, they can be considered as born after the year 2000. Maximum age of this generation is 20 years in the year 2020 according to age boundary of Gen Z in this study and they are supposed to be in schools and colleges. According to Population Pyramid, presently i.e. in the year 2020, this generational cohort constitutes approximately 35.7% of Indian population and 33.7% of global population.

They are confident (Seemiller and Grace, 2015), and adopt diversity like Gen Y, however, they are more conservative and realistic in contrast to Gen Y's liberal and optimistic characteristic (Seemiller and Grace, 2015). Gen Z are continuously connected through smart phones, tablets and other internet related gadgets and prefer written communication than verbal ones (Chaney et al., 2017). Further, with rapid change in technology, Gen Z has developed a characteristics of tech reliant a step ahead of Gen Y's tech savvy characteristics, thus they have become more information sensitive (Loehr, 2017). On comparison with Gen Y, Cook (2015) found that Gen Z prefer to save their money for future expenditure in higher studies in contrast to Gen Y's characteristics of spending money, thus, they value financial stability in life (Loehr, 2017). Cook (2015) enunciates that Gen Y spent lots of time at malls, but, Gen Z prefers shopping online and save their time. They possess a great self-esteem and are highly tolerant (Chaney et al., 2017), compassionate and open minded (Seemiller and Grace, 2015) and, more ethnically and racially diverse than their predecessors (Howe, 2014f; Loehr, 2017; Seemiller and Grace, 2015). Furthermore, they are thoughtful and determined for their career, responsible and loyal, and tend to respect authority, thus, they will have a strong work ethic similar to baby boomers (Seemiller and Grace, 2015).

<center>**Sustainability**</center>

Introduction

Sustainability and Sustainable Development are two different terms, both consisting Resource (the wise use and management of economic and natural resources), and Respect (respect for people and other living things) aiming to long term well-being for society and self (Blackburn, 2007). Sustainable means which conserves an ecological balance by avoiding depletion of natural resources (Oxford Illustrated Dictionary, 2007), and causing little or no damage and therefore able to continue for a long time (Cambridge Advanced Learners Dictionary & Thesaurus, 2008). Sustainability is necessary for an organization to manage efficiently and effectively meet its objective and sustain the test of time that possesses challenges externally and internally. Organisations depend on limited resources, viz human resource, financial resource and environmental resources, for their success and existence. They manage these resources with time tested successful management practices (Petrini & Pozzebon, 2010), strategies (Wilson, Smith & Dunn, 2007), policies (OECD, 2001) and legal compliances.

Sustainable Development

Widely accepted and most cited definitions of sustainability is "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Brundtland, 1987). International Union for Conservation of Nature and Natural Resources (IUCN, 1991) defined Sustainable Development as "Improving the quality of human life while living within the carrying capacity of supporting ecosystem". Brundtland's definition (1987) of sustainable development, considers human needs only, however, definition by IUCN (1991) considers a balanced view on sustainable development that incudes quality of human life vis-à-vis ecosystem where it lives. Deducing from Brundtland's definition (1987) of sustainable development, Ginsberg (2000) defined the term Sustainable Development as "satisfying the needs of the current generation, without jeopardizing the future generation's ability to meet their needs". Going through these literatures, environmental protection and sustainable consumption is found to be indispensable for sustainability, and this factor has been proclaimed by Mahatma Gandhi "*Nature has enough to satisfy everyone's needs, but not to satisfy everyone's greed*" in early 20th century.

Sustainable Development: Genesis

Searching the genesis of sustainability and sustainable development, pioneer environment protection activities in India resulted in "*Khejarli massacre"* in 1731. This movement was led by Amrita Devi Bishnoi, who sacrificed herself with her three daughters to protect trees from cutting down by a royal party led by the minister of the Maharaja of Marwar. People started hugging the trees that were intended to be cut and a total 363 Bishnois sacrificed their lives (Thapar, 1997). This incident was also a forebear of *"Chipko Movement in 1973"* (The Chipko Movement, n.d.). Apart from these movements, India has witnessed numerous movements (Malhotra, 2008) intending to protect environment viz., Save Silent Valley Movement (1973), Jungle Bachao Andolan (1982), Appiko Movement (1983) and Narmada Bachao Andolan (1985). The aim of these movements was to resist against development at the cost of environmental and social deterioration.

The "weak sustainability" approach (cited in Davies, 2013) suggests that environmental capital can be substituted by some form of human capital (economic and social capital) provided the sum of capital remains constant (improved human capital would be accepted even if this results in degraded environmental capital). On the other hand, "strong sustainability" suggests that different forms of capital are complementary but not interchangeable. The foregoing Indian movements rejected "weak sustainability" approach and conformed "strong sustainability" for which many pro-environment torch bearers/ volunteers had to sacrifice their lives.

Probing the efforts towards sustainable development at global level, "UN Conference on the Human Environment" in the year 1972 was the first official conference followed by "World Commission on Environment and Development" in 1987 popularly known as Brundtland Report (1987). These efforts led to the establishment of the United Nations Environment Programme (UNEP) on June 5, 1972, and development of the theme of "sustainable development" respectively. Next step towards sustainable development came out with three major agreements as a result of United Nations Conference on Environment and Development (1992) held at Rio de Janerio. These are known by the name- Rio Declaration on Environment and Development, a series of principles defining the rights and responsibilities of states; Agenda 21, a global plan of action to promote sustainable development; and Statement

of Forest Principles, a set of principles to underpin the sustainable management of forests.

Later General Assembly Special Session on the Environment (Earth Summit+5, 1997) came out with "Programme for the Further Implementation of Agenda 21". In September 2000, the member states unanimously adopted set of eight time-bound goals with a fifteen year deadline known as MDGs (Millennium Development Goals). The objective was to make a guiding policy and funding for its goals. MDGs are to combat social evils viz., extreme hunger and poverty, child mortality and HIV/AIDS. Further, objectives of MDGs is to secure universal primary education, promote gender equality and women empowerment, and improve maternal health and enhancement of global partnership and, to ensure environmental sustainability. World Summit on Sustainable Development (2002) resulted in "Johannesburg Declaration on Sustainable Development" which reaffirms agenda for sustainable development. A decade later, Conference on Sustainable Development (2012) resulted into focussed political outcome document- *The Future We Want* containing 17 SDGs (Sustainable Development Goals). These SDGs are expansion of MDGs, aimed to function as a blueprint to achieve better and more sustainable future for all.

Organisational Sustainability

An organization's ability to achieve its goals and increase long-term stakeholder value by integrating economic, environmental and societal opportunities in its strategies (adapted from "Symposium on Sustainability-Profiles in Leadership", NYC Oct 2001). Dyllick and Hockerts (2002) defined organizational sustainability as the capacity companies have for leveraging their economic, social and environmental capital for contributing towards sustainable development within their political domain. According to Savitz, Andrew and Weber (2007), a company is sustainable when it generates profits for shareholders, protects the environment, and improves the lives of the people with whom it interacts. Peterson (2009) defines "Organizational Sustainability as the ability for a group of persons to endure the internal and external pressures of a culture, through change and innovation, as they endeavour to deliver their specific products". To do that one needs a lens or a model through which one can evaluate the organisation.

Considering all these definitions, economic (Symposium on Sustainability, 2001; Dyllick and Hockerts, 2002; Savitz et al., 2007), environmental and societal (Symposium on Sustainability, 2001; Savitz et al., 2007) concerns are found to be

significant for organisational sustainability. Dyllick and Hockerts (2002) preferred societal concern and then environment, however Peterson (2009) emphasised internal and external pressure of a culture, through change and innovation as a measure of organisational sustainability. Thus, organisational sustainability is primarily concerned with profit generation keeping in mind that the process does not have any negative impact on environment and society.

Importance of Organisational Sustainability

Constructing "The show me the money model" to attain economic business values through sales and cost factor, Blackburn (2007) highlighted factors viz., (i) Reputation and brand strength, (ii) Competitive, effective and desirable products and services, new markets (iii) Productivity (iv) Operational burden and interferences (v) Supply chain costs (vi) Cost of capital and, (vii) Legal liability, which affect sustainability programme. Absence of initiatives for organisational sustainability by management personnel leads to collapse of organisation sooner or later. Collapse can be due to following reasons:

(i)   Non-Compliance and Maintenance

According to Ministry of Corporate Affairs, GOI, in India, registrations of approximately one lakh and twenty six thousand companies were cancelled and 37 thousand shell companies were identified during the years 2017, 18 and 2019. These are the best examples of collapse due to non-compliance of basic sustainability aspect. Closure of Hindustan Motors plant in West Bengal by the company in 2014 (Doval, 2014) and approval on proposal for shutting down 17 loss-making sick government companies by Prime Minister's Office (Mehra, 2016) may be termed as collapse due to non-maintenance of sustainability factors. Any organisation which claims to fulfil compliance and consideration of maintenance aspects needs to be cautious for responsible conduct of business revisit and strengthen earlier aspects. Non-consideration of responsible business behaviour leads to unsustainability sooner or later. Collapse of Enron, WorldCom and Satyam are the main examples of such type of cases. Fraudulent misrepresentation, cosmetization of data, lack of transparency and non-ethical conduct (Maulidi, 2016) were the key reasons of their collapse. In the past, such failures of many organisations lead to a complete downfall of many organisation or made them vulnerable to takeover/ acquisition by competitors. After such downfall, it is very difficult for a company to regain its brand image.

(ii)   Over-consumption

Scientists have concluded that not only natural cyclone, but, greenhouse gases (GHGs) emitted due to organisational activities are also major factor of rapid rate of global warming (Venkatramanan and Smitha, 2011). To deal with climate change, the United Nations formed a group of scientists called the Intergovernmental Panel on Climate Change (IPCC). Rise of particulate matter levels (Delhi Air Pollution, 2017) and other pollutants causing air pollution are the result of overcrowded population, industrial and vehicular growth. To overcome such environmental menace, the pollutant plants were decided to be closed (Koshy, 2017). Rising air pollution level in Delhi during November- December every year (Acharya and Krishnan, 2017), make us realise consequences of overconsumption. Sustainable consumption at nano level (personal contribution), has a potential to attain sustainable development of the world cumulatively. To tackle such complex challenges at local level, the urban arm of United Nations Global Compact (UNGC) founded a platform of cross-sectoral collaboration between government, civil society and the private sector. Pollock (2014) in his article, 'Nauru Phosphate History and the Resource Curse Narrative', highlighted gradual destruction of Nauru Island due to over consumption. This Island became very wealthy due to mining of phosphate, but, small Island surface of Nauru underwent gradual destruction due to over consumption. Thus, overconsumption is regarded as threat to sustainable development.

Organisational Sustainability Models

Triple Bottom Line/ 3P Sustainability Model

Elkington (1997) in his 3P sustainability model included people, planet and profit as the key to sustainability by emphasizing seven sustainability revolutions viz., market, values, transparency, lifecycle technology, partnership, time and corporate governance. He assumed a shift in paradigm for all these sustainability drivers as relevant to specific time period.

Six Criteria of Corporate Sustainability

Dyllick-Hockert (2002) in their Six Criteria of Corporate Sustainability model *(see fig.1)* explain societal case, natural case and business case. They emphasise that focus on economic sustainability can flourish in the short term, but to achieve long term sustainability all three dimensions are necessary. All these three dimensions are inter-related and need to be considered simultaneously. They highlighted eco-efficiency and

socio-efficiency as essential criteria for 'business case' of corporate sustainability, eco-effectiveness and sufficiency for 'natural case', and ecological equity and socio-effectiveness for 'societal case' of corporate sustainability.
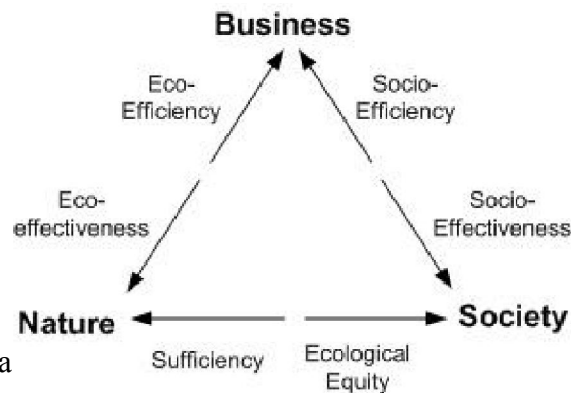
Fig1. Six Criteria
Source: Dyllick and Hockerts (2002)

Triple Top Line/ Fractal Triangle

Mc Donough and Braungart (2002) highlighted ecology, economy and equity as three anchor points in a fractal triangle *(see fig. 2)*. They have balanced equity, economy and ecology with each other at each anchor point. At 'Economy-Economy' anchor point, they searched answer for the basic question of profitability. Similarly they sought for improvement of quality of life of each stakeholder and restoration of ecosystem at 'Equity-Equity' anchor point and finally, at 'Ecology-Ecology' anchor point they sought obeying nature's law. In order to explore further improvements explicitly, they devided these anchor points into fractals viz., Economy-Ecology, Economy-Equity, Equity-Ecology, Equity-Economy, Ecology-Equity and Ecology-Economy. Thus, through this model it was tried to seek corporate sustainability on six criteria as explained above.
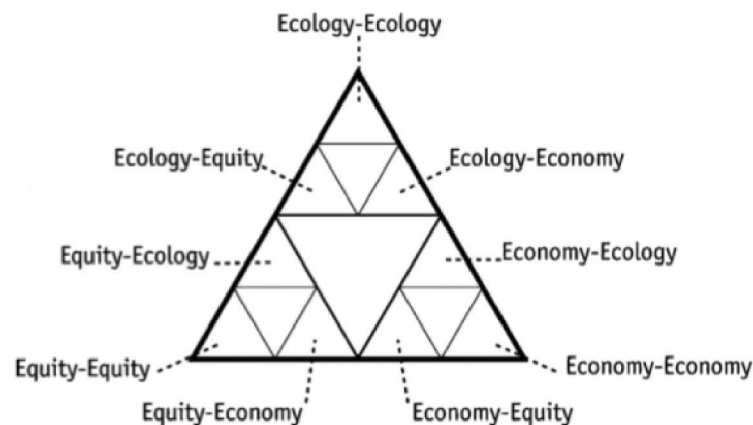
Fig2. Triple Top Line (Fractal Triangle) Model
 Source: McDonough and Braungart (2002)

Sustainable Entrepreneurship Model

Young and Tilley (2006), with an aim to advance model proposed by Dyllick-Hockert (2002), developed their model to move towards sustainable entrepreneurship *(see fig. 3)*. They incorporated environmental stability, environmental sustainability, intergenerational equity, economic equity, futurity and social responsibility. They highlight relationship among three poles viz., economic, environmental and social entrepreneurship to achieve sustainable entrepreneurship.
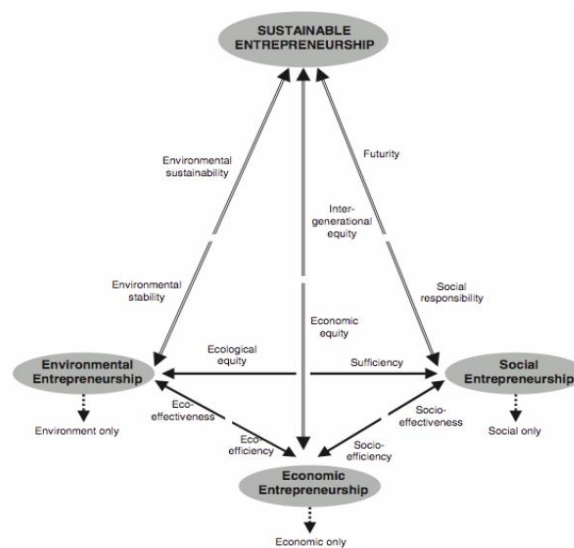
Fig 3. Sustainable Entrepreneurship Model   *Source: Young and Tilley (2006).*

Four Dimensions of Organisational Sustainability

Achkar (2005) in Four Dimensions of Organisational Sustainability model *(see fig.4)* enunciates, four dimensions as Physical–Biological, Social, Economic & Political. Physical-Biological dimension focuses strengthening ecosystem diversity, its productivity natural cycle and biodiversity. Social dimension highlights equity among generations, classes, gender and ethnic groups to access natural resources. Economic dimension emphasises human activities and political dimension highlights democracy.
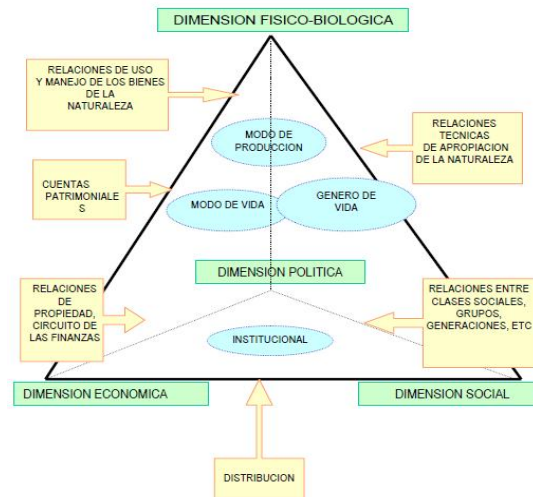
Fig 4. Four Dimensions of Organisational Sustainability
Source: Achkar, M. (2005)

360 Sustainability Model
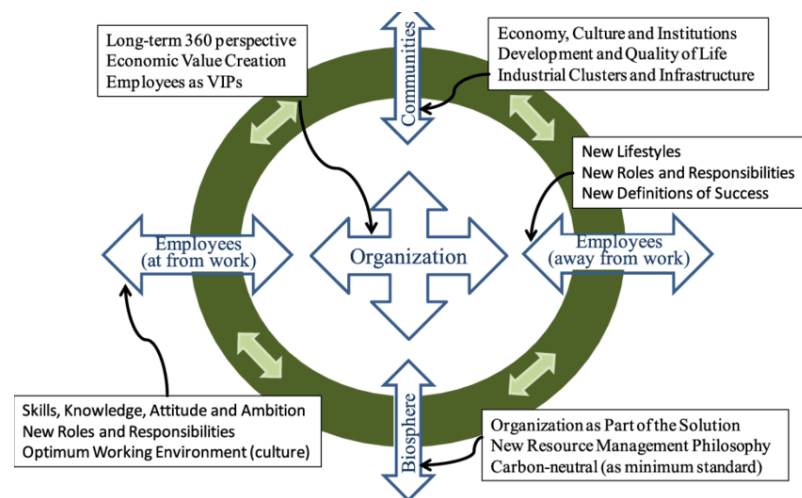
Fig. 5. The 360 Organisational Sustainability Model
Source: Hollingworth (2009)

Hollingworth (2009) proposed 360 Sustainability Model *(see fig. 5)* that highlighted employees at and away from work considering all HRD aspects, communities considering IR aspects as well as institutional and infrastructure development and, biosphere considering organisations as a part of the solution.

Social, Economic, Environmental and Ethical Model

Balestrero and Udo (2013) developed Social, Economic, Environmental and Ethical (SEEE) model of organisaional sustainability *(see fig. 6)*. They emphasised four aspects viz., social, economic, environmental and ethical as indispensable to achieve organisational sustainability. The model includes social aspects means aligning business values with those of individual community stakeholders through people and communities. Economic aspects means transforming business into a valuable investment based on sustainability principles and are possible through prosperity and resilience. Environmental aspects means assuming responsibility for sustainable contributions to the planet and are possible by developing ecosystem and stewardship. Finally, ethical aspects means building trust with rigorous disciplines of openness, transparency and accountability.

Fig. 6: SEEE Model
Source: Balestrero and Udo (2013)

After going through all above explained models it was found that some of the factors have been overlooked by some of the models. Basic compliance as a sustainability factor has been overlooked by Elkington (1997); Dyllick and Hockerts (2002); McDonough and Braungart (2002); Young and Tlley (2006); Achkar (2005) and Hollingworth (2009). Similarly HR aspects have been overlooked by Elkington (1997); McDonough and Braungart (2002); Young and Tlley (2006) and Achkar (2005). Some of the models viz., Dyllick and Hockerts (2002); Young and Tlley (2006) and Hollingworth (2009) lacked mentioning responsible business behaviour as a

measure of organisational sustainability. In the same way, Dyllick and Hockerts (2002) and Young and Tlley (2006) lacked mentioning values, and McDonough and Braungart (2002) overlooked business ethics as a factor of sustainability. Lastly, Dyllick and Hockerts (2002); Young and Tlley (2006) and Hollingworth (2009) did not mention transparency, whereas Hollingworth (2009) lacked mentioning accountability as a factor of sustainability.

Factors need to be considered for Sustainability

The foregoing review of literature, indicates that there are no. of factors which are necessary for organisational sustainability, however few have been missed. Thus, based on literature review a list of factors required for organisational sustainability have been considered hereunder.

(i)   Organisational and Operational Learning Factor

Organisational and operational learning enhances waste reduction, resource efficiency and eco-efficiency in manufacturing organisations (Davies, 2013). Naude (2012) and Davies (2013) emphasized on organizational learning as a strategy to accelerate organisational performance and maintain a long term sustainability by formation, transfer and retention of knowledge.

(ii)   Organisational Effectiveness Factor

Organisational effectiveness is necessary to achieve sustainability, and it is achieved through instilling Organisational Citizenship Behaviour (OCB) in individual behaviour and commitment in culture (Biswas, Srivastava and Giri, 2007). To attain such objectives organisation's top management plays an important role in inculcating and developing the organisational culture for value creation (Purang and Sharma, 2005).

(iii)   Values, Virtues and Ethics Factor

Values (Jennings and Zandbergen, 1995; Bhattacharjee, 2011), virtues (Bhattacharjee, 2011), ethics and strategy (Wilcox, 2002), and attitude (Thomas and Lamm, 2012) play vital roles in a bid to enhance sustainability of any organisation. Further, Bhattacharjee, (2011) enlisted a list of virtues (based on Solomon, 1999) that are essential for organisational sustainability. Shrivastava (2010) emphasised a requirement to develop passion for sustainability by use of holistic pedagogy

integrating physical, emotional and spiritual learning with traditional cognitive approaches to sustainable management. Organizations having a long term focus on ethical practices have higher financial performance compared to that do not engage in such practices (Ameer and Othman, 2012). It is very difficult to judge the sustainability of an organisation by looking at its financial and technological performance only, and overlooking ethics, values and virtues it believes in.

(iv)   Human Factor

Emphasising human factor, Pfeffer (2010) underscored importance of human security (life and professional) as an important sustainability aspect. Pfeffer (2010) further explains layoffs, work-family conflict, work stress, consequences of job design and inequality do affect organisational sustainability. Fischer et al. (2012) emphasized change in human behaviour is necessary for sustainability. Competitive advantage is one of the factor that affects organisational sustainability (Tasi, Tasi and Chang, 2013). The competitive advantage is a combination of dynamic capacity, innovation, knowledge and its management, and sharing, intellectual capital, human resource management, human capital, information technology, product/ services, corporate social responsibility and supply chain (Tasi et al., 2013).

(v)   Ecological and Environmental Factor

Shrivastava (1995) pronounced Corporate Ecological Sustainability through total quality environmental management, ecologically sustainable competitive strategies, technology considering nature, and reducing the impact of population on ecosystem. The Mission statement of United Nations Environment Programme (UNEP) "Our mission is to provide leadership and encourage partnership in caring for the environment by inspiring, informing, and enabling nations and people to improve their quality of life without compromising that of future generations". Considering all these factors, it is evident that the environmental friendly (green) activities and responsible business behaviour of ogranisations are the raison d'etre of organisational sustainability.

Development of Hierarchical-Sustainability Enterprise Model (Hi-SEM)

The foregoing review of literature reflects contribution of various researchers in developing various models to ensure organisational sustainability. In a bid to consolidate various propositions of those models, we propose Hierarchical Sustainable Enterprise Model (Hi-SEM) as under. The model will be applicable to all organisations

irrespective of their shape, size, nature, ownership and sector. This model acts as a yardstick to measure various sustainability stages of an organisation.

Sustainability Steps

Individuals (nano level) are indispensable parts of any organisation and cumulative collection of all organisations (micro level) are indispensable part of the planet earth (macro level). Cumulative actions of individuals lead to action by organisations and cumulative actions of organisations lead to cumulative action of planet for its own sustainability.
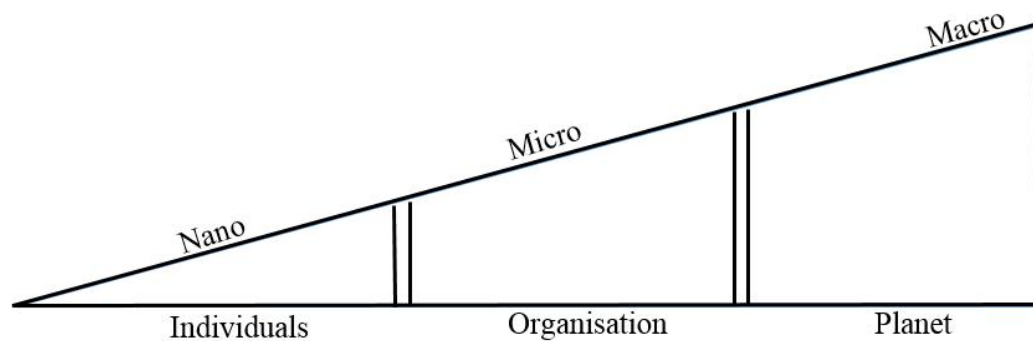
Fig7. Sustainability Steps

Hi-SEM

This model emphasises sustainability as an ongoing process containing five hierarchical stages and nature of activities involved during each stage (see fig. 8).

Stages of Sustainability and Corresponding Activities

Stage 1-Existance

Mandatory activities need to be executed during initial stage of an organisation. Activities are mandatory in nature at this stage (Albuquerque, Filho, Nagano and Philippsen Junior, 2016) as per laws of the land. Adherence to the laws, rules and regulation leads to bare existence of an organisation (Welsh and White, 1978; Churchill and Lewis, 1983). Moreover, this stage is basic necessity for survival of an organisation and recurring in nature during the lifetime of an organisation.

Stage 2- Subsistence

At this stage, supplementary activities need to be considered for smooth operation of organisational affairs. Activities at this stage are to enrich employees with skills and attitude (Hollingworth, 2009), and to cooperate with business partners as an endeavour to gain customer satisfaction through service or product quality control (Albuquerque

et al., 2016). Through supplementary activities an organisation seeks to sustain as a going concern taking care of its employees and customers (Churchill and Lewis, 1983; Scott and Bruce, 1987).
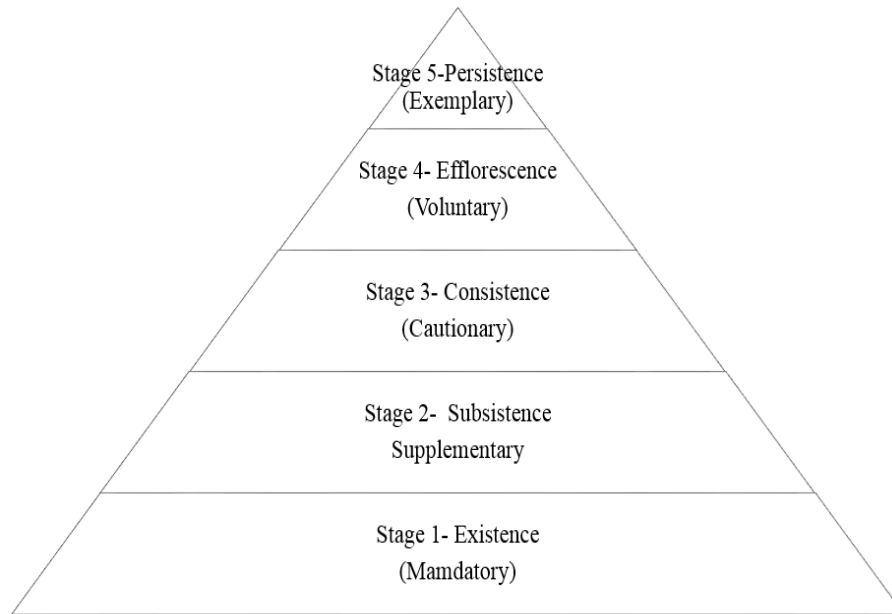
Fig 8. The Hi-SEM
Source: Developed by the researcher for this study

Stage-3 Consistence

At stage 3, companies need to focus on their consistent behaviour in terms of whatever they do. Their activities should have elements of responsible behaviour. This stage does not specify 'what' to do but specify 'how' to do? Activities under stage 1 and 2 are carried out with fairness (GRI G4, 2013), transparency (Elkington, 1997) and honesty by following ethics (Solomon, 1999). The management strives to have policies that promote goodwill of their organisation (Camilleri, 2017). Activities involved at this stage are waste reduction (Davies, 2013) and sustainable consumption (Pollock, 2014) assists in cost cutting by inculcating virtues, values, right set of attitude and ethics (Solomon, 1999) along with innovation and strategy through green practices. The idea is to optimize the use of resources. As this stage sanctions a 'Break-Even Point', the outcome of this stage is termed as 'consistency'. The activities involved are cautionary in nature as it brings goodwill to the organisation if followed in spirit otherwise the organisation runs a risk of getting maligned leading to collapse. However, in the lifecycle of a business such stage is considered as formalization (Albuquerque et al., 2016), growth maturity (Miller and Friesen, 1984), and growth expansion (Scott and Bruce, 1987).

Stage-4 Efflorescence

The fourth stage is an effort to progress in the lifecycle of a business sustainability. At this stage management executes activities which are voluntary in nature. Organisation policies at this stage is navigated by the voluntary activities that are desirable but not mandatory. These can be fulfilled by formulating strategy for environment (Epstein and Roy, 2001), marketing, financial aspects, HR (Hollingworth, 2009), and product and service development by intensive research and development (Ameer and Othman, 2012). HR strategy ranges from employee engagement, talent management, and change management to value creation. These activities instil a value creation amongst employees so that they may turn out to be brand ambassador of the company. Similarly, activities like reduce, recycle and reuse (Cheremisinoff and Ellerbusch, 1978) are the activities that are voluntary but reflect responsible behaviour of an organisation towards environment. Voluntary activities promote culture of organisation (Achkar, 2005) that make it respectable in the society leading to efflorescence of an organisation. In business lifecycle this stage is considered as take-off resource maturity (Churchill and Lewis, 1983), readaptation (Albuquerque et al., 2016), and development of structure (Quinn and Cameron, 1983).

Stage-5 Persistence

Activities at this stage of organisational sustainability are exemplary in nature. At this stage, profit and loss weighs less than its brand image and goodwill (Fombrun, Gardberg, Barnett, 2000) for an organisation. Passion for excellence adds fuel to sustainability aspiration. Moreover, these activities help create a healthy organisational culture (de Lange, Busch and Delgado-Ceballos, 2012), and an ambiance to inculcate a sense of commitment among all who are directly or indirectly concerned with organisational affairs. Adoption of such exemplary activities results into persistence of the organisation. In business lifecycle this stage is considered as stability (Albuquerque et al., 2016).

It has been noted that all stages of Hi-SEM are not possible sans recourse human being an organisation. Thus, their characteristic, personal and professional, make the difference for an organisation to remain sustainable over a period of time. Thus, the organisation sustainability can be predicted by the characteristics of its human

resources. Hence this study attempts to explore the organisation sustainability through Gen Y (who are going to be in majority in few more years).

Sustainability Reporting

To identify and fulfil practical facets of organisational sustainability, Global Reporting Initiative (GRI) started exploring sustainability aspects for business organisation during late 1990s. GRI enables a business organisation to achieve sustainability through process formalization, cost reduction and improved efficiency. Similarly, in the year 2000, United Nations started formulating 'Sustainability Reporting Guidelines' in form of United Nations Global Compact (UNGC) to make business organisations aware about ten universally accepted principles which helps economies and societies to sustain.

Global Reporting Initiative

GRI was founded as an international organisation in Boston in the year 1997. This is labelled as Ecological Footprint Reporting, Environmental Social Governance (ESG) Reporting, Triple Bottom Line (TBL) Reporting and, Corporate Social Responsibility (CSR) Reporting. Since release of its first "Exposure Draft" in the year 1999, it has gone through many amendments. It released GRI G1 in the year 2000, G2 - 2002, G3 - 2006 and G3.1 in 2011. Launched in May, 2013, GRI G4, the fourth generation of the guidelines conveys disclosures on an organization's most critical impacts; "let it be positive or negative for the environment, society and the economy".

United Nations Global Compact

Formation of the UNGC was announced by UN Secretary- General in World Economic Forum in the year 1999, and was launched on July 26, 2000 at UN Headquarter in New York. It is a non-mandatory pact of ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption factors. UNGC was initially launched with nine principles, and added anti-corruption in the year 2004. This reporting guidelines ensure that markets, commerce, technology and finance must progress in such a manner that benefit economies and societies everywhere.

Business Responsibility Reports

In India, Securities and Exchange Board of India (SEBI) mandated to follow Business Responsibility Reporting (BRR) for top 100 listed companies, based on their market capitalization, at the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE). This reporting came into existence as a part of company's Annual Reports (ARs) w.e.f. FY ending on or after December 31, 2012. Subsequently, applicability of BRR was extended to top 500 listed companies w.e.f. April 1, 2016, and from top 500 to 1000 w.e.f. FY 2019-20 vide SEBI (Listing Obligation and Disclosure Requirement) (Fifth Amendment) 2019.

BRR guidelines are essentially a set of nine principles in line with National Voluntary Guidelines on Social, Environmental and Economic. Responsibilities of Business (NVG-SEE) offering an Indian understanding and approach to inculcating responsible business conduct. Here, the term "Responsible Business Conduct" refers to the commitment of businesses operating in an economically, socially and environmentally sustainable manner. Moreover, such conduct must balance the expectations of shareholders and other stakeholders. The NVG-SEEs serve as a guidance document for businesses, irrespective of size, ownership, sector, and geographical location for the sustainability of business.

Sustainability Reporting in India

A framework was necessary to formulate a sustainability yardstick in form of sustainability reporting guidelines, which makes an organisation able to explore and document the vital areas of sustainability, gauge against norms and communicate their performance. Thus, in order to show sustainability by any organisation, a Sustainability Reporting can be used as an instrument for various stakeholders. Hence, India has adopted Sustainability Reporting Guidelines.

In order to clarify stakeholder concerning organisational performance in India, two types of sustainability reporting takes place viz., Mandatory and Non-mandatory or Voluntary. Business Responsibility Reporting (BRR) is mandatory for companies based on their market capitalization and need to be followed, if they fall under criteria of regulatory authorities. Many of the Indian organisations have adopted Global Reporting Initiative (GRI) or United Nations Global Compact (UNGC) as voluntary sustainability reporting guidelines to show their extra-consciousness towards sustainability.

CHAPTER 3- RESEARCH METHODOLOGY

CHAPTER 3 - RESEARCH METHODOLOGY

Research Design

Descriptive research enables to get insights into a phenomenon and sanctions a basis for decision-making. It deals with the study of status, which is widely used in education and the behavioural sciences. However, descriptive studies have a constraint to explain why an event took place (Punch, 2005). On the other hand exploratory research aims at discovery of ideas and thoughts to get insight into a problem and comprehension for more precise investigation (Yin, 1994). Singh (2007) states, exploratory research as foundation of conclusive research to determine initial research design, sampling and data collection methods. Thus, considering the objective of the study and methods of data collection, analysis and inferences, a descriptive as well as exploratory research design has been adopted. Descriptive research has been used to analyse and present biographical attributes of the respondent's viz., age, gender, education and designation etc. Exploratory research has been used to establish the relation between independent and dependent variables, and infer on the basis of analysis. The tools and techniques used in data analysis has been presented at table no. 7.

Sampling Plan

Target Population

Managerial cadre employees are chain between top management and the productive workforce of any organisation (Kumarasinghe and Hoshino, 2010). Managerial cadre employees paly important role in deciding and execution long term plans (Tovmasyan, 2017). Therefore knowledge of characteristics of this managerial cadre employees is a decisive factor for the long terms sustainability of any organisation. Hence in this study, Gen Y managerial cadre employees were considered as respondents. Gen Y managerial cadre employees were considered as respondents taking into account equal no. of respondents from both Public (PSUs) and Private (Pvt) Sector Companies. Within these sectors an equal representation of manufacturing and service industry was assured. Further, a list of eligible units (Gen Y managerial cadre) in each sample organisation was sought. From every sampled organisation, a sample of eligible units were selected randomly and sample size was decided using proportional allocation. Each company was treated as a stratum (see annexure 2). Thus, a stratified random sampling technique was adopted in this study.

Basis of Stratification

Literature highlights a need for empirical studies in the field of motivation and organisational behaviour in wider institutional context (Perry, 2000). There exists a great difference in work motivation between public sector and private sector employees (Wright, 2001). One such study was carried out by Goulet and Frank (2002) which examined similarities and differences in organisational commitment on the basis of sectors. They underlined a significant difference in organisational commitment on the basis of sector. Therefore, stratification of target population in this study was carried out on the basis of organisations they are working for.

Table 3

Population Stratification

	Sample Companies : BSE/ NSE/ NYSE Listed	
	Public Sector Companies	Private Sector Companies
Manufacturing	<u>Condition for Selection</u>	
Service/ Non-Manufacturing	Head Office/ Registered Office/ major operation in Gujarat	

Sample Size Determination

To determine sample size, statistical formulae have been used. Population of Gen Y in managerial cadre is finite. The rationale for consideration of the population being finite is twofold-

1. Companies considered for the study are listed on BSE/ NSE/ NYSE having major operations in cities of Gujarat, viz., Vadodara, Ahmedabad and Bharuch.

2. Companies were selected on the basis of their readiness to participate in the study.

Thus, for this study, an approximate population was assumed to be 1, 00,000.

Sample Unit- Any employee who is Gen Y (according to his/ her birth year falling in the year range of 1981-2000 and working in the managerial cadre, viz., Supervisor, Officer, Manager and General Manager).

Sampling Frame- Sampling frame was the employee list available with HR department that is consisting of employees working on the day of visit to the company.

Sample size- To conduct such studies in social science, significance level is 0.05 (Ary, Jacobs, and Razavieh, 1996). With the help of statistical formulae at 5% margin of error, Krejcie and Morgan (1970) suggested calculation of sample size as follows.

Table 4

Sample Size Determination

Measurement	Population	
	Finite	Infinite
Continuous	$n = z^2 *N* s^2/ (N-1)e^2 + Z^2 s^2$	$n = Z^2* s^2/ e^2$
	(n = 119, for N=100,000)	n = 2964
Categorical	$n = z^2 *N* p*q / (N-1)e^2 + Z^2 *p*q$	$n = Z^2* p*q / e^2$
	(n = 383, for N=100,000)	n = 384

Thus, considering table No. 4 for a finite population of 100,000 this formula recommends a sample size n = 383 appropriate for this study as measurement of data is considered as categorical and continuous both. To avoid incomplete/ invalid responses, it was decided to do 10% oversampling. Therefore, $421.3 \simeq 425$ responses were required to conduct this study. However, total 440 valid responses were collected for this study as there are four strata (110 respondents for each stratum). Further, the target population is homogenous in terms of respondent's education, socio-economic background and age range.

Data Collection

Data Source

To conduct this study data was collected from both primary and secondary sources. The Source of primary data is responses from Gen Y managerial cadre employees from both the manufacturing and service industries of public and private sector. Secondary data was collected from various websites, government reports, books, journals and newspaper dallies.

Tools for data Collection

To conduct this study hardcopy questionnaire was sent to all respondents through HR managers. Apart from hardcopy few sample companies requested the e-questionnaire therefore a google link was shared through e-mail.

Data Collection Instrument Development

The data collection instrument was developed to find out characteristics and preferences of Gen Ys of managerial cadre. An in depth analysis of available literature was carried out to construct data collection instrument. Inclusion of all the items was assured through content validity (refer annexure 3). Similarly reliability of the instrument for internal consistency of "Summated Rating Scale" questions viz., team player, distracted & destructible, and opinion towards trade unions etc. was assured through Cronbach Alpha (refer table 6 and annexure 4).

Biographical Section

This section includes necessary demographic information. Individual information like name of the respondent, contact no., email id, and religion were included as optional columns to protect respondent's privacy (Winstanley and Woodall, 2000). Similarly, a mandatory column to find out the age of the respondent "birth year" was included instead of "date of birth". However, this section contained mandatory information such as gender, schooling strata (rural/ urban/ partly both), education level, education stream, birthplace (state/ UT), and birthplace strata (rural/ semi urban/ urban). Further, professional information viz., the sector (Manufacturing-Service and Public-Private Sector) they work in, year of joining present organisation, total work experience, no. of jobs changed during professional career, present designation and no. of subordinates working under them were asked to categorise the respondents.

Questionnaire Section

Questionnaire section was developed by considering various articles and papers by review of literature. Table 5 shows question nos., Dimensions of characteristics that the question covered, measures and scale used. Robert Half International (2008) highlights that a job seeker considers pros and cons of each and every factor before choosing his job. Decision to opt first job may vary from person to person depending upon existing circumstances (Bazzhina, 2015). Thus, bearing in mind appropriateness of these factors of target population i.e. their education, socio-economic background and most important the generation they belong to, a list of such ten factors were included in a question no.20.

Numerous factors influence a person to choose a particular profession (Alexander and Twinomurinzi, 2012). To test these factors empirically on Indian Gen Ys, five predominant reasons were considered at question no.21 to administer on a formative scale.

After getting a job, an employee evaluates himself and his employment conditions with his counterparts working across organisations (Bansal, 2014; Maurer, 2018). Therefore, to know the gap between Gen Y's expectation and fulfillment of those expectations (Singh, Bhandarkar and Rai, 2012), by their employing organisations, a gamut of factors was enlisted from available literature. Out of those factors, an array of seven most appropriate and prevalent factors were included in the instrument at question no. 22 to gauge gap between expectations and fulfillment of those expectations of Gen Y.

When in job, people have various aspirations to grow in life personally and professionally. Such aspirations if not fulfilled people may leave their current job. Such aspirations are called stimulus which make reasons to leave the current job (Purang and Sharma, 2005). Such six reasons were included at question no. 23 on a formative scale. While doing data analysis these items were converted into reflective scale for grouping those six items into three constructs i.e. lower level, middle level and higher level. Internal consistency of each two item scale was assured through Split Half Reliability as well as Cronbach Alpha (refer annexure 12).

Learning new skills and attitude is an ongoing process, and needs to be established on various parameters, especially w.r.t. participants (Truitt, 2011). Accordingly, question no. 24 intends to explore Gen Y's inclination towards learning new skills and attitude towards training and development programmes (Salleh, Amin and Mamat, 2017). Their training and development orientation was measured on criterion viz., willingness, cost, comfort, impacts on career, and outcome. A consent to put extra effort and acceptance of increased responsibility, show employees' willingness for learning. Similarly, expecting an element of self-development indicates their positive attitude towards self-development in each and every conditions viz., at the cost of time, money and energy.

Literature suggests key dimensions of training as technical, administrative, soft skill, managerial and leadership in a context of a business organisation. Thus, Q. no. 25 was framed to find out and compare thrust area of training w.r.t. Gen Ys.

Few researchers found that people belonging to Gen Y are team players (Brown et al., 2009; Ethics Resource Centre, 2010). To check such attributes empirically, a construct with six items was included at Q no. 26 in the instrument.

It was found that Gen Ys get distracted easily (Ethics Resource Centre, 2010). Such 'distracted' nature may result in poor performance maligning both individual and organisation. Thus, to find out such attributes, a construct with six items was included at Q. 27 in the instrument.

Question no. 28 was framed to know Gen Y's perception towards trade unions as it is perceived that Gen Y may not like to join trade unions due to their Tech-savvy nature. Trade unions and their activities are almost always perceived negatively.

Reliability of all these three constructs for Q.26, 27 and 28 were confirmed during pilot test (please refer table 7). Further, reliability of all these three constructs were also checked for complete data and found approximately same as pilot study results.

As Gen Y is called digital natives and are tech savvy (Hershatter and Epstein, 2010) however, their preferred usages of technology is not known. Thus, Q. 29 was asked to find out their preferred usages of technology (ICT) that included rank order question comprising five areas of utilization. However, a set of three questions to gauge tech savvy traits had also been included at Q. 32 (f), (g) and (h) at section 3 on a formative scale.

Creating a sense of belongingness is indispensable for sustainability from human resource point of view. There are various factors that create sense of belongingness amongst employees (Green, Gino and Stass, 2017). Question no. 30 with six factors affecting sense of belongingness was included to gauge preferences of Gen Y to get them feeling of belongingness to their organisation.

After finding out feeling of belongingness, an attempt was required to know the factors that affect morale (Ngamb, 2011; Shelar and Phadatare, 2013) of Gen Y at workplace. Question 31 was asked with five predetermined factors to gauge the perception of Gen Y about factors that affect their morale at their workplace.

Section 3 was included in the instrument with Q. 32. The question cross examines attitudes, perceptions and preferences already asked previous questions in the instrument. Moreover, question related to other traits viz., inquisitive, adaptive, innovative, autonomy, entrepreneurial, social networking, and communicative etc. were also being included as questions. These questions were being administered on a formative five point ordinal scale. For precise details of dimensions, measures and scale of the instrument please refer table no. 5.

Table 5

Various Dimensions Covered in Questionnaire, their Measures and Scales Used

Q. Nos.	Dimensions	Measures	Scale
1-19	Biographical Information	Used for descriptive analysis and Hypothesis Testing	Independent variables
20	Factors considered While Opting for First Job	a. Due to family needs b. Structure of pay and perks c. Portfolio/ Nature of Work d. Opportunity for personal development e. Position f. Organisational/ Company image g. Nearness/ Proximity to hometown/residence h. Work life balance i. Freedom to work as I like j. Less responsibility in job	Reflective: Summated Rating Scale Formative: Five point ordinal Scale
21	Factors influencing choice of profession	a. Because of interest in this profession b. According to my family guidance c. Based on salary and fringe benefits d. My qualification matches to this profession e. Based on employment/ career opportunities	Formative: Five point ordinal Scale
22	Motivating factors to continue in the present job	a. Pay and perks b. Decent work environment c. Courteous boss d. Recognition e. Job security f. Flexible work schedule g. Career development opportunities	Formative: Five point ordinal Scale
23	Decisive factors to switch over jobs in future	a. Increased salary and fringe benefits b. Seeking Life time employment c. Appointment at a higher position d. Career development opportunities e. Environmentally and socially responsible organisation f. Organisation conforming moral and ethical practices	Reflective: Summated Rating Scale Formative: Five point ordinal Scale

24	Attitude towards learning new skills	a. Even if I need to put extra effort to learn b. Even if my area of responsibility is increased c. Even if I get slightly less fringe benefits d. Provided I am comfortable to do so e. Unless it will have impact on my career f. Provided it has an element of self-development	Formative: Five point ordinal Scale
25	Preferred thrust areas of training	a. Technical b. Administrative c. Soft Skills d. Managerial e. Leadership	Formative: Five point ordinal Scale
26	Perception about characteristics of a 'team'	a. Free flow of communication b. Coordination c. Collaboration d. Trust e. Freedom f. Adaptability	Reflective: Summated Rating Scale
27	Feelings of Gen Y Leading to Distraction in Work	a. Helplessness b. Anxiety c. Forget some of the tasks assigned to me d. Emotional problems e. Lack attention for a long time at a particular task	Reflective: Summated Rating Scale
28	Perception towards trade unions	Trade unions …. a. play a constructive role in Indian economy b. are necessary for protecting interest of employees c. educate members about their duties and responsibilities d. provoke their members unnecessarily (R) e. are hurdle to productivity (R) f. are politically influenced (R)	Reflective: Summated Rating Scale
29	Preferences for utilization of ICT and mobile gadgets	a. To keep in touch with friends and family b. Utilising for professional accomplishment c. Information Access and study purpose d. Personal use like online shopping and entertainment e. Social Media	Preference: Rank order
30	Preferences for factors affecting sense of belongingness	a. Amenities/ Facilities b. Social Security c. Welfare Activities d. Organisational Culture e. Employee's Overall Development f. Recognition at Workplace	Preference: Rank order
31	Perception about factors affecting morale at workplace	a. Justice and Equity b. Pay and Perks c. Work life balance d. Freedom at workplace e. Physical Amenities at workplace	Preference: Rank order

32	Attitude towards an array of professional and personal characteristics	a. Job delight b. Autonomy c. Tech savvy d. Inquisitive e. Adaptive f. Innovative	g. Industrious h. Entrepreneurial i. Social networking j. Hesitation k. Daring l. Communication etc.	Formative: Five point ordinal Scale

Note: (R): Reverse Coding done for data analysis

Instrument Validation Procedures

Validity

Validity of an instrument can be divided into predictive, concurrent, content, and construct validity. However, predictive and concurrent are considered together as criterion validity (Cronbach and Meehl, 1955). Content validity can be confirmed by ensuring that all the required content to conduct the study is included in the instrument. Therefore, to validate the data collection instrument, expert opinion in addition to guiding teacher had been sought. Experts consulted were Prof. Urmi Biswas- Professor of Psychology (Faculty of Education and Psychology, MSU), Prof. R.K. Srivastava- Professor of Statistics (Department of Statistics, MSU) and, Mr. Sudhir Sethi- Senior Vice President-HR, INOXCVA (an industry expert). The developed instrument for data collection fulfils all the validity parameters i.e., content, construct and criterion. A content validity table is attached as *annexure 2* which enlists all items pertaining to Gen Y's characteristics affecting organisational sustainability. Almost all the items enlisted in annexure 2 have been covered in the data collection instrument. Factor analysis and correlation matrix (Cronbach and Meehl, 1955) was created and checked for construct validity for Q. Nos. 20, 23 and 32 *(refer annexure 6, 7 and 12 for Q. no. 20, 32 and 23 respectively).*

Reliability

Reliability denotes the consistency of a measurement. There are various ways to measure consistency, but, test-retest reliability (over time), internal consistency (across time) and, split half are most practiced methods. To measure the internal consistency of constructs Cronbach Alpha was carried with the help of received responses during pilot test, and at the time of complete data analysis too (please refer table 6). For such test, SPSS software was used. Cronbach α normally ranges between 0 and 1, however, George and Mallery (2003) suggested a rule of thumb as

"α > 0.9- Excellent, α > 0.8-Good, α > 0.7- Acceptable, α > 0.6-Questionable, α > 0.5-Poor, and α < 0.5-Unacceptable".

Table 6

Internal Consistency table

Construct	No. of items	Instrument	Cronbach's Alpha	
			Pilot Study	Complete Data
Team characteristics	6	Likert Summated Rating Scale	0.90	0.88
Distracted	5	Likert Summated Rating Scale	0.91	0.90
Opinion towards TUs	6	Likert Summated Rating Scale	0.86	0.88

Note: Reverse coding for three items of construct "Opinion towards Trade Unions" was carried out. (Refer annexure 4 for detailed Reliability test reports).

Statistical Tools and Techniques

While carrying out data analysis, descriptive statistics has been used to reveal respondents profile and, inferential statistics to analyse data. Normality is assumed in this research as the sample size > 30, (Donaldson, 1968). Thus, considering the sample size of 440, one sample t-test for five point formative scale was applied to find out significance. For bivariate analysis of formative scale, two independent sample Kolmogorov-Smirnov (K-S) z test was applied. However, in case of significant values, one tailed Kolmogorov-Smirnov z was being conducted to find out the direction. For multivariate analysis of formative scale, K Sample Kruskal Wallis H test was applied. For analysis of rank order questions, Mann Whitney U test was applied.

Parametric test like one sample t-test, two independent sample t-test and one way ANOVA was carried out for univariate, bivariate and multivariate analysis respectively. Therefore, for homogeneity of variance, Levene's test was opted. For significant values, Tuckey post hoc analysis was being considered in case of homogeneous variance, else Games Howell post hoc was taken into account. Table 7 has been incorporated to have a quick look to tests applied in this study. Further, a table of appropriate statistical tests for different scales of measurements as suggested by Stastutor (n.d) is attached at *annexure 5*.

Table 7

Statistics Used for Analysis

Types of Data Analysis	Analysis Type	Parametric	Non Parametric
Hypothesis Tests	Univariate	One sample t-test	
	Bivariate	Two Independent sample t-test	One tailed Two Independent Sample Kolmogorov- Smirnov Z test, Two tailed Two Independent Sample Kolmogorov- Smirnov Z test, Mann Whitney U test & Chi-Square test,
	Multivariate	One way ANOVA Post Hoc Tukey & Games Howell	K sample Kruskal -Wallis H test
Correlation		Pearson r	
Factor Analysis	Exploratory Factor Analysis (EFA)		
	Extraction method: Principal Component Analysis (PCA)		
Descriptive	Frequency, Per cent, Mean		

Assumptions

Before applying inferential statistics for data analysis, certain statistical assumptions need to be fulfilled to obtain correct test results. However, there are certain exemptions to these assumptions. All assumptions w.r.t. inferential statistics which were applied in this study have been explained during data analysis. For parametric tests viz., one sample t-test, two independent sample t-test and Oneway ANOVA normal distribution of data becomes a binding rule. Despite violation of the normality assumption, there is no real issue for larger sample sizes i.e. $n > 30$ due to the central limit theorem (Ross, 2017).

Moreover, Donaldson (1968) claims ANOVA can be performed accurately for degrees of freedom 40 or more even when the response rate is less than 20%. Despite non normality of data F remains relatively unaffected (Donaldson, 1968). This evidence suggests that when group sizes are comparable the F-statistic can be quite robust despite non normality. A comparison of two categories can be carried out despite non homogeneous variances for $df > 40$. Furthermore, in this study responses were obtained through ordinal or summated rating scale, thus issue of outliers does not exist.

It is assumed that the samples drawn from the population are random w.r.t. non-parametric tests viz., Two Independent Sample Kolmogorov-Smirnov Z test, K Sample Kruskal-Wallis H test and Mann-Whitney U test. The measurement scale for the dependent variable should be at least ordinal for above tests. Further, observations must be independent of each other for Z test and H test, but for U test independence within samples and mutual independence between samples are mandatory assumptions.

For correlations, Pearson r and Spearman's ρ was applied. Assumptions for Pearson r (i) level of measurement for each variable must be continuous (ii) related observations should have a pair of values (iii) free from outliers and, linearity i.e. a straight line relationship between variables should be formed. For Spearman's ρ, (i) variables must be measured at least on an ordinal scale, (ii) paired observations, and (iii) a monotonic relationship.

Delimitation

This study is related to Gen Y employees of managerial cadre of the companies listed on BSE/ NSE/ NYSE. Within the list, public and private sector companies that were engaged in manufacturing/ non-manufacturing (service) activities were included. This study excludes those government organisations which are not engaged in for profit business. Further, this study is limited to organisations having Registered/Head Office or major operation in Gujarat state only, however sample consists of employees from pan India.

Limitation

This study was carried out exclusively considering managerial cadre employees of Gen Y and hence excludes shop floor employees and assistants. It is assumed that employees of managerial cadre and non-managerial cadre may differ in their characteristics hence a study can be conducted to explore characteristics of shop floor employees/ workers that may be helpful in boosting manufacturing in 'Make in India' and 'Self-reliant India' policies era. This study was being conducted pre-COVID 19 pandemic therefore some of the characteristics which depends upon external environment may differ post pandemic.

Future Scope of Study

This study shows various dimensions of Gen Y. Such studies can be conducted to find Gen Y's characteristics w.r.t. various segments such as unemployed youth, potential employees and college students as potential job aspirants. Further, similar studies can be carried out for other generations, and a correlation with other generations can be established. Apart from finding out characteristic of workforce, studies for college students may be carried out to find out their expectations aspirations and characteristics w.r.t. jobs/ employment.

CHAPTER 4- DATA ANALYSIS

CHAPTER 4 - DATA ANALYSIS

The demographic composition of the respondents has been presented with the help of descriptive statistics in tabular form *(refer table 8)*. The Main objective of the study is to study various dimensions of managing Gen Y for sustainability of organisations in Indian context. As it is mentioned in literature, birth year period for Gen Y has been considered between years 1981 to 2000. All parameters viz., target population, basis of stratification and data sources have been discussed in sampling frame section of chapter 3. Required sample size has been discussed in the same chapter by calculating sample size statistically at table 4. Thus, considering statistics, sampling frame and objective a total 440 samples has been included in the study. Approximately 650 data collection instruments were circulated in sample organisation in Hard Copy/ Soft Copy format as per convenience of the organisation and respondents. Thus, data consists of 440 valid responses. A detailed list of sample organisations, no of circulated data collection instruments and received responses has been attached as *annexure 2*. In the course of the data collection, researcher was allowed to brief the objective of the study and give explanation of instrument to the target population.

Table 8
Respondent's Demographic Profile

Respondents Profile	Frequency (n)	Percent (%)
Gen Y Category		
Early Born (1981-1990)	288	65.45
Late Born (1991-2000)	152	34.55
Total	440	100
Gender		
Male	356	80.90
Female	84	19.10
Total	440	100
Level of Education		
UG /. Diploma	224	50.90
PG / PG Diploma/ Ph.D.	216	49.10
Total	440	100

Branch/ Discipline of Study		
Engg/Tech/ IT/ MCA	201	45.68
Management/ MSW/ Hospitality or Hotel Mgmt.	87	19.77
Science	54	12.27
Humanities/ Law	25	5.68
Commerce	73	16.59
Total	440	100
Designation		
Sup to Sr. Offr (Lower Mgmt)	304	69.10
Mgr to GM (Middle Mgmt)	136	30.90
Total	440	100
Experience		
0- < 5 Yrs	145	32.95
5- < 10 Yrs	189	42.95
10- < 15 Yrs	95	21.59
15-20 Yrs	11	2.50
Total	440	100
No. of Subordinates		
0	206	46.81
1-10	178	40.45
11-20	29	6.59
21-50	19	4.31
Above 50	8	1.81
Total	440	100
Birth place Strata		
Rural	113	25.68
Semi urban	87	19.77
Urban	240	54.54
Total	440	100
Schooling Strata		
Rural	71	16.13
Partly rural and partly urban	76	17.27
Urban	293	66.59
Total	440	100
State/ UT of Domicile		
Gujarat	233	52.95
Uttar Pradesh	31	7.04
Maharashtra	30	6.81
Bihar	29	6.59
Rajasthan	26	5.90
Madhya Pradesh	22	5.00
Haryana	20	4.54

(Others: 14 states)	49	11.14
Total	440	100
Religion*		
Hindu/ Jain	318	72.27
Islam	6	1.36
Sikh	7	1.59
Christian	5	1.13
Unwilling to Reveal/ Humanity/ Indian/ Hindustani/ Respect All	104	23.62
Total	440	100

*Note: * Column was optional*

Demographic composition of the Respondents

1. On the Basis of Birth Period of Respondents

Birth year of Gen Ys for this study was fixed from the year 1981 to 2000 based on generation theories propounded by Strauss and Howe (2005). No respondents were found for the birth years 1998 to 2000.

Fig. 9 shows representation of respondents from beginning birth year of Gen Y i.e. 1981 and the youngest Gen Ys born in late 1990s i.e. the year 1997.
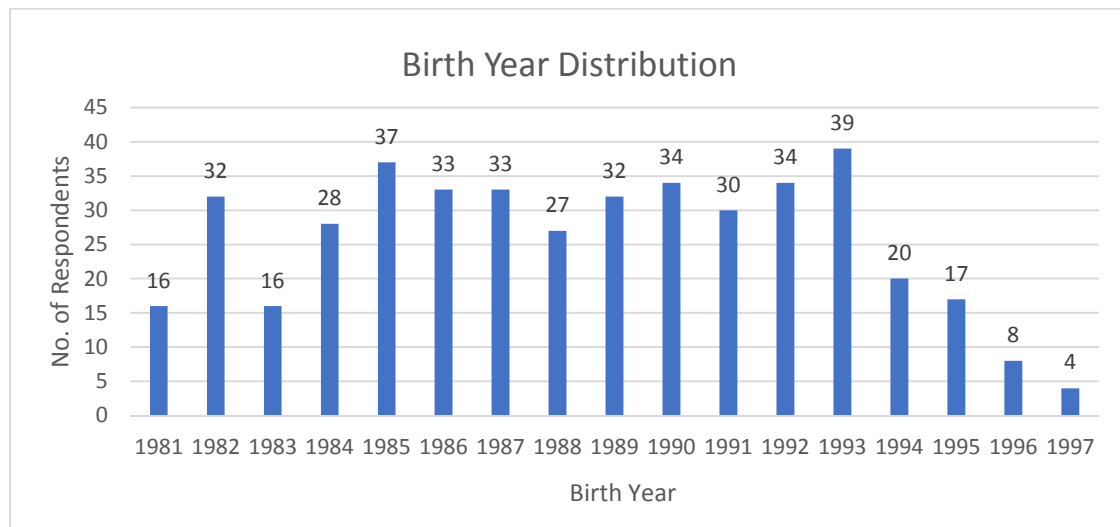
Fig. 9: Distribution of the respondents according to birth year.

For the purpose of this study, the respondents have been divided into two categories i.e. early born Gen Y (1981-1990) and late born Gen Y (1991-2000). The decision is based on the event of introduction of Liberalisation, Privatisation and Globalisation (LPG) policy in India as the IT sector blossomed after 1991. Sample consists of 65.45% (n = 288) early born and 34.55% (n= 152) late born Gen Ys *(refer table 8).*

2.   On the Basis of Gender

Out of 440 Gen Y managerial cadre employees who participated in the study, 80.90 % (*n* = 356) were male and 19.10 % (n= 84) were female *(refer table 8)*.

3.   On the Basis of Educational Qualification

Sample comprises of 50.90% (n = 224) Undergraduates/ Diploma (UGs) and 49.10% (n = 216) Postgraduates/ PG Diploma/ Ph.D. (PG) Gen Ys. In context of branch/ discipline of study of the respondents, the sample consists of 45.68% (n = 201) Engineering/ Technology/ IT/ MCA discipline, 19.77% (n= 87) Management/ MSW/ Hospitality or Hotel Management discipline, 12.27% (n= 54) Science discipline, 5.68% (n= 25) Humanities/ Law discipline, and 16.60% (n= 73) Commerce discipline *(refer table 8)*.

4.   On the Basis of Level of Management, Work Experiences and Managing no. of Subordinates

Table No. 8 reveals that sample comprises of 69.10% (n= 304) respondents holding lower management positions (i.e. Supervisor to Senior Officer) and 30.90 % (n= 136) holding middle management positions (i.e. Manager to General Manager). However no respondents were found from top management positions.

Further analysis reveals that the sample comprises of 32.95% (n= 145) Gen Ys with an experience less than five years, 42.95% (n= 189) had experience of five to less than ten years, 21.59% (n= 95) had experience of ten to less than 15 years, and 2.50% (n= 11) had experience of 15 to less than 20 years.

Out of 440 respondents 46.81% (n= 206) were not having any subordinate working under them. 40.45% (n= 178) respondents were managing upto ten subordinates and 6.59% (n= 29) were managing 11 to 20 subordinates. At higher end, 4.31% (n= 19) were managing 21 to 50 employees and 1.81% (n=8) were having a responsibility to manage above 50 employees.

5.   On the Basis of Birthplace, Place of Schooling, Domicile and Religion

Sample consists of Gen Y respondents from different birthplace strata. Respondents were found to have various birthplace strata, i.e. 25.68% (n= 113) from rural, 19.77% (n= 87) from semi urban, and 54.54% (n= 240) from urban strata. As far

as schooling is concerned 16.13% (n= 71) respondents studied in rural area, 17.27% (n= 76) had their studies partly in urban and partly in rural area. 66.59% (n= 293) respondents had their schooling in urban area *(refer table 8)*.

Sample comprises respondents from pan India as they belonged to 21 states. On the basis of their domicile it was observed that 52.95% (n= 233) respondents were from Gujarat, 7.04% (n= 31) from Uttar Pradesh, 6.81% (n= 30) from Maharashtra, 6.59% (n= 29) from Bihar, 5.90% (n= 26) from Rajasthan, 5.00% (n= 22) from Madhya Pradesh, 4.54% (n= 20) from Haryana, and 11.14% (n= 49) from 14 other states *(refer table 8)*.

The respondents belonged to various religions. 72.26% (n= 318) respondents were Hindu/ Jain, 1.36% (n= 6) were practicing Islam, 1.59% (n= 7) were Sikh, 1.13% (n= 5) were Christian. However, 23.62% (n= 104) respondents were unwilling to reveal their religion and/ or introduced themselves as follower of Humanity/ Indian/ Hindustani and respects all religion *(refer table 8)*.

Cross Tabulations

1.   Distribution of Respondents Based on Gender and Other Biographical Characteristics

From the Crosstabulation of Gender (Idv) V/s various dependent variables as shown at table 9 an attempt was made to find out association between independent variables V/s various dependent variables. For this purpose Chi-Square test of independence was carried out, fulfilling all the assumption for the test.

Table 9

Representation of Women in Workforce of Gen Y

	f	Male % (Category) (n/ 356)	% (total) (n/ 440)	f	Female % (Category) (n/ 84)	% (total) (n/ 440)	Significance
Sector							
PSU	168	47.19	38.18	52	61.90	11.82	$\chi^2_{(1)} = 5.87$, $p < .015$*
Pvt	188	52.81	42.72	32	38.10	7.28	
Total	356	100	80.90	84	100	19.10	
Industry							
Mfg.	190	53.37	43.18	30	35.71	6.82	$\chi^2_{(1)} = 8.47$, $p < .004$**
Service	166	46.63	37.73	54	64.29	12.28	
Total	356	100	80.90	84	100	19.10	

Sector and Industry							
PSU_M	86	24.16	19.54	24	28.57	5.45	
PSU_NM	82	23.04	18.63	28	33.33	6.37	$\chi^2_{(3)} = 8.13$,
Pvt_M	104	29.20	23.63	6	7.14	1.37	$p< 0.001***$
Pvt_NM	84	23.60	19.10	26	30.96	5.91	
Total	356	100	80.90	84	100	19.10	
Designation							
Sup to SO	241	67.70	54.77	63	75.00	14.32	$\chi^2_{(1)} = 1.70$,
Mgr to GM	115	32.30	26.13	21	25.00	4.78	$p= 0.19\ ns$
Total	356	100	80.90	84	100	19.10	
No. of Subordinates							
0_0	158	44.38	35.91	48	57.14	10.90	
1_10	148	41.58	33.64	30	35.72	6.82	
11_20	25	7.03	5.68	4	4.76	0.92	$\chi^2_{(4)} =6.26$,
21_50	17	4.77	3.86	2	2.38	0.46	$p= 0.18\ ns$
51_100	8	2.24	1.81	0	0	0	
Total	356	100	80.90	84	100	19.10	

Hypothesis testing to find out association between Gender and various dependent variables.

a. Gender V/s Type of Sector/ Industry

Out of 50% respondents of PSUs, 38.18% (n= 168) were male and 11.82% (n= 52) were female. Out of 50% respondents from pvt Sector 42.73% (n= 188) were male and 7.27% (n= 32) were female. Out of 50% respondents from manufacturing sector, 43.18% (n=190) were male and 6.82% (n=30) were female. In non-manufacturing sector, out of 50% respondents 37.73% (n= 166) were male and 12.27% (n=54) were female. A Chi-Square test of association was performed to examine relationship between gender and various sectors/ industries. The result shows that-

(i) There was a significant association between Gender and type of sector as $\chi^2_{(1,\ N= 440)}$ = 5.87, p = .015. Representation of female was comparatively more in PSU than in Pvt Sector.

(ii) There was a significant association between Gender and type of industry (Mfg and Non-Mfg) as $\chi^2_{(1,\ N= 440)}$ = 8.47, p = .004. Representation of male was more than female in manufacturing industry.

(iii) There was a significant association between gender and organisations based on (Sector and Industry together) as $\chi^2_{(3,\ N= 440)}$ = 18.13, $p <$ .001 *(refer table 9)*.

b. Gender V/s Level of Management

The sample comprising of 60.09% (n= 304) Lower Management Level and 30.90% (n= 136) Middle Management Level Gen Ys. Out of 69.09% Lower Management Level Gen Ys, 57.77% (n=241) were male and 14.32% (n= 63) were female. Out of 30.90% (n= 136) Middle Management Level Gen Ys 26.14% (n= 115) were male and 4.77% (n= 21) were female.

A Chi-Square test of association was performed to examine relationship between Gender and Level of Management (Designation). There was NO significant association between Gender and Management Level (Designation) $\chi^2_{(1, N= 440)} = 1.70$, $p = 0.19$ (*ns*) (*refer table 9*) i.e. Gender and Management Level were independent.

C. Gender V/s No. of Subordinates

Analyses of data reveals that 35.90% (n= 158) male and 10.90% (n= 48) female were not having any subordinate working under them. 33.63% (n= 148) male and 6.81% (n= 30) female Gen Ys were managing upto ten subordinates, and 5.68% (n= 25) male and 0.90% (n= 4) female Gen Ys were managing 10-20 subordinates. At higher end, 3.86% (n=17) male and 0.45% (n=2) female Gen Ys commanded 21 to 50 employees. It is further observed that 1.81% (n= 8) male and no female Gen Y managers were manging more than 50 employees (*refer table 9*).) A Chi-Square test of association was performed to examine relationship between Gender and no. of subordinates working under them. Considering significant values $\chi^2_{(4, N= 440)} = 6.26$, $p = 0.18$(*ns*), there was no significant association between Gender and no. of subordinates working under respondents.

2. Gen Y Category and No. of Subordinates

Considering no. of subordinates working under respondents it was observed that 35.42% (n= 102) early born and 68.42% (n= 104) late born Gen Ys were not having any subordinates working under them. 50.35% (n= 145) early born and 21.71% (n= 33) late born Gen Ys were managing upto ten subordinates, and 7.64% (n= 22) early born and 4.60% (n= 7) late born Gen Ys were managing 11-20 subordinates. At higher end, 4.86% (n=14) early born and 3.95% (n= 6) late born Gen Ys command 21 to 50 employees. It is further observed that 1.74% (n= 5) early born and 1.31% (n= 2) late born Gen Y managers were manning more than 50 employees (*refer table 10*).

Table 10

Gen Y Category and No. of Subordinates Crosstabulation

No. of Subordinates	Early Born			Late Born			Significance
	f	*% (Category) (n/ 288)*	*% (total) (n/ 440)*	*f*	*% (category) (n/ 152)*	*% (total) (n/ 440)*	
0_0	102	35.42	23.18	104	68.42	23.64	
1_10	145	50.35	32.95	33	21.71	7.50	
11_20	22	7.64	5.00	7	4.60	1.59	$\chi^2_{(4)} = 45.00,$
21_50	14	4.86	3.18	6	3.95	1.36	$p < 0.001***$
51_100	5	1.74	1.13	2	1.31	0.45	
Total	288	100	65.45	152	100	34.55	

A chi square test of association was performed to examine relation between Gen Y Category (Early born/ late born) and no. of subordinates working under respondents. The relation between these variable was significant $\chi^2_{(4, N= 440)} = 45.00$, $p < 0.001$. Thus it is inferred that no. of subordinates under early born Gen Y is more than no.of subordinates working under late born Gen Ys.

Preferences, Expectations, Attitudes of Gen Ys indicating Professional Characteristics

Considering objective No. 2, it was explored to identify Gen Y's expectations, preferences and attitudes towards work and organisation they work for. This will lead to identify their personal and professional characteristics.

Factors considered While Opting for First Job

Initially, taking into account assumptions of the test, factorability of the ten items was examined. Firstly, it was observed that seven of the ten items correlated at least .2 with at least one other item *(refer annexure 6)*. Secondly, the Kaiser-Meyer-Olkin measure of sampling adequacy was .73 *(refer annexure 8)*, considered as middling (Kaiser, 1974), and KMO value higher than .5 is acceptable. Bartlett's test of Sphericity was found significant, $\chi2 (45) = 784.27$, p < .001. The diagonals of the anti-image correlation matrix were also all over above .6 except item 'not due to family needs'. However, initially a negative factor loading for item 'due to family needs' was obtained, thus to make all the items unidirectional, reverse coding for the item was being carried out. Thus, the item was treated as "not due to family needs" in data analysis.

Child (2006) suggests to remove any item with communality less than 0.2. Items with low communality shall be explored for alongwith additional factors. However, in present case communalities were all above .3 *(refer table 11)*, hence confirming that each item shared some common variance with other items. Taking into account overall indicators, factor analysis was deemed to be suitable with eight out of ten items.

Principal Component Analysis with Varimax Rotation was conducted to assess the underlying structure for the ten items for consideration of factors while opting first job. Three components were obtained, and indexed as 'work condition', 'work comfort' and 'other'.

Table 11

Factor Loadings from Principal Component Analysis with Varimax Rotation for a Three-Factor Solution for Factors considered while opting for first job (N = 440)

	Factor Loading			
Item	1	2	3	Communality
Structure of Pay and Perks	.77			.65
Position	.70			.60
Organisation's Image	.63			.40
Portfolio/ Nature of Work	.54		.50	.59
Less Responsibility in Job		.75		.58
Freedom at workplace		.70		.51
Work life balance		.65		.52
Nearness/ Proximity to Hometown/ Residence		.58		.34
Opportunity for Personal Development	.49		.63	.64
Not Due to Family Needs			.82	.74
Eigenvalues	2.20	1.95	1.41	
% of Variances	22.40	19.60	14.20	

Note. Factor loadings < .4 are suppressed.

Table 12 shows that after rotation, the first factor accounted for 28.8 % of the variance, the second factor accounted for 15.2%, and the third factor accounted for 11.6%, hence a cumulative 55.76% of variance explained.

The first component, which is index as 'work condition' had strong loadings on the first five factors, including 'opportunity for personal development' with a cross loading of .49 along with component 'other'. The second component, indexed as 'work comfort", had high loadings on the next four items. Similarly the third component indexed as "other", loaded highly on three items in the table. Factor 'portfolio/ nature

of work' had lowest loading from rest factors, but had a cross loading over .50 on work condition component *(refer table 11)*.

To find out internal consistency of components obtained from PCA, Cronbach alpha was applied. The components were found reliable as their Cronbach alpha levels for work condition was α= .71, for work comfort α = .62, and for other α= .50 *(refer table 13).*

Table 12

Total Variance Explained

Compo nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulati ve %
1	2.880	28.804	28.804	2.880	28.804	28.804	2.204	22.036	22.036
2	1.529	15.293	44.097	1.529	15.293	44.097	1.956	19.560	41.596
3	1.167	11.667	55.764	1.167	11.667	55.764	1.417	14.168	55.764
4	.893	8.931	64.695						
5	.800	8.000	72.695						
6	.695	6.949	79.644						
7	.617	6.168	85.811						
8	.528	5.281	91.092						
9	.459	4.590	95.682						
10	.432	4.318	100.000						

Extraction Method: Principal Component Analysis.

Table 13

Descriptive statistics for the three factors (N = 440)

	No. of items	M	SD	Skewness	Kurtosis	Cronbach α
Work condition	4	3.72	0.68	-0.57	0.58	0.71
Work comfort	4	3.03	0.79	-.014	-.46	0.62
Other factors	2	N/A	N/A	N/A	N/A	0.50

Valid N (listwise)

Note: Factor 'other' will not be considered as construct for analysis.

Components 'work condition' and 'work comfort' have been considered on reflective scale, and items 'opportunity for personal development' and 'not due to family needs' were considered on a formative scale for data analysis w.r.t. various independent variables.

Work Condition and Work Comfort

Gen Y

One sample t test at 5% α level was conducted to find out influence of 'work condition' and 'work comfort' among Gen Y while opting for first job.

H$_0$: $\overline{X}$ = μ   H$_a$: $\overline{X}$ ≠ μ

Table 14

One-Sample Test of Work Condition and Work Comfort: Gen Y

	t	df	Sig. (2-tailed)	Test Value = 3 MD	95% CI of the Difference Lower	Upper
Work condition	22.229	439	.000***	.71636	.6530	.7797
Work comfort	.813	439	.416 *(ns)*	.03068	-.0435	.1048

*** p < 0.001, ns: Not Significant

Table 14 and annexure 9 report values for component 'work condition' (M = 3.72, S.D. = .68); t (439) = 22.23, p < .001. Hence null hypothesis is rejected. For component 'work comfort' (M = 3.03, S.D. = .79); t (439) = .81, *p* = .42. As *p* value for all the factors are > .05, hence fails to reject null hypothesis. It infers that Gen Ys are positively influenced by 'work condition' but not by 'work comfort' while opting for first job.

On the Basis of Gender

An independent-samples t-test at 5% α level was conducted to compare influence of 'work condition' and 'work comfort' on male and female Gen Y while opting for first job.

Levene's Test for Equality of Variances is shown at table 15. 'Work condition' *p* = .02 which is < .05, and work comfort *p*= .63 which is > .05. Thus, there is no homogeneity of variance for factor 'work condition' but for factor 'work comfort' homogeneity of variance exists. However, following Donaldson (1968) for *df* > 40, t test for component 'work condition' was also conducted.

H$_0$: μ $_{Male}$ = μ $_{Female}$ H$_a$: μ$_{Male}$ ≠ μ$_{Female}$

Table 15

Independent Samples Test of Work Condition and Work Comfort: Gender

			work condition		work comfort	
				Equal variances		
			assumed	not assumed	assumed	not assumed
Levene's Test for Equality of Variances	F		5.116		.231	
	Sig.		.024*		.631*(ns)*	
t-test for Equality of Means	t		-3.756	-4.129	-1.523	-1.532
	df		438	141.389	438	126.014
	Sig. (2-tailed)		.000	.000***	.128 *(ns)*	.128
	MD		-.30348	-.30348	-.14600	-.14600
	SE Diff		.08080	.07350	.09583	.09527
	95% CI of the Difference	Lower	-.46228	-.44878	-.33435	-.33454
		Upper	-.14467	-.15817	.04235	.04254

* p < 0.05, *** p < 0.001, ns: not Significant

Table 15 and annexure 9 report values for 'work condition' male (M = 3.66, SD = .68) and female (M= 3.96, SD = .59); t (141.39) = -4.13, *p* < .001. As *p* value < .05, hence null hypothesis is rejected. However, values for 'work comfort' male (M = 3.00, SD = .79) and female (M= 3.14, SD = .78); t (438) = -1.52, *p* = .12 > .05, hence fails to reject null hypothesis. It infers that there is a significant difference between male and female for 'work condition' but not for 'work comfort'. Descriptive scores indicates that female Gen Y (M= 3.96, SD = .59) were significantly greater influenced by 'work condition' than their male (M = 3.66, SD = .68) counterparts while opting for first job.

On the Basis of Gen Y Category

An independent-samples t-test at 5% α level was conducted to compare influence of 'work condition' and 'work comfort' on the basis of early born/ late born Gen Ys. Table 16 reports 'Levene's Test for Equality of Variances' for 'work condition' *p* = .85 > .05, and work comfort *p*= .31 > .05. Hence, there is a homogeneity of variance for both the components.

H_0: μ Early born $=$ μ Late born H_a: μ Early born $\neq$ μLate born

Table 16

Independent Samples Test of Work Condition and Work Comfort: Gen Y Category

			Work condition		Work comfort	
			Equal variances			
			assumed	not assumed	assumed	not assumed
Levene's Test for Equality of Variances	F		.034		1.049	
	Sig.		.853 *(ns)*		.306*(ns)*	
t-test for Equality of Means	t		-.461	-.461	1.098	1.080
	df		438	307.547	438	293.848
	Sig. (2-tailed)		.645*(ns)*	.645	.273*(ns)*	.281
	MD		-.03129	-.03129	.08708	.08708
	SE Diff		.06783	.06782	.07931	.08059
	95% CI of the Difference	Lower	-.16460	-.16474	-.06879	-.07153
		Upper	.10203	.10216	.24295	.24569

ns: not Significant

Table 16 and annexure 9 report values for 'work condition' for early born (M = 3.70, SD = .68) and late born (M= 3.73, SD = .68); t (438) = -.461, *p* = .64 > .05, and 'work comfort' for early born (M = 3.06, SD = .78) and late born (M= 2.97, SD = .82); t (438) = 1.10, *p* = .27 > .05. As *p* value for both the components > .05, hence fails to reject null hypothesis. It infers that there is no significant difference between early born and late born Gen Ys w.r.t. influence of 'work condition' and 'work comfort' while opting for first job.

On the Basis of Education

An independent-sample t-test at 5% α level was conducted to compare influence of 'work condition' and 'work comfort' education level (UG/ PG) of Gen Y while opting for first job. Table 17 reports 'Levene's Test for Equality of Variances' for 'work condition' *p* = .40 > .05, and 'work comfort' *p* = .64 > .05, hence there exists a homogeneity of variance.

H_0: $\mu_{UG} = \mu_{PG}$ H_a: $\mu_{UG} \neq \mu_{PG}$

Table 17

Independent Samples Test of Work Condition and Work Comfort: Level of Education

		work condition		work comfort	
		Equal variances			
		assumed	not assumed	assumed	not assumed
Levene's Test for Equality of Variances	F	.710		.222	
	Sig.	.400 *(ns)*		.638 *(ns)*	
t-test for Equality of Means	t	1.091	1.090	-.256	-.255
	df	438	434.269	438	435.422
	Sig. (2-tailed)	.276 *(ns)*	.276	.798 *(ns)*	.799
	MD	.07034	.07034	-.01930	-.01930
	SE Diff	.06445	.06452	.07553	.07559
	95% CI of the Difference Lower	-.05633	-.05646	-.16776	-.16787
	Upper	.19701	.19714	.12915	.12926

ns: not significant

Table 17 and annexure 9 report values for 'work condition' UG (M = 3.75, SD = .66) and PG (M= 3.68, SD = .69); t (438) = 1.10, *p* =.28 > .05, and 'work comfort' UG (M = 3.02, SD = .78) and PG (M= 3.04, SD = .81); t (438) = -.26, *p* = .80 > .05. As *p* value for both the components > .05, hence fails to reject null hypothesis. It infers that there is no significant difference between UG and PG Gen Ys w.r.t. influence of 'work condition' and 'work comfort' while opting for first job.

On the Basis of Level of Management

An independent-samples t- test at 5% α level was conducted to compare influence of 'work condition' and 'work comfort' on the basis of level of management of Gen Ys while opting for first job. Table 18 reports 'Levene's Test for Equality of Variances' for 'work condition' *p* = .81 > .05, and 'work comfort' *p* = .23 > .05, hence there exists a homogeneity of variance for both the components.

H_0: μ Lower mgmt = μ Middle mgmt H_a: μ Lower mgmt ≠ μ Middle mgmt

Table 18

Independent Samples Test of Work Condition and Work Comfort: Level of Management

| | | | work condition | | work comfort | |
| | | | Equal variances | | | |
			assumed	not assumed	assumed	not assumed
Levene's Test for Equality of Variances	F		.058		1.412	
	Sig.		.810 *(ns)*		.235 *(ns)*	
t-test for Equality of Means	t		.065	.065	.022	.023
	df		438	260.132	438	278.721
	Sig. (2-tailed)		.948 *(ns)*	.948	.982 *(ns)*	.982
	MD		.00453	.00453	.00184	.00184
	SE Diff		.06982	.06976	.08172	.07936
	95% CI of the Difference	Lower	-.13269	-.13284	-.15877	-.15439
		Upper	.14174	.14190	.16245	.15806

ns: not significant

Table 18 and annexure 9 report values of 'work condition' for lower mgmt (M = 3.71, SD = .67) and middle mgmt (M= 3.71, SD = .67); t (438) = .06, *p* = .95 > 0.05, and 'work comfort' for lower mgmt (M = 3.03, SD = .81) and middle mgmt (M= 3.03, SD = .75); t (438) = .06, *p* = .98 > .05. As *p* value for both the components > .05, hence fails to reject null hypothesis. It infers that there is no significant difference between lower mgmt and middle mgmt Gen Ys w.r.t. influence of 'work condition' and 'work comfort' while opting for first job.

On the Basis of Sector and Industry together

A one-way ANOVA between subjects was conducted to compare influence of 'work condition' and 'work comfort' on Gen Ys of various sectors while opting for first job. Table 19 reports 'Levene's Test for Equality of Variances' for 'work condition' *p* = .24 > .05, and 'work comfort' *p* = .30 > .05, hence there exists a homogeneity of variance for both the components.

Table 19

Test of Homogeneity of Variances of Work Condition and Work Comfort: Sec & Ind

	Levene Statistic	df1	df2	Sig.
Work condition	1.404	3	436	.241 *(ns)*
Work comfort	1.223	3	436	.301 *(ns)*

ns: not significant

H_0: μ PSU M = μ PSU_NM = μ Pvt PSU_M = μ Pvt_NM

H_a: at least one of the μ differs significantly.

Table 20

ANOVA of Work Condition and Work Comfort: Sec & Ind

		SS	df	MS	F	Sig.
Work condition	Between Groups	2.402	3	.801	1.761	.154 *(ns)*
	Within Groups	198.200	436	.455		
	Total	200.602	439			
Work comfort	Between Groups	6.289	3	2.096	3.404	.018*
	Within Groups	268.547	436	.616		
	Total	274.836	439			

*ns: not, * p < 0.05*

Table 20 reports values for 'work condition' F $(3, 436) = 1.76$, $p = .15 > .05$. As p value is $> .05$, hence fails to reject null hypothesis. Which infers that there was no significant difference among all four groups. However, taking into account values for component 'work comfort' F $(3, 436) = 3.40$, $p = .02 < .05$, null hypothesis is rejected. Thus, at least one of the group was significantly different. Tukey post hoc test *(refer annexure 9)* reveals that there was a significant difference between PSU_M (M = 2.87, SD = .79) and Pvt_M (M = 3.19, SD = .78), $p = .01 < .05$. Thus, it is inferred that Gen Ys of Pvt manufacturing sector have a significantly greater influence of 'work comfort' than Gen Ys of PSU manufacturing while opting for their first job.

On the basis of Birthplace

A one-way ANOVA between subjects was conducted to compare influence of 'work condition' and 'work comfort' while opting for first job on the basis of Gen Y's birthplace strata. Table 21 reports 'Levene's Test for Equality of Variances' for 'work condition' $p = .77 > .05$, and 'work comfort' $p = .04 < .05$. Hence, there exists a homogeneity of variance for 'work condition' but there was no homogeneity of variance for 'work comfort'. However, considering Donaldson (1968) for $df > 40$ F test for 'work comfort' was also carried out.

Table 21

Test of Homogeneity of Variances of Work Condition and Work Comfort: Birthplace

	Levene Statistic	df1	df2	Sig.
Work condition	.262	2	437	.769 (ns)
Work comfort	3.300	2	437	0.038*

*ns: Not Significant, * p < 0.05*

H0: μ Rural $= \mu$ Semi urban $= \mu$ Urban   Ha: at least one of the μ differs significantly.

Table 22

ANOVA of Work Condition and Work Comfort: Birthplace

		SS	df	MS	F	Sig.
Work condition	Between Groups	4.877	2	2.439	5.445	.005**
	Within Groups	195.725	437	.448		
	Total	200.602	439			
Work comfort	Between Groups	1.923	2	.961	1.539	.216 *(ns)*
	Within Groups	272.913	437	.625		
	Total	274.836	439			

*ns: Not Significant, * p < 0.05*

Table 22 and annexure 9 report values for 'work comfort' F= (2, 437) = 1.54, *p* = .21 > .05. As *p* value > .05, hence fails to reject null hypothesis which infers that there was no significant difference among all three groups. However, taking into account report for 'work condition' F (2, 437) = 5.44, *p* < .01, hence null hypothesis is rejected. It infers that there was a significant difference for at least one of the group.

Through Tukey HSD test *(refer annexure 9)* it was revealed that there exists a significant difference between rural and urban Gen Y as *p* < .01. However, there was no significant difference between rural and semi urban Gen Y as *p* = .31 which is > .05, and semi urban and urban Gen Y as *p* = .38 which is > .05. Further, through descriptive scores of rural (M = 3.55, SD = .68), semi urban (M = 3.69, SD = .67), and urban (M = 3.80, SD = .66) Gen Ys, it is inferred that Gen Ys of all three categories are positively influenced by 'work condition'. Comparing the mean score it is shown that 'work condition' influence Gen Y of urban stratum the most then Gen Y of semi urban stratum and lastly Gen Y of rural stratum.

Opportunity for Personal Development and Due to Family Needs

Gen Y

One sample t test at 5% α level was conducted to find out influence of factors 'opportunity for personal development' and 'due to family needs' on Gen Y while opting for first job.

H$_0$: $\overline{X}$ = μ   H$_a$: $\overline{X}$ ≠ μ

Table 23

One-Sample Test of Opportunity and Family needs: Gen Y

	Test Value = 3					
	t	df	Sig. (2-tailed)	MD	95% CI of the Diff LL	UL
Opportunity for Personal Development	23.911	439	.000***	1.064	.98	1.15
Due to Family Needs	10.066	439	.000***	.589	.47	.70

***- *p* < .001

Table 23 and annexure 9 report values for factors 'opportunity for personal development' (M = 4.06, SD = .93); t (439) = 23.91, $p < .001$, and ' due to family needs' (M = 3.59, SD = 1.23); t (439) = -10.06, $p < .001$. As p value for both the factors is < .05, null hypothesis for both the factors is rejected. Considering mean values, it is inferred that 'opportunity for personal development' and 'due to family needs' influenced Gen Y while opting for first job. However, opportunity for personal development had more influence than family needs.

On the Basis of Gender

Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare influence of factors 'opportunity for personal development' and 'due to family needs' while opting for first job based on gender.

H_0: $F_{(Male)} = F_{(Female)}$ H_a: $F_{(Male)} \neq F_{(Female)}$

Table 24

Two-Sample Kolmogorov Smirnov Z test: Test Statistics[a]

| | **Test Statistics[a]** | | | | |
| | Most Extreme Differences | | | Kolmogorov-Smirnov Z | Asymp. Sig. (2-tailed) |
	Absolute	Positive	Negative		
Opportunity for Personal Development	.193	.193	.000	1.591	.013*
Due to family needs	.364	.000	-.364	3.005	.000***

a. Grouping Variable: Gender
*$p < .05$, *** $p < .001$*

Table 24 reports value for factors 'opportunity for personal development' (D= 1.59, $p = .013 < .05$) and 'due to family needs' (D = 3.00, $p < .001$). Hence null hypothesis is rejected. Thus it can be inferred that there was a significant difference between male and female for both these factors while opting for first job. To find out the direction one tailed test was carried out for both the factors. For factor 'opportunity for personal development' and 'due to family needs' alternative hypotheses were set as-

H_1: $F_{(Female)} > F_{(Male)}$ and H_1: $F_{(Male)} > F_{(Female)}$ respectively.

Table 24a

One tailed Two-Sample Kolmogorov Smirnov Z test of Opportunity and Family needs: Test Statistics[a]

		Male		Female		
Male	Female	Prop	Cum% Prop	Prop	Cum% Prop	D_{Stat}: Cum% Prop (M-F)
Opportunity for Personal Development						
122	45	.3427	.3427	.5357	.5357	-0.1930 (D_{max})
143	24	.4017	.7444	.2857	.8214	-.0770
67	12	.1882	.9326	.1429	.9643	-.0317
19	2	.0534	.9860	.0238	.9881	-.0021
5	1	.0140	1.0000	.0119	1.0000	.0000
Due to Family Needs						
119	11	.3343	.3343	.1310	.1310	.2033
104	11	.2921	.6264	.1310	.2619	.3645 D_{max})
77	33	.2163	.8427	.3929	.6548	.1879
36	18	.1011	.9438	.2143	.8690	.0748
20	11	.0562	1.0000	.1310	1.0000	.0000

a. Grouping Variable: Gender

$D_{Crit (.05)}$: 1.36* Sq root $[(n_1+n_2)/ (n_1*n_2)]$ = .1645   *Where, n_1 (Male) = 356, n_2 (Female) = 84*

The directional alternative hypothesis for factors *(i) opportunity for personal development* H1: $F_{(Female)} > F_{(Male)}$, and (ii) *due to family needs* H_1: $F_{(Male)} > F_{(Female)}$ are supported at .05 level. Since data are consistent with the latter alternative hypotheses for both the factors viz., (i) *opportunity for personal development* Female > Male as computed absolute value $D_{Stat (.05)}$ = .19 which is > $D_{Crit (.05)}$ = .16, and (ii) *due to family needs* Male > Female as computed absolute value $D_{Stat (.05)}$ = .36 which is > $D_{Crit (.05)}$ = .16. It infers that the result is significant. Negative D_{max} *Value* = -.193 indicates that Gen Y female were more concerned about opportunity for personal development, and positive D_{max} *Value* = .364 infers that Gen Y male were more concerned about family needs while opting for their first job.

On the Basis of Gen Y Category

Two-Sample Kolmogorov-Smirnov z test at 5% α level was conducted to compare influence of factors 'opportunity for personal development' and 'due to family needs' while opting for first job on the basis of early born/ late born Gen Y category.

H_0: $F_{(Early born)} = F_{(Late born)}$ H_a: $F_{(Early born)} \neq F_{(Late born)}$

Table 25

Two-Sample Kolmogorov Smirnov Z test of Opportunity and Family needs: Test Statistics[a]

	Test Statistics[a]				
	Most Extreme Differences			Kolmogorov- Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Opportunity for Personal Development	.044	.001	-.044	.439	.990 *(ns)*
Due to Family Needs	.097	.000	-.097	.966	.308 *(ns)*

a. Grouping Variable: Gen Y Category
ns: not significant

Table 25 reports value for factors 'opportunity for personal development' (D= .44, $p = 0.99 > 0.05$) and 'due to family needs' (D = .97, $p = .31 > .05$). As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference between early born and late born Gen Ys for both the factors while opting for first job.

On the Basis of Education Level

Two-Sample Kolmogorov-Smirnov z test at 5% α level was conducted to compare influence of factors 'opportunity for personal development' and 'due to family needs' while opting for first job based on education level of Gen Y (UG and PG).

H_0: $F_{(UG)} = F_{(PG)}$ H_a: $F_{(UG)} \neq F_{(PG)}$

Table 26

Two-Sample Kolmogorov Smirnov Z test of Opportunity and Family needs: Test Statistics[a]

	Most Extreme Differences			Kolmogorov- Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Opportunity for Personal Development	.030	.030	-.009	.310	1.000 (ns)
Due to Family Needs	.057	.000	-.057	.598	.867 (ns)

a. Grouping Variable: Education (UG/ PG)
ns: not significant

Table 26 reports value for factors 'opportunity for personal development' (D= .31, $p = 1.00 > .05$) and 'due to family needs' (D = .60, $p = .87 > .05$). As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference on the basis of education level (UG/ PG) of Gen Ys for both the factors while opting for first job.

On the basis of Level of Management

Two-Sample Kolmogorov-Smirnov z test at 5% α level was conducted to compare influence of factors 'opportunity for personal development' and 'due to family needs' while opting for first job based on level of management.

H_0: $F_{(Lower\ Mgmt)} = F_{(Middle\ Mgmt)}$ H_a: $F_{(Lower\ Mgmt)} \neq F_{(Middle\ Mgmt)}$

Table 27

Two-Sample Kolmogorov Smirnov Z test of Opportunity and Family needs: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Opportunity for Personal Development	.092	.025	-.092	.889	.408 *(ns)*
Due to Family Needs	.062	.062	.000	.600	.864 *(ns)*

a. Grouping Variable: Level of Management
ns: not significant

Table 27 reports value for factors 'opportunity for personal development' (D= .89, p = .41 > .05) and 'due to family needs' (D = .60, p = .86 > .05). As p is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference based on Level of management of Gen Ys for both the factors while opting for first job.

On the Basis of Sector and Industry together

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare influence of factors 'opportunity for personal development' and 'due to family needs' while opting for first job among Gen Ys working in various sectors and industry together.

H_0: $\tilde{x}_{PSU\_M}$ = $\tilde{x}_{PSU\_NM}$ = $\tilde{x}_{PVT\_M}$ = $\tilde{x}_{PVT\_NM}$ Ha: At least one of the $\tilde{x}$ differs significantly.

Table 28

Opportunity and Family needs of Sec and Ind: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Opportunity for Personal Development	6.291	3	.098 (ns)
Due to family needs	2.626	3	.453(ns)

a. Kruskal Wallis Test
b. Grouping Variable: Sector and Industry
ns: not significant

Table 28 reports factors 'opportunity for personal development' $\chi^2_{(3)}$ = 6.29, p = .99 > .05, and 'due to family needs' $\chi^2_{(3)}$ = 2.63, p = .45 > .05. As p is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference among Gen Ys working in various sectors and industries together w.r.t. influence of both the factors while opting for first job.

On the Basis of Birthplace

K Independent samples (Kruskal-Wallis) test at 5% α level was conducted to compare influence of factors 'opportunity for personal development' and 'due to family needs' while opting for first job among Gen Ys from various birthplace strata.

H_0: $\tilde{x}_{Rural}$ = $\tilde{x}_{Semi\ Urban}$ = $\tilde{x}_{Urban}$ Ha: At least one of the $\tilde{x}$ differs significantly

Table 29

Opportunity and Family needs of Birthplace: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Opportunity for Personal Development	2.809	2	.246 (ns)
Due to family needs	15.081	2	.001**

a. Kruskal Wallis Test

b. Grouping Variable: Birthplace Strata

ns: not significant

Table 29 reports values for factor 'opportunity for personal development' $\chi^2_{(2)} =$ 2.81, *p* = .25 > .05. Hence, fails to reject null hypothesis. It infers that there was no significant difference among Gen Ys from various birthplace strata for factor 'opportunity for personal development'.

However, considering reported values for 'due to family needs', $\chi^2_{(2)} = 15.08$, *p* < .01, null hypothesis is rejected. It infers that at least one of the group differs significantly. Annexure 9 shows mean rank scores for the factor 'due to family needs' based on birth strata. Mean rank scores of rural (251.56), semi urban (236.10) and urban (200.22) indicate that influence of factor 'due to family needs' is highest on Gen Y from rural birth strata then on semi urban birth strata and lastly on urban birth strata while opting for their first job.

Factors influencing choice of profession

Gen Y

In order to find out factors influencing Gen Y's choice of profession, one sample t test at 5% α level was conducted.

H_0: $\overline{X}$ = μ   Ha: $\overline{X}$ ≠ μ

Table 30

One-Sample t Test: Gen Y

	t	df	Sig. (2-tailed)	MD	95% CI Lower	95% CI Upper
Because of interest in this profession	21.043	439	.000***	.959	.87	1.05
According to my family Guidance	1.758	439	.079 (ns)	.105	-.01	.22
Salary and fringe benefits	19.767	439	.000***	.898	.81	.99
My qualification matches to this profession	16.681	439	.000***	.841	.74	.94
Employment/ Career opportunities	23.247	439	.000***	1.016	.93	1.10

*ns: not significant, *** p < .001*

Table 30 and annexure 10 reports values of choice of profession i.e. (i) interest in particular profession (M = 3.69, SD = .95); t (439) = 21.04, *p* < .001, (ii) salary and fringe benefits (M = 3.90, SD = .95); t (439) = 19.77, *p* < .001, (iii) matching with

qualification (M = 3.84, SD = 1.05); t (439) = 16.68, *p* < .001, and (iv) employment/ career opportunity (M = 4.02, SD = .92); t (439) = 23.25, *p* < .001. As *p* value for all the factors are < .05, hence null hypothesis is rejected. It infers that choice of profession in Gen Y was dependent on factors 'interest in the current profession', 'salary and fringe benefits', 'qualification matching to the profession' and 'employment/ career opportunities'. Taking into account values for 'according to family guidance' (M = 3.10, SD = 1.25); t (439) = 1.76, *p* = .79 which is > .05, fails to reject null hypothesis. It infers that Gen Ys were not influenced by guidance of family.

On the Basis of Gender

A Two-Sample Kolmogorov-Smirnov *Z* test at 5% α level was conducted to compare factors influencing Gen Y's choice of profession on the basis of gender.

$H_0: F_{(Male)} = F_{(Female)}$ $H_a: F_{(Male)} \neq F_{(Female)}$

Table 31

Two-Sample Kolmogorov-Smirnov Z Test: *Test Statistics[a]*

	Most Extreme Differences			Kolmogorov -Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Because of interest in this profession	.031	.031	-.030	.258	1.00 *(ns)*
According to my family Guidance	.165	.165	.000	1.360	.05*
Salary and fringe benefits	.117	.117	-.004	.964	.31 *(ns)*
My qualification matches to this profession	.060	.060	-.014	.495	.97 *(ns)*
Employment/ Career opportunities	.085	.085	-.018	.697	.72 *(ns)*

a. Grouping Variable: Gender
*ns: not significant, * p < .05*

Table 31 reports values for factors (i) because of interest in the profession (D= .26, *p* = 1.00 > .05), (ii) salary and fringe benefits (D= .96, *p* = .31 > .05), (iii) qualification matches to the profession (D= .49, *p* = .97 > .05), and (iv) employment/ career opportunity (D= .70, *p* = .72 > .05). As *p* value is > .05, hence fails to reject Null hypothesis. It infers that there was no significant difference for factors influencing Gen Y's choice of profession viz., because of interest in the profession, salary and fringe benefits, qualification matches to the profession and employment/ career opportunity on the basis of gender.

However, table 31 reports values for factor 'according to family guidance' (D= 1.36, *p* = .05) which is considered as significant. Hence, null hypothesis is rejected. It infers that there was a significant difference for this factor on the basis of gender. To

find out the direction one tailed test was carried out for factors 'according to family guidance' and alternative hypothesis was set as- H_1: $F_{(Female)} > F_{(Male)}$.

Table 31a

One tailed Two-Sample Kolmogorov Smirnov Z test of family guidance: Test Statistics[a]

		Male		Female		
Male	Female	Prop	Cum% Prop	Prop	Cum% Prop	D_{Stat}: Cum% Prop (M-F)
51	16	.1433	.1433	.1905	.1905	-.0472
81	29	.2275	.3708	.3452	.5357	-.1649 D_{max}
102	19	.2865	.6573	.2262	.7619	-.1046
75	11	.2107	.8680	.1310	.8929	-.0249
47	9	.1320	1.0000	.1071	1.0000	.0000

a. Grouping Variable: Gender
$D_{Crit (.05)}$: *1.36* Sq root [(n1+n2)/ (n1*n2)] = .1645*   *Where, n1 (Male) = 356, n2 (Female) = 84*

The directional alternative hypothesis for factor *'according to family guidance'* H_1: $F_{(Female)} > F_{(Male)}$ is supported at .05 level. Since data are consistent with the latter alternative hypothesis i.e. Female > Male and computed absolute value $D_{Stat (.05)}$ = .16 is > $D_{Crit (.05)}$ = .16. It infers that the result is significant. Negative D_{max} *Value* = -.16 indicates that female Gen Ys opted their current profession according to family guidance significantly greater than their male counterparts.

On the Basis of Gen Y Category

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare factors influencing Gen Y's choice of profession on the basis of early born/ late born Gen Y category.

H_0: $F_{(Early born)} = F_{(Late born)}$ H_a: $F_{(Early born)} \neq F_{(Late born)}$

Table 32

Two-Sample Kolmogorov-Smirnov Z Test: *Test Statistics[a]*

	Most Extreme Differences			Kolmogorov-	Asymp. Sig.
	Absolute	Positive	Negative	Smirnov Z	(2-tailed)
Because of interest in this profession	.065	.036	-.065	.653	.788 *(ns)*
According to my family Guidance	.061	.061	-.022	.607	.855 *(ns)*
Salary and fringe benefits	.056	.039	-.056	.554	.919 *(ns)*
My qual^n matches to this profession	.097	.093	-.097	.972	.302 *(ns)*
Employment/ Career opportunities	.059	.059	.000	.589	.879 *(ns)*

a. Grouping Variable: Gen Y Cat

Table 32 reports values for factors (i) because of interest in the profession (D= .65, p = .79 > .05), (ii) according to family guidance (D= .61, p = .85 > .05), (iii) salary and fringe benefits (D= .55, p = .92 > .05), (iv) qualification matches to the profession

(D= .97, p = .30 > .05), and (v) employment/ career opportunity (D= .59 , p = .88 > .05). As p value is > .05 for all the factors, hence fails to reject null hypothesis. It infers that there is no significant difference w.r.t. factors influencing Gen Y's choice of profession on the basis of early born/ late born Gen Y category.

On the Basis of Education Level

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare factors influencing Gen Y's choice of profession based on education level.

H_0: $F_{(UG)} = F_{(PG)}$ H_a: $F_{(UG)} \neq F_{(PG)}$

Table 33
Two-Sample Kolmogorov-Smirnov Z Test: *Test Statistics^a*

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Because of interest in this profession	.085	.085	.000	.895	.40 *(ns)*
According to my family Guidance	.046	.046	-.032	.487	.97 *(ns)*
Salary and fringe benefits	.070	.000	-.070	.730	.66 *(ns)*
My qualification matches to this profession	.074	.074	.000	.779	.58 *(ns)*
Employment/ Career opportunities	.040	.040	.000	.414	.99 *(ns)*

a. Grouping Variable: Education
ns- not significant

Table 33 reports values for factors (i)) because of interest in the profession (D= .89, p = .40 > .05), (ii) according to family guidance (D= .49, p = .97 > .05), (iii) salary and fringe benefits (D= .73, p = .66 > .05), (iv) qualification matches to the profession (D= .78, p = .58 > .05), and (v) employment/ career opportunity (D= .41 , p = .99 > .05). As p value is > .05 for all the factors, hence fails to reject null hypothesis. It infers that there is no significant difference w.r.t. factors influencing Gen Y's choice of profession on the basis of their level of education.

On the Basis of Level of Management

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare factors influencing Gen Y's choice of profession on the basis of management level.

H_0: $F_{(Lower Mgmt)} = F_{(Middle Mgmt)}$ H_a: $F_{(Lower Mgmt)} \neq F_{(Middle Mgmt)}$

Table 34
Two-Sample Kolmogorov-Smirnov Z Test: Test Statistics^a

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Because of interest in this profession	.085	.085	.000	.827	.50 *(ns)*
According to my family Guidance	.114	.000	-.114	1.105	.17 *(ns)*
Salary and fringe benefits	.019	.000	-.019	.180	1.00 *(ns)*
My qualification matches to this profession	.049	.015	-.049	.473	.98 *(ns)*
Employment/ Career opportunities	.061	.000	-.061	.593	.87 *(ns)*

a. Grouping Variable: Level of Management
ns: not significant

Table 34 reports value for factors (i) because of interest in the profession (D= .83, p = .50 > .05), (ii) according to family guidance (D= 1.1, p = .17 > .05), (iii) salary and fringe benefits (D= .18, p = 1.00 > .05), (iv) qualification matching with profession (D= .47, p = .98 > .05), and (v) employment/ career opportunity (D= .59, p = .87 > .05). As p value is > .05 for all the factors, hence fails to reject null hypothesis. It infers that there is no significant difference w.r.t. factors influencing Gen Y's choice of profession on the basis their designation (level of management).

On the Basis of Sector and Industry together

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare factors influencing Gen Y's choice of profession on the basis of sector and industry together in which they work.

H_0: $\tilde{x}_{PSU\_M}$ = $\tilde{x}_{PSU\_NM}$ = $\tilde{x}_{PVT\_M}$ = $\tilde{x}_{PVT\_NM}$
Ha: At least one of the $\tilde{x}$ differs significantly.

Table 35

Kruskal-Wallis H Test: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Because of interest in this profession	14.079	3	.003**
According to my family Guidance	4.210	3	.240 (ns)
Salary and fringe benefits	12.864	3	.005**
My qualification matches to this profession	7.582	3	.055 (ns)
Employment/ Career opportunities	7.793	3	.050*

a. Kruskal Wallis Test
b. Grouping Variable: Sector and Industry
*ns- not significant, *-p < .05, **- p < .01*

Table 35 reports values for factors 'according to family guidance', $\chi^2_{(3)}$ = 4.21, p =.24 > .05, and 'qualification matches to the profession' $\chi^2_{(3)}$ = 7.58, p =.06 >.05. As p value is > .05 for both these factors, hence fails to reject null hypothesis. It infers that there is no difference among Gen Ys of various sectors and industry while opting their profession w.r.t. factors 'according to family guidance' and 'qualification matches to the profession'. The table shows values for factors (i) 'because of interest in the profession' $\chi^2_{(3)}$ = 14.08, p < .01, (ii) 'salary and fringe benefits' $\chi^2_{(3)}$ = 12.87, p < .01, and (iii) 'employment/ career opportunities' $\chi^2_{(3)}$ = 7.79, p = .05. As p values are < or = .05, null hypothesis is rejected. It infers that there was a significant difference among Gen Ys working in various sector and industry w.r.t. factors affecting choice of their

profession viz., (i) because of interest in the profession, (ii) salary and fringe benefits (iii) employment/ career opportunities.

Mean score *(refer annexure 10)* for factor 'because of interest in the profession' shows a significant difference. The mean score i.e. Pvt_M = 254.64, Pvt_NM = 223.28, PSU_M = 202.77 and PSU_NM = 201.31 in decreasing order points out that Gen Ys of private manufacturing and pvt non-manufacturing sector were significantly influenced by 'interest in the profession' than their PSUs counter parts. Mean score for factor 'salary and fringe benefits' shows a significant difference. The mean scores i.e., PSU_NM = 247.40, PSU_M = 226.82, Pvt_NM = 217.45 and Pvt_M = 190.32 in decreasing order indicates that Gen Ys of PSU non-manufacturing sector were influenced by salary and fringe benefits the most followed by PSU manufacturing then private non-manufacturing and lastly Gen Ys of private manufacturing units. Mean score for factor 'employment/ career opportunity' shows significant difference. For the factor 'Salary and fringe benefit', the mean scores i.e., Pvt_NM = 242.46, PSU_NM = 222.96, Pvt_M = 218.90 and PSU_M = 197.69 in decreasing order point out that Gen Ys of private non-manufacturing sector were influenced by salary and fringe benefits the most followed by PSU non-manufacturing then private manufacturing and lastly Gen Ys of PSU manufacturing.

On the Basis of Birthplace strata

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare factors influencing Gen Y's choice of profession on the basis of Gen Y's birthplace strata.

H_0: $\tilde{x}$ Rural = $\tilde{x}$ Semi Urban = $\tilde{x}$ Urban   Ha: At least one of the $\tilde{x}$ differs significantly.

Table 36

Kruskal-Wallis H Test: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Because of interest in this profession	3.587	2	.166 *(ns)*
According to my family Guidance	.776	2	.678 *(ns)*
Salary and fringe benefits	3.681	2	.159 *(ns)*
My qualification matches to this profession	3.482	2	.175 *(ns)*
Employment/ Career opportunities	.367	2	.832 *(ns)*

a. Kruskal Wallis Test
b. Grouping Variable: Birthplace Strata
ns: not significant

Table 36 reports values for variables (i) because of interest in the profession $\chi^2_{(2)}$ =3.59, *p* = 0.17 > .05, (ii) according to family guidance χ^2 (2) = .78, *p* = .68 > .05,

(iii) salary and fringe benefits χ^2 (2) = 3.68, *p* = .16 > .05, (iv) qualification matching to the profession χ^2 (2) = 3.42, *p* =.17> .05, and (v) employment/ career opportunity χ^2 (2) = .36, *p* = .83 > .05. As *p* value is > .05 for all the factors, hence fails to reject null hypothesis. It infers that there was no significant difference among Gen Ys of various birthplace strata w.r.t. all the factors affecting their choice of profession.

Motivating factors to continue in the job

Gen Y

In order to gauge the motivating factors to continue in a job, one sample t test at 5% α level was conducted.

H_0: $\overline{X}$ = μ   Ha: $\overline{X}$ ≠ μ

Table 37

One-Sample t test: Gen Y

| | Test Value = 3 | | | | | |
| | t | df | Sig. (2-tailed) | MD | 95% CI | |
					LL	UL
Pay and perks	22.97	439	.000***	.94	.86	1.02
Decent work Environment	22.70	439	.000***	.88	.80	.96
Courteous Boss	13.25	439	.000***	.59	.50	.68
Recognition	12.57	439	.000***	.53	.45	.61
Job Security	17.27	439	.000***	.86	.76	.96
Flexible work schedule	2.40	439	.042*	.11	.00	.21
Opportunity for personal development	19.18	439	.000***	.84	.76	.93

*- p< .05, ***- p < .001

Table 37 and annexure 11 report values for factors (i) Pay and perks (M = 3.94, SD =.86); t (439) = 22.97, p < 0.001, (ii) Decent work Environment (M = 3.88, SD =.81); t (439) = 22.70, p < .001 (iii) Courteous Boss (M = 3.59, SD = .94); t (439) = 13.25, p < .001, (iv) Recognition (M = 3.53, SD = .89); t (439) = 12.57, p < .001, (v) Job security (M = 3.86, SD = 1.05); t (439) = 17.27, p < 0.001, (vi) Flexible work schedule (M = 3.11, SD = 1.12); t (439) = 2.40, p < 0.05 , and (vii) Opportunity for personal development (M = 3.85, SD = .92); t (439) = 19.18, p < 0.001. Hence null hypothesis for all the factors rejected. It infers that all the expectations of Gen Ys are fulfilled as factors to continue in a job.

On the Basis of Gender

A two-sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare motivating factors to continue in a job on the basis of gender.

H_0: $F_{(Male)}$ = $F_{(Female)}$ H_a: $F_{(Male)}$ ≠ $F_{(Female)}$

Table 38

Two-Sample Kolmogorov-Smirnov Z Test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Pay and perks	.109	.109	-.004	.901	.39 *(ns)*
Decent work Environment	.069	.069	-.012	.572	.90 *(ns)*
Courteous Boss	.089	.089	-.008	.736	.65 *(ns)*
Recognition	.044	.032	-.044	.364	1.00 *(ns)*
Job Security	.087	.087	-.035	.720	.68 *(ns)*
Flexible work schedule	.105	.000	-.105	.865	.44 *(ns)*
Opportunity for personal development	.064	.013	-.064	.530	.94 *(ns)*

a. Grouping Variable: Gender
ns- not significant

Table 38 reports value for factors (i) Pay and perks (D =.90, *p*= 0.39 > .05), (ii) Decent work Environment (D = 0.57, *p*= 0.90 > .05), (iii) Courteous Boss (D = .74, *p*= 0.65 > .05), (iv) Recognition (D =.36, *p*= 1.00 > .05), (v) Job security (D = .72, *p*= 0.68 > .05), (vi) Flexible work schedule (D = .86, *p*= 0.44 > .05), and (vii) Opportunity for personal development (D =.53, *p*= 0.94, > 0.05). Hence, fails to reject null hypothesis for all the factors. It infers that there was no significant difference between male and female Gen Ys w.r.t. expectations vis-à-vis fulfillment of expectations as factors to continue in a job.

On the Basis of Gen Y Category

A two-sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare motivating factors to continue in a job on the basis of early born/ late born Gen Y category.

H_0: F (Early born) = F (Late born) H_a: F (Early born) ≠ = F (Late born)

Table 39

Two-Sample Kolmogorov-Smirnov Z Test:-Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Pay and perks	.040	.040	-.031	.397	.997 *(ns)*
Decent work Environment	.044	.002	-.044	.441	.990 *(ns)*
Courteous Boss	.052	.028	-.052	.520	.950 *(ns)*
Recognition	.026	.026	-.002	.259	1.000 *(ns)*
Job Security	.068	.000	-.068	.680	.744 *(ns)*
Flexible work schedule	.033	.013	-.033	.328	1.000 *(ns)*
Opportunity for personal development	.038	.038	-.016	.376	.999 *(ns)*

a. Grouping Variable: Gen Y Cat

Table 39 reports value for factors (i) pay and perks (D = .40, p = 1.00 > .05), (ii) decent work Environment (D =.44, p = .99 > .05), (iii) courteous Boss (D=.52, p = 0.95 > .05), (iv) recognition (D =.26, p = 1.00 > .05), (v) job security (D = .68, p = .74 > .05),   (vi) flexible work schedule (D = .33, p = 1.00 > .05), and (vii) opportunity for personal development (D =.38, p = 1.00 > 0.05). Hence, fails to reject null hypothesis.

It infers that there was no significant difference w.r.t. expectations vis-à-vis fulfillment of expectations as factors to continue in a job on the basis of early born/ late born Gen Y category.

On the Basis of Education Level

A two-sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare expectations vis-à-vis fulfillment of expectations as factors to continue in a job on the basis of education level (UG/ PG) of Gen Y.

H₀: $F_{(UG)} = F_{(PG)}$ Hₐ: $F_{(UG)} \neq F_{(PG)}$

Table 40

Two-Sample Kolmogorov-Smirnov Z Test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov- Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Pay and perks	.041	.041	-.004	.432	.99 *(ns)*
Decent work Environment	.044	.044	.000	.461	.98 *(ns)*
Courteous Boss	.074	.074	-.015	.779	.58 *(ns)*
Recognition	.032	.032	-.031	.340	1.00 *(ns)*
Job Security	.049	.035	-.049	.511	.96 *(ns)*
Flexible work schedule	.113	.113	-.025	1.188	.12 *(ns)*
Opportunity for personal development	.122	.122	-.010	1.283	.07 *(ns)*

a. Grouping Variable: Education

ns- not significant

Table 40 reports value for factors (i) pay and perks (D = .43, p = 0.99 > .05), (ii) decent work Environment (D = .46, p = .98 > .05), (iii) courteous Boss (D = .78, p =.58 > .05), (iv) recognition (D = .34, p = 1.00 > .05), (v) job security (D = .51, p = .96 >.05), (vi) flexible work schedule (D = 1.19, p = 0.12 > .05), and (vii) opportunity for personal development (D = 1.28, p = 0.07 > .05). Hence, fails to reject null hypothesis. It infers that there was no significant difference w.r.t. expectations vis-à-vis fulfillment of expectations as factors to continue in a job on the basis of Gen Y's education level i.e. UG and PG Gen Ys.

On the Basis of Level of Management

A two-sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare expectations vis-à-vis fulfillment of expectations as factors to continue in a job on the basis level of management.

Table 41 reports value for factors (i) pay and perks (D =.40, p =.97 > .05), (ii) decent work Environment (D =.39, p = 1.00 > .05), (iii) courteous Boss (D = .56, p =.91 > .05), (iv) recognition (D = 1.03, p =.24 > .05), (v) job security (D = .77, p =.60 > .05), (vi) flexible work schedule (D = .30, p = 1.00 > .05), and (vii) opportunity for personal development (D = .50, p = .96 > .05). Hence, fails to reject null hypothesis.

H_0: F (Lower Mgmt) = F (Middle Mgmt) H_a: F (Lower Mgmt) ≠ F (Middle Mgmt)

Table 41

Two-Sample Kolmogorov-Smirnov Z Test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Pay and perks	.042	.008	-.042	.405	.97 *(ns)*
Decent work Environment	.040	.040	-.005	.392	1.00 *(ns)*
Courteous Boss	.058	.058	.000	.561	.91 *(ns)*
Recognition	.106	.106	-.012	1.032	.24 *(ns)*
Job Security	.079	.008	-.079	.767	.60 *(ns)*
Flexible work schedule	.031	.012	-.031	.298	1.00 *(ns)*
Opportunity for personal development	.052	.052	.000	.503	.96 *(ns)*

a. Grouping Variable: Level of Management

ns- not significant

It infers that there was no significant difference w.r.t. expectations vis-à-vis fulfillment of expectations as factors to continue in a job on the basis of Gen Y's level of management.

On the Basis of Sector and Industry together

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare expectations vis-à-vis fulfillment of expectations as factors to continue in a job based on the sector and industry together they work for.

H_0: $\tilde{x}$ PSU_M = $\tilde{x}$ PSU_NM = $\tilde{x}$ Pvt_M = $\tilde{x}$ Pvt_NM

Ha: At least one of the $\tilde{x}$ differs significantly.   *Where $\tilde{x}$-median*

Table 42

Kruskal-Wallis Test: Test Statistics [ab]

	Chi-Square	df	Asymp. Sig.
Pay and perks	7.482	3	.06 *(ns)*
Decent work Environment	4.801	3	.19 *(ns)*
Courteous Boss	9.700	3	.03*
Recognition	3.473	3	.32 *(ns)*
Job Security	80.111	3	.000***
Flexible work schedule	11.863	3	.008**
Opportunity for personal development	14.042	3	.003**

a. Kruskal Wallis Test

b. Grouping Variable: Ownership and Industry

*ns- not significant, *-p <.05, **- p < .01, ***- p < .001*

Table 42 reports value for factors (i) pay and perks $\chi^2_{(3)}$ = 7.48, p = .06 > .05, (ii) decent work environment $\chi^2_{(3)}$ = 4.80, p = 0.19 > .05, and (iii) recognition $\chi^2_{(3)}$ = 3.47, p = 0.32 > 0.05. Hence, fails to reject null hypothesis. It infers that there was no significant difference w.r.t. expectations vis-à-vis fulfillment of expectations as factors viz., pay and perks, work environment and recognition to continue in a job among Gen Ys of various sector and industry together in which they work.

On the other hand, considering report for factors (i) courteous boss $\chi^2_{(3)}$ = 9.70, p = .03 < .05, (ii) job security $\chi^2_{(3)}$ = 80.11, p < .001, (iii) flexible work schedule $\chi^2_{(3)}$ = 11.86, p <.01, and (iv) opportunity for personal development $\chi^2_{(3)}$ = 14.04, p < .01, null hypothesis is rejected. It infers that there was a significant difference w.r.t. expectations vis-à-vis fulfillment of expectations as factors viz., courteous boss, job security, flexible work schedule, and opportunity for personal development to continue in a job among Gen Ys of various sector and industry together in which they work.

Mean rank *(refer annexure 11)* for factor 'courteous boss' shows a significant difference. The mean score i.e. PSU_NM = 238.56, Pvt_NM = 237.52, Pvt_M = 207.48 and PSU_M =198.43 in decreasing order indicates that Gen Ys of PSU non-manufacturing industries found their boss courteous the most followed by private non-manufacturing industry then private manufacturing and lastly Gen Ys of PSU manufacturing industry. Mean rank *(refer annexure 11)* for factor 'job security' shows a significant difference. The mean score i.e. PSU_NM = 279.8, PSU_M = 257.00, Pvt_M = 198.50 and Pvt_NM = 146.49) in decreasing order points out that Gen Ys of PSU non-manufacturing and PSU manufacturing are significantly assured in terms of their job security than Pvt Sector Gen Ys of both the industries.

In view of mean rank *(refer annexure 11)* for factor 'flexible work schedule' i.e. Pvt_NM = 247.96, Pvt_M = 231.62, PSU_NM = 203.52 and PSU_M = 198.90 in decreasing order, it is inferred that flexible work schedule was significantly prevailing in private non-manufacturing sector the most followed by private manufacturing sector then in PSU non-manufacturing and lastly in PSU manufacturing industry. Lastly, taking into account mean scores *(refer annexure 11)* for factor 'opportunity for personal development' i.e. PVT_NM = 253.53, Pvt_M = 219.14, PSU_NM = 214.90 and PSU_M =194.44 in decreasing order, it is inferred that Gen Ys of private non-manufacturing sector were provided opportunities for personal development the most followed by private non-manufacturing then PSU non-manufacturing and lastly Gen Ys of PSU manufacturing industry.

On the Basis of Birthplace strata

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare expectations vis-à-vis fulfillment of expectations as factors to continue in a job based on their birthplace strata.

H_0: $\tilde{x}$ P $_{Rural}$ = $\tilde{x}$ $_{Semi\ Urban}$ = $\tilde{x}$ $_{Urban}$ Ha: At least one of the group differs significantly.

Table 43

Kruskal-Wallis Test: Test Statistics^{a,b}

	Chi-Square	df	Asymp. Sig.
Pay and perks	.850	2	.65 *(ns)*
Decent work Environment	2.942	2	.23 *(ns)*
Courteous Boss	5.708	2	.06 *(ns)*
Recognition	.934	2	.63 *(ns)*
Job Security	1.560	2	.46 *(ns)*
Flexible work schedule	4.005	2	.13*(ns)*
Opportunity for personal development	.876	2	.64 *(ns)*

a. Kruskal Wallis Test
b. Grouping Variable: Birthplace Starta
ns: not significant

Table 43 reports values for factors (i) pay and perks χ^2 $_{(2)}$ = 0.85, *p* =.65 > .05, (ii) decent work environment χ^2 $_{(2)}$ = 2.94, *p* =.23 > .05, (iii) courteous boss χ^2 $_{(2)}$ = 5.71, *p* = .06 > .05 (iv) recognition χ^2 $_{(2)}$ = 0.93, *p* = *.63* > .05, (v) job security χ^2 $_{(2)}$ = 1.56, *p* = *.46* > .05 (vi) flexible work schedule χ^2 $_{(2)}$ = 4.00, *p* = *.13* > .05, and (vii) opportunity for personal development χ^2 $_{(2)}$ = .88, *p* = *.64* > *.05*. Hence, fails to reject null hypothesis. It infers that there was no significant difference w.r.t. expectations vis-

à-vis fulfillment of expectations as factors to continue in a job basis of Gen Y's birthplace strata.

Factors that may be decisive to switch over jobs in future are analysed as follows

Initially, taking into account assumptions of the test, factorability of the six items was examined. Annexure 12 reveals that firstly, six of the six items correlated at least .2 with at least one other item. Secondly, the Kaiser-Meyer-Olkin measure of sampling adequacy was.71, considered as middling (Kaiser, 1974), and KMO value higher than .5 is acceptable. Bartlett's test of Sphericity was found significant, $\chi2$ (15) = 697.05, $p < .001$. The diagonals of the anti-image correlation matrix were also all over above .66.

Child (2006) suggests to remove any item with communality less than .2. Items with low communality shall be explored for alongwith additional factors. However, in present case communalities were all above .6, except item 'Seeking lifetime employment' *(refer table 44)*, hence confirming that each item shared some common variance with other items. Taking into account overall indicators, factor analysis was deemed to be suitable with five out of six items.

Principal Component Analysis with Varimax Rotation was conducted to assess the underlying structure for the ten items for consideration of factors that may be decisive to switch over jobs in future. Two components were obtained, and indexed as 'job conditions', and 'ethics and values'.

Table 44

Factor Loadings from Principal Axis Factor Analysis with Varimax Rotation for a Two-Factor Solution for Factors that may be decisive to switch over jobs in future (N = 440)

Item	Factor Loading		
	1	2	Communality
Organisation conforming moral and ethical practices	.894		.818
Environmentally and socially responsible organisation	.873		.777
Increased salary and fringe benefits		.840	.731
Appointment at higher position		.716	.650
Career development opportunities	.491	.603	.605
Eigenvalues	2.03	1.73	
% of Variances	33.90	28.28	

Note. Factor loadings < .4 are suppressed.

Table 45 shows that after rotation, the first component (two factors) accounted for 33.90.8 % of the variance, and the second component (three factors) accounted for 28.28%, hence a cumulative 62.72% of variance explained. The first component, which is index as 'ethics and values' had strong loadings on the first two factors, alongwith 'career development opportunities' with a cross loading of .60 for component 'job conditions'. The second component, indexed as 'job conditions', had high loadings on the next three items including 'career development opportunities' with a cross loading of .49 along with component 'job conditions' *(refer table 44)*. Thus item 'career development opportunities' was included in component 'job conditions'.

Table 45

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.643	44.049	44.049	2.643	44.049	44.049	2.034	33.901	33.901
2	1.121	18.675	62.724	1.121	18.675	62.724	1.729	28.823	62.724
3	.904	15.070	77.794						
4	.622	10.368	88.162						
5	.424	7.061	95.223						
6	.287	4.777	100.000						

Extraction Method: Principal Component Analysis.

To find out internal consistency of components obtained from PCA, Cronbach alpha was applied. Table 46 shows that the components were found reliable as their Cronbach alpha levels for component 'ethics and values' found α= .83, and for 'job conditions' α= .67.

Table 46

Descriptive statistics for the two components (N = 440)

	No. of items	M	SD	Skewness	Kurtosis	Cronbach α
Ethics and values	2	4.07	.81	-.77	.58	.83
Job conditions	3	4.49	.54	-1.46	4.80	.67

Valid N (listwise)

Thus, components job conditions' and 'ethics and values' have been considered on reflective scale, and items 'seeking lifetime employment' has been considered on a formative scale for data analysis w.r.t. various independent variables.

Job Conditions, and Ethics and Values of Future Organisation

Gen Y

One sample t test was conducted to gauge consideration of decisive factors to switch over jobs in future for Gen Y. For this, the factors were grouped into two components (constructs) which are 'job conditions', and 'ethics and values'.

H_0: $\bar{X} = \mu$ Ha: $\bar{X} \neq \mu$

Table 47

One Sample t test of Job condition, and Ethics and values: Gen Y

	Test Value = 3					
	t	df	Sig. (2-tailed)	MD	95% CI	
					LL	UL
Job Conditions	58.173	439	.000***	1.48939	1.4391	1.5397
Ethics and Values	27.818	439	.000***	1.07386	.9980	1.1497

***- p < .001

Table 47 and annexure 13 report values for 'job conditions' (M = 4.49, S.D. = .54); t (439) = 58.17, *p* < .001, and 'ethics and values' (M = 4.07, S.D. = .81); t (439) = 27.82, *p* < .001. As *p* value is < .05, null hypothesis is rejected. It infers that both 'job conditions' and 'ethics and values' of future organisations will be significant decisive components for Gen Y to switch over jobs in future.

On the basis of Gender

An independent-samples t-test was conducted to compare decisive factors to switch over jobs in future for Gen Y on the basis of gender.

H_0: $\mu_{Male} = \mu_{Female}$ Ha: $\mu_{Male} \neq \mu_{Female}$

Table 48

Independent Samples Test of Job condition and Ethics and values: Gender

		Job conditions		Ethics and values	
		Equal variances			
		assumed	not assumed	assumed	not assumed
Levene's Test for	F	.389		.121	
Equality of Variances	Sig.	.533		.728	
	t	-.954	-.921	-2.685	-2.936
	df	438	120.444	438	140.376
t-test for Equality of Means	Sig. (2-tailed)	.341 *(ns)*	.359	.008**	.004
	MD	-.06215	-.06215	-.26184	-.26184
	SE Diff	.06515	.06746	.09754	.08917
	95% LL	-.19020	-.19571	-.45353	-.43813
	CI UL	.06589	.07140	-.07014	-.08554

ns- not significant, **- p < .01

Table 48 shows 'Levene's Test for Equality of Variances' for component 'job conditions' (*p*= .53), and 'ethics and values' (*p* = .73). As *p* value is > .05, Equality of

variances exist for both the components. Table 48 and annexure 13 report values for 'job conditions' and 'ethics and values'. Values for 'job conditions' for male (M = 4.48, SD =.53) and female (M= 4.54, SD = .56); t (438) = -.95, p = .34 >.05 show p value > .05. Hence fails to reject null hypothesis. It infers that there was no significant difference between male and female for 'job conditions' as decisive factor to switch over job in future.

Values for 'ethics and values' for male (M = 4.02, SD = .84) and female (M= 4.29, SD =.71); t (438) = - 2.68, p < .01. As p value is < .05, null hypothesis is rejected. It infers that there was a significant difference between male and female for consideration of 'ethics and values' as a decisive factor to switch over job in future. Taking into account descriptive values it is inferred that female Gen Ys will consider 'ethics and values' more than their male counterparts to switch over jobs in future.

On the Basis of Gen Y Category

An independent-samples t-test was conducted to compare decisive factors to switch over job in future for Gen Y on the basis of early born/ late born category. Table 49 shows 'Levene's Test for Equality of Variances' for component 'job conditions' (p= .46), and 'ethics and values' (p = .51). As p value is > .05, equality of variances exist for both the components.

H_0: $\mu_{Early Born}$ = $\mu_{Late Born}$ H_a: $\mu_{Early Born}$ ≠ μ_{Late}

Table 49

Independent Samples Test of Job condition and Ethics and values: Gen Y category

		Job conditions		Ethics and values	
		Equal variances			
		assumed	not assumed	assumed	not assumed
Levene's Test for Equality of Variances	F	.534		.442	
	Sig.	.465		.506	
t-test for Equality of Means	T	-.798	-.828	-.467	-.459
	Df	438	340.567	438	293.890
	Sig. (2-tailed)	.425 *(ns)*	.408	.641*(ns)*	.646
	MD	-.04301	-.04301	-.03792	-.03792
	SE Diff	.05386	.05192	.08125	.08257
	95% CI LL	-.14887	-.14514	-.19762	-.20042
	UL	.06286	.05912	.12178	.12458

ns- not significant

Table 49 and annexure 13 reports values for 'job conditions' for early born (M = 4.47, SD =.56) and late born Gen Ys (M= 4.52, SD = .50); t (438) = -.80, p = .42 >.05, and ' ethics and values ' early born (M = 4.06, SD =.80) and late born Gen Ys (M= 4.10, SD = .84); t (438) = -.47, p = .64 >.05. As p value is > .05, hence fails to reject

null hypothesis. It infers that there was no significant difference between early born and late born Gen Ys for consideration of 'job conditions' and 'ethics and values' as a decisive factor to switch over job in future.

On the Basis of Education

An independent-samples t-test was conducted to compare decisive factors to switch over jobs in future for Gen Y on the basis of their education level (UG/ PG).

Table 50 shows 'Levene's Test for Equality of Variances' for components 'job conditions' (p = .82) and 'ethics and values' (p = .43). As p value is > .05, equality of variances exist for both the components.

H_0: $\mu_{UG} = \mu_{PG}$ $\qquad$ H_a: $\mu_{UG} \neq \mu_{PG}$

Table 50

Independent Samples Test of Job condition and Ethics and values: Education Level

| | | Job conditions | | Ethics and values | |
| | | Equal variances | | | |
		assumed	not assumed	Assumed	not assumed
Levene's Test for Equality of Variances	F	.050		.613	
	Sig.	.823		.434	
t-test for Equality of Means	t	.658	.659	.701	.701
	df	438	437.108	438	437.984
	Sig. (2-tailed)	.511	.510	.484	.483
	MD	.03373	.03373	.05415	.05415
	SE	.05125	.05117	.07726	.07720
	95% LL	-.06699	-.06684	-.09770	-.09759
	CI UL	.13445	.13430	.20600	.20589

ns- not significant

Table 50 and annexure 13 report values for 'job conditions' UG (M = 4.51, SD =.56) and PG (M= 4.47, SD = .51); t (438) = .66, p = .51 >.05, and for 'ethics and values' UG (M = 4.10, SD =.83) and PG (M= 4.04, SD = .79); t (438) = .70, p = .48 >.05. As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference on the basis of level of education (UG/ PG) of Gen Y for consideration of 'job conditions' and 'ethics and values' as a decisive factor to switch over job in future.

On the Basis of Level of Management

An independent-samples t-test was conducted to compare decisive factors to switch over jobs in future for Gen Y on the basis of their level of management (Lower management / Middle management).

Table 51 shows 'Levene's Test for Equality of Variances' for component 'job conditions' (p = .81) and 'ethics and values' (p = .23). As p value is > .05, equality of variances exist for both the components.

$H_0: \mu_{\text{Lower Mgmt}} = \mu_{\text{Middle Mgmt}}$ $H_a: \mu_{\text{Lower Mgmt}} \neq \mu_{\text{Middle Mgmt}}$

Table 51

Independent Samples Test of Job condition and Ethics and values: Level of Mgmt

| | | Job conditions | | Ethics and values | |
| | | Equal variances | | | |
		assumed	not assumed	assumed	not assumed
Levene's Test for Equality of Variances	F	1.438		.055	
	Sig.	.231		.815	
	T	.235	.220	1.217	1.204
	Df	438	224.891	438	253.428
t-test for Equality of Means	Sig. (2-tailed)	.814 *(ns)*	.826	.224 *(ns)*	.230
	MD	.01303	.01303	.10159	.10159
	SE Diff	.05546	.05911	.08349	.08435
95%	LL	-.09598	-.10346	-.06250	-.06454
CI	UL	.12204	.12952	.26568	.26771

ns- not significant

Table 51 and annexure 13 report values for 'job conditions' for lower management (M = 4.49, SD =.51) and middle management (M= 4.48, SD = .60); t (438) = .23, *p* = .81 >.05, and 'ethics and values' for lower management (M = 4.10, SD =.80) and middle management (M= 4.00, SD = .82); t (438) = 1.21, *p* = .22 >.05. As *p* value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference on the basis of level of management (lower management/ middle management) of Gen Y for consideration of 'job conditions' and 'ethics and values' as a decisive factor to switch over job in future.

On the Basis of Sector and Industry Together

A one-way ANOVA among subjects (Gen Y) was conducted to compare decisive factors to switch over job in future by Gen Y on the basis of sector and industry together they work for.

$H_0: \mu_{\text{PSU\_M}} = \mu_{\text{PSU\_NM}} = \mu_{\text{Pvt\_M}} = \mu_{\text{Pvt\_NM}}$

H_a: At least one of the group differs significantly.

Table 52

Test of Homogeneity of Variances of Job condition, and Ethics and values: Sec & Ind

	Levene Statistic	df1	df2	Sig.
Job conditions	5.101	3	436	.002**
Ethics and values	1.209	3	436	.306 *(ns)*

**- p < .01, ns- not significant

Table 52 shows values of Levene's Test for Homogeneity of Variances for 'job conditions' (*p* < .01), and 'ethics and values' (*p* =.31). As *p* value is < .05 for component 'Job conditions' and > .05 for component ethics and values', there exists a homogeneity

of variance for component 'ethics and values' but not for component 'job conditions'. However, following Donaldson (1968) for *df* > 40, F test was conducted for component 'job conditions' too.

Table 53

ANOVA of Job condition and Ethics and values: Sec & Ind

		SS	df	MS	F	Sig.
Job conditions	Between Groups	1.136	3	.379	1.316	.269 *(ns)*
	Within Groups	125.481	436	.288		
	Total	126.617	439			
Ethics and values	Between Groups	15.865	3	5.288	8.478	.000***
	Within Groups	271.984	436	.624		
	Total	287.849	439			

*ns- not significant, ***- p < .001*

Table 53 reports values for component ' job conditions' F (3, 436) =1.32, *p* = .27 > .05. As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference for consideration of 'job conditions' as a decisive factor for Gen Y to switch over job in future on the basis of sector and industry together.

Values for component 'ethics and values' F (3, 436) = 8.48, *p* < .00. As *p* value is < .05, null hypothesis is rejected. It infers that at least one of the group differs significantly. Through Tukey HSD test *(refer annexure 13)*, it is evident that there exists a significant difference between Gen Ys of (i) PSU_M and Pvt_M (*p* < *.05*), and (ii*)* PSU_M and Pvt_NM (*p* < *.001).* Descriptive score report values as PSU_M (M= 4.27, SD = .74), PSU_NM (M= 4.22, SD = .71) PSU_M (M= 3.99, SD = .81) and PSU_M (M= 3.80, SD = .88) in decreasing order. Taking into account descriptive values it is inferred that Gen Ys of PSU manufacturing will consider 'ethics and values' significantly more than their private manufacturing and private non-manufacturing counterparts to switch over job in future.

On the Basis of Birthplace Strata

A one-way ANOVA among subjects (Gen Y) was conducted to compare decisive factors to switch over job in future by Gen Y on the basis of birthplace strata.

H$_0$: $\mu_{Rural} = \mu_{Semi\ urban} = \mu_{Urban}$ a: At least one of the group differs significantly

Table 54

Test of Homogeneity of Variances of Job condition and Ethics and values: Birthplace

	Levene Statistic	df1	df2	Sig.
Job conditions	1.494	2	437	.226 *(ns)*
Ethics and values	2.651	2	437	.072 *(ns)*

ns- not significant

Table 54 shows Levene's Test for Homogeneity of Variances for 'job conditions' ($p = .23$), and 'ethics and values' ($p =.07$). As p value is $> .05$, there exists a homogeneity of variance for both the components.

Table 55

ANOVA of Job condition and Ethics and values: Birthplace

		SS	df	MS	F	Sig.
	Between Groups	.126	2	.063	.218	.804 *(ns)*
Job conditions	Within Groups	126.491	437	.289		
	Total	126.617	439			
	Between Groups	6.052	2	3.026	4.693	.010**
Ethics and values	Within Groups	281.797	437	.645		
	Total	287.849	439			

ns- not significant, **-p < .01

Table 55 reports values for component 'job conditions' F (2, 437) =.22, $p = .80 > .05$. As p value is $> .05$, hence fails to reject null hypothesis. It infers that there was no significant difference for consideration of 'job conditions' as a decisive factor to switch over job in future on the basis of birthplace strata. Values for component 'ethics and values' F (2, 437) = 4.69, $p = .01 < .05$. As p value is $< .05$, null hypothesis is rejected. It infers that at least one of the group differs significantly.

Through Tukey HSD test *(refer annexure 13)*, it is evident that there exists a significant difference between Gen Ys of (i) rural and semi urban *(p < .05)*, and (ii*)* rural and urban *(p < .05)*. Descriptive scores report values as rural (M= 4.26, SD = .65), urban (M= 4.03, SD = .87) and semi urban (M= 3.93, SD = .78) in decreasing order. Taking into account descriptive values it is inferred that rural Gen Ys will consider 'ethics and values' significantly more than their urban and semi urban counterparts to switch over job in future.

Seeking Lifetime employment

Gen Y

One sample t test at 5% α level was conducted to find out factor 'seeking lifetime employment' that may be decisive, for Gen Y, to switch over jobs in future.

H_0: $\overline{X} = \mu$ Ha: $\overline{X} \neq \mu$

Table 56

One-Sample Test

	t	df	Sig. (2-tailed)	MD	95% CI	
					LL	UL
Seeking lifetime employment	15.388	439	.000***	.789	.69	.89

***- p < .001

Table 56 and annexure 13 report values (M = 3.79, SD = 1.07); t (439) = 15.39, $p < .001$. As p values < .05, null hypothesis is rejected. Taking into account descriptive scores, it is inferred that factor 'seeking lifetime employment' is also a decisive for Gen Y to switch over job in future.

On the Basis of Gender

A two-sample Kolmogorov-Smirnov Z test at 5% α level was conducted to identify decisive factor 'seeking life time employment' for Gen Y to job change on the basis of gender.

H_0: F (Male) = F (Female) $\qquad$ H_a: F (Male) ≠ F (Female)

Table 57

Two-Sample Kolmogorov-Smirnov Test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Seeking lifetime employment	.032	.032	.000	.262	1.000 *(ns)*

a. Grouping Variable: Gender
ns- not significant

Table 57 reports values (D = .26, p = 1.00 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's in consideration of decisive factor 'seeking life time employment' to switch over job in future on the basis of gender.

On the Basis of Gen Y Category

A two-sample Kolmogorov-Smirnov Z test at 5% α level was conducted to identify decisive factor 'seeking life time employment' for Gen Y to job change on the basis of early born/ late born category.

H_0: F (Early Born) = F (Late Born) $\qquad$ H_a: F (Early Born) ≠ F (Late Born)

Table 58

Two-Sample Kolmogorov-Smirnov Z Test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Seeking lifetime employment	.090	.001	-.090	.899	.395 *(ns)*

a. Grouping Variable: Gen Y Cat
ns- not significant

Table 58 reports values (D = .90, p = .39 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference   in

consideration of decisive factor 'seeking life time employment' to switch over job in future in Gen Ys on the basis of early born/ late born categories.

On the Basis of Education Level

A two-sample Kolmogorov-Smirnov Z test at 5% α level was conducted to identify decisive factor 'seeking life time employment' amongst Gen Y to switch over job on the basis of education level (UG/ PG).

H_0: F (UG) = F (PG) H_a: F (UG) ≠ F (PG)

Table 59

Two-Sample Kolmogorov-Smirnov Z Test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Seeking lifetime employment	.022	.022	-.013	.236	1.000 *(ns)*

a. Grouping Variable: Education
ns: not significant

Table 59 reports value (D = .24, *p* = 1.00 > .05). As *p* value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in consideration of decisive factor 'seeking life time employment' to switch over job in future on the basis of level of education.

On the Basis of Management Level

A two-sample Kolmogorov-Smirnov Z test at 5% α level was conducted to identify decisive factor 'seeking life time employment' for Gen Y to job change on the basis of management level.

H_0: F (Lower Mgmt) = F (Middle Mgmt) H_a: F (Lower Mgmt) ≠ (Middle Mgmt)

Table 60

Two-Sample Kolmogorov-Smirnov Z Test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Seeking lifetime employment	.033	.000	-.033	.317	1.000 *(ns)*

a. Grouping Variable: Level of Management
ns- not significant

Table 60 reports value for factors seeking life time employment (D = .32, *p* = 1.00 > .05). As *p* value for all the factors is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in consideration of decisive factor

'seeking life time employment' to switch over job in future amongst Gen Y on the basis of level of management.

On the Basis of Sector and Industry together

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to identify significant difference in decisive factor 'seeking life time employment' amongst Gen Y to switch over job in future on the basis of sectors and industry together.

H_0: $\tilde{x}$ $_{PSU\_M}$ = $\tilde{x}$ $_{PSU\_S}$ = $\tilde{x}$ $_{Pvt\_M}$ = $\tilde{x}$ $_{Pvt\_S}$ H_a: Groups differ.

Table 61

Kruskal-Wallis Test H: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Seeking lifetime employment	.864	3	.834 *(ns)*

a. Kruskal Wallis Test
b. Grouping Variable: Sector and Industry
ns-not significant, **- *p < .01, ***- p < .001*

Table 61 reports values χ^2 $_{(3)}$ = .86, *p* = .83 > .05. As *p* value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Ys in consideration of decisive factor 'seeking life time employment' to switch over job in future on the basis of sectors and industry together.

On the Basis of Birthplace Strata

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to identify decisive factor 'seeking life time employment' for Gen Y to job change on the basis of birthplace strata.

H_0: $\tilde{x}$ $_{Rural}$ = $\tilde{x}$ $_{Semi\ Urban}$ = $\tilde{x}$ $_{Urban}$ Ha: At least one of the category differs.

Table 62

Kruskal-Wallis Test H: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Seeking lifetime employment	4.287	2	.117 *(ns)*

a. Kruskal Wallis Test
b. Grouping Variable: Birthplace Strata
*ns-not significant, **- p < .01*

Table 62 reports values χ^2 $_{(2)}$ = 4.29, *p* = .12 > .05. It infers that there was no significant difference in Gen Ys in consideration of decisive factor 'seeking life time employment' to switch over job in future on the basis of birthplace strata.

Attitude towards Learning New Skills

Gen Y

In order to explore attitude of Gen Y towards learning new skills for their overall development, one sample t test at 5% α level was conducted.

$H_0: \bar{X} = \mu$ $\qquad\qquad\qquad$ $Ha: \bar{X} \neq \mu$

Table 63

One-Sample Test: Gen Y

	t	df	Sig. (2-tailed)	MD	95% CI LL	UL
			Test Value = 3			
Even if I need to put extra effort	36.731	439	.000***	1.302	1.23	1.37
Even if my area of responsibility is increased	32.882	439	.000***	1.207	1.13	1.28
Even if I get Slightly less fringe benefits	1.629	439	.104 *(ns)*	.089	-.02	.20
Provided I am comfortable to do so	12.121	439	.000***	.561	.47	.65
Unless it will have impact on my career	2.173	439	.030*	.111	.01	.21
Provided it has an element of self-development	32.777	439	.000***	1.184	1.11	1.26

ns- not significant, *- p < .05, ***- p < .001

Table 63 and annexure 14 report value for factors (i) even if I need to put extra effort to learn (M = 4.30, SD = .74); t (439) = 36.73, *p* < .001 (ii) even if my area of responsibility is increased (M = 4.21, SD = .77); t (439) = 32.88, *p* < .001 (iii) provided I am comfortable to do so (M = 3.56, SD = .97); t (439) = 12.12, *p* < .001 (iv) unless it will have an impact on my career (M = 3.11, SD = 1.07); t (439) = 2.17, *p* <.05, (v) provided it has an element of self-development (M = 4.18, SD = 0.76); t (439) = 32.78, *p* < .001. As *p* value is < .05, null hypothesis is rejected. It infers that there is a significant difference in the attitude of Gen Ys towards learning new skills for their overall development and considering the mean values of more than 3 of each component the attitude is positive.

However, table 63 and annexure 14 report values for 'even if I get slightly less fringe benefits' (M = 3.09, SD = 1.14); t (439) = 1.63, *p* = .10 > .05. As *p* value > .05, hence fails to reject null hypothesis. It infers that there is no difference in attitude of Gen Y towards getting slightly less fringe benefit for learning new skills for their overall development.

On the Basis of Gender

A two-Sample Kolmogorov Smirnov Z test at 5% α level was conducted to compare attitudes towards learning new skills for their overall development on the basis of gender of Gen Y.

H0: F (Male) = F (Female)   Ha: H0: F (Male) ≠ F (Female)

Table 64

Two-Sample Kolmogorov-Smirnov Test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Even if I need to put extra effort	.067	.067	.000	.556	*.917 (ns)*
Even if my area of responsibility is increased	.084	.084	-.009	.696	.718 *(ns)*
Even if I get Slightly less fringe benefits	.091	.091	-.022	.748	.631 *(ns)*
Provided I am comfortable to do so	.134	.134	.000	1.103	.176 *(ns)*
Unless it will have impact on my career	.110	.110	-.009	.911	.378 *(ns)*
Provided it has an element of self-development	.295	.295	.000	2.429	.000***

a. Grouping Variable: Gender
*ns- not significant, ***- p < .001*

Table 64 and annexure 14 report values for factors (i) even if I need to put extra effort (D =.56, p = .92 > .05), (ii) even if my area of responsibility is increased (D =.70, p = .72 > .05), (iii) even if I get slightly less fringe benefits (D =.75, p = .63 > .05), (iv) provided I am comfortable to do so (D = 1.10, p = .17 > .05), and (v) unless it will have impact on my career (D = .91, p = .38 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference on the basis of gender for above explained factors. However, values for factor 'provided it has an element of self-development' (D = 2.43, p < .001) has p value < .05, hence null hypothesis is rejected. It infers that there is a significant difference in the attitude on the basis of gender of Gen Y towards learning new skills for their overall development. To find out the direction one tailed test was carried out for factors 'provided it has an element of self-development' and alternative hypotheses were set as- H_1: F *(Female)* > F *(Male)*.

Table 64a

One tailed Two-Sample Kolmogorov Smirnov Z test: Test Statistics[a]

		Male		Female		
Male	Female	Prop	Cum% Prop	Prop	Cum% Prop	D_{Stat}: Cum% Prop (M-F)
107	50	0.301	0.301	0.595	0.595	-0.295 D_{max}
191	29	0.537	0.837	0.345	0.940	-0.103
49	5	0.138	0.975	0.060	1.000	-0.025
5	0	0.014	0.989	0.000	1.000	-0.011
4	0	0.011	1.000	0.000	1.000	0.000

a. Grouping Variable: Gender

$D_{Crit (.05)}$: $1.36* Sq\ root\ [(n_1+n_2)/\ (n_1*n_2)] = .1645$ Where, n_1 (Male) = 356, n_2 (Female) = 84

The directional alternative hypothesis for factor 'provided it has an element of self-development' H_1: $F_{(Female)} > F_{(Male)}$ is supported at .05 level. Since data are consistent with the latter alternative hypothesis i.e. Female > Male and computed absolute value $D_{Stat (.05)}$ = .29 is > $D_{Crit (.05)}$ = .16. It infers that the result is significant. Negative $D_{max}\ Value = -.29$ infers that female Gen Ys had a significantly greater concern for self-development as an element towards learning new skills for their overall development than their male counterparts.

On the Basis of Gen Y Category

A two-Sample Kolmogorov Smirnov Z test at 5% α level was conducted to compare attitudes towards learning new skills for their overall development on the basis of early born/ late born Gen Y category.

H_0: $F_{(Early\ Born)} = F_{(Late\ Born)}$ H_a: H_0: $F_{(Early\ Born)} \neq F_{(Late\ Born)}$

Table 65

Two-Sample Kolmogorov-Smirnov Test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov -Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Even if I need to put extra effort	.113	.113	.000	1.132	.154 *(ns)*
Even if my area of responsibility is increased	.095	.095	.000	.948	.330 *(ns)*
Even if I get slightly less fringe benefits	.098	.098	.000	.979	.293 *(ns)*
Provided I am comfortable to do so	.014	.014	-.002	.135	1.00 *(ns)*
Unless it will have impact on my career	.088	.000	-.088	.877	.426 *(ns)*
Provided it has an element of self-development	.038	.038	-.002	.377	.999 *(ns)*

a. Grouping Variable: Gen Y Cat

ns- not significant

Table 65 reports values for factors (i) even if I need to put extra effort (D =1.13, p =. 15 > .05), (ii) even if my area of responsibility is increased (D =.95, p = .33 > .05),

(iii) even if I get slightly less fringe benefits (D =.98, p = .29 > .05), (iv) provided I am comfortable to do so (D = .14, p = 1.00 > .05), (v) unless it will have impact on my career (D = .88, p = .43 > .05), and (vi) provided it has an element of self-development (D = .38, p = 1.00 > .05). As p value is > .05, hence, fails to reject null hypothesis. It infers that there is no significant difference between early born and late born Gen Y's attitudes towards learning new skills for their overall development.

On the Basis of Education Level

A two-Sample Kolmogorov Smirnov Z test at 5% α level was conducted to compare attitude towards learning new skills for their overall development on the basis of education (UG/ PG) level of Gen Y.

H_0: F (UG) = F (PG) H_a: F (UG) ≠ F (PG)

Table 66

Two-Sample Kolmogorov-Smirnov Test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov -Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Even if I need to put extra effort	.053	.053	-.036	.551	.921 *(ns)*
Even if my area of responsibility is increased	.046	.046	-.014	.480	.975 *(ns)*
Even if I get slightly less fringe benefits	.105	.105	.000	1.103	.176 *(ns)*
Provided I am comfortable to do so	.050	.050	.000	.524	.947 *(ns)*
Unless it will have impact on my career	.121	.121	.000	1.269	.080 *(ns)*
Provided it has an element of self-development	.036	.036	-.014	.375	.999 *(ns)*

a. Grouping Variable: Education
Ns- not significant

Table 66 reports values for factors (i) even if I need to put extra effort (D =.55, p = .92 > .05), (ii) even if my area of responsibility is increased (D =.48, p = .97 > .05), (iii) even if I get slightly less fringe benefits (D =1.10, p = .18 > .05), (iv) provided I am comfortable to do so (D = .52, p = .95 > .05), (v) unless it will have impact on my career (D = 1.27, p = .08 > .05), and (vi) provided it has an element of self-development (D = .38, p = 1.00 > .05). As p value is > .05, hence, fails to reject null hypothesis. It infers that there is no significant difference in Gen Y's attitude towards learning new skills for their overall development on the basis of level of education (UG/ PG).

On the Basis of Level of Management

A two-Sample Kolmogorov Smirnov Z test at 5% α level was conducted to compare attitudes towards learning new skills for their overall development on the basis of Gen Y's level of management.

H_0: F (Lower Mgmt) = F (Middle Mgmt) H_a: F (Lower Mgmt) ≠ F (Middle Mgmt)

Table 67

Two-Sample Kolmogorov-Smirnov Test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Even if I need to put extra effort	.049	.000	-.049	.476	.977 *(ns)*
Even if my area of responsibility is increased	.020	.000	-.020	.197	1.000 *(ns)*
Even if I get slightly less fringe benefits	.059	.030	-.059	.570	.901 *(ns)*
Provided I am comfortable to do so	.050	.016	-.050	.484	.973 *(ns)*
Unless it will have impact on my career	.052	.052	.000	.503	.962 *(ns)*
Provided it has an element of self-development	.038	.000	-.038	.364	.999 *(ns)*

a. Grouping Variable: Level of Management
ns- not significant

Table 67 reports values for factors (i) even if I need to put extra effort (D =.048, p = .98 > .05), (ii) even if my area of responsibility is increased (D = .20, p = 1.00 > .05), (iii) even if I get slightly less fringe benefits (D = .57, p = .90 > .05), (iv) provided I am comfortable to do so (D = .48, p = .97 > .05), (v) unless it will have impact on my career (D = .50, p = .96 > .05), and (vi) provided it has an element of self-development (D = .36, p = 1.00 > .05). As p value is > .05, hence, fails to reject null hypothesis. It infers that there is no significant difference in Gen Y's attitude towards learning new skills for their overall development on the basis of level of management.

On the Basis of Sector and Industry together

K Independent samples Kruskal-Wallis test at 5% α level was conducted to compare attitudes of Gen Ys towards learning new skills for their overall development on the basis of various sectors and industries together.

H_0: $\tilde{x}_{PSU\_M} = \tilde{x}_{PSU\_NM} = \tilde{x}_{Pvt\_M} = \tilde{x}_{Pvt\_NM}$
H_a: At least one of the group differs significantly.

Table 68

Kruskal-Wallis test: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Even if I need to put extra effort	5.787	3	.122 *(ns)*
Even if my area of responsibility is increased	5.914	3	.116 *(ns)*
Even if I get slightly less fringe benefits	11.892	3	.008**
Provided I am comfortable to do so	27.753	3	.000***
Unless it will have impact on my career	3.763	3	.288 *(ns)*
Provided it has an element of self-development	4.098	3	.251 *(ns)*

a. Kruskal Wallis Test
b. Grouping Variable: Sector and Industry
*ns- not significant, **- p < .01, ***-p < .001*

Table 68 reports values for factors (i) even if I need to put extra effort $\chi^2_{(3)}$ = 5.79, p = .12 > .05, (ii) even if my area of responsibility is increased $\chi^2_{(3)}$ = 5.91, p =

.12 > .05, (iii) unless it will have impact on my career χ^2 $_{(3)}$ = 3.76, p = .29, and (iv) provided it has an element of self-development χ^2 $_{(3)}$ = 4.10, p = .25 > .05. As p value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference in attitude, related with foregoing factors, of Gen Ys across sectors and industries together towards learning new skills for their overall development.

However, values for factors (i) even if I get slightly less fringe benefits" were found χ^2 $_{(3)}$ =11.89, p < .01, and (ii) provided I am comfortable to do so χ^2 $_{(3)}$ = 27.75, p < .001. As p value is < .05, null hypothesis is rejected. It infers that there is a significant difference among Gen Ys across sectors and industries together w.r.t. factors (i) get slightly less fringe benefits and (ii) feeling comfortable to do so. Annexure 14 reports mean rank score in decreasing order for 'getting slightly less fringe benefits' PSU_M = 249.22, PSU_NM = 226.00, Pvt_M = 212.57 and Pvt_NM = 194.01 and 'provided feel comfortable to do so' PSU_M = 257.85, PSU_NM = 233.25, Pvt_M = 216.70 and Pvt_NM = 174.20. It is inferred that, in chronological order, Gen Ys of PSU manufacturing units would like to learn new skills for their overall development even if they get slightly less fringe benefits followed by Gen Ys of PSU non-manufacturing units then by Gen Ys of private manufacturing and lastly Gen Ys of private non-manufacturing units. However, in order of chronology, Gen Ys of PSU manufacturing units look for learning new skills for their overall development provided that they are comfortable to do so, second comes the PSU non-manufacturing sector, then private manufacturing units and lastly, private sector non-manufacturing units.

On the Basis of Birthplace strata

K Independent samples Kruskal-Wallis test at 5% α level was conducted to compare attitudes towards learning new skills for their overall development, on the basis of Gen Y's birthplace strata.

H$_0$:　　$\tilde{x}$ $_{Rural}$ = $\tilde{x}$ $_{Semi\ Urban}$ = $\tilde{x}$ $_{Urban}$　　Ha: At least one of the category differs significantly

Table 69

Kruskal-Wallis Test: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Even if I need to put extra effort	.799	2	.671 *(ns)*
Even if my area of responsibility is increased	.974	2	.614 *(ns)*
Even if I get Slightly less fringe benefits	8.969	2	.011*
Provided I am comfortable to do so	2.277	2	.320 *(ns)*
Unless it will have impact on my career	3.128	2	.209 *(ns)*
Provided it has an element of self-development	1.261	2	.532 *(ns)*

a. Kruskal Wallis Test
b. Grouping Variable: Birthplace Strata
ns- not significant, *- p < .05

Table 69 reports values for factors (i) even if I need to put extra effort $\chi^2_{(2)}$ = 0.80, p = .67 > .05, (ii) even if my area of responsibility is increased $\chi^2_{(2)}$ = .97, p = .61 > .05, (iii) provided I am comfortable to do so $\chi^2_{(2)}$ = 2.28, p = .32 > .05 (iv) unless it will have impact on my career $\chi^2_{(2)}$ = 3.13, p = .21 > .05, and (v) provided it has an element of self-development $\chi^2_{(2)}$ = 1.26, p = .53 > .05. As p value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference in the attitude towards learning new skills for their overall development of Gen Y from different birthplace strata for above explained factors.

However, considering significant value for factor 'even if I get slightly less fringe benefits' $\chi^2_{(2)}$ =8.97, p < .05, null hypothesis is rejected, Thus, they differ significantly in this context. Mean rank (refer annexure 14) shows values for rural = 241.23, urban = 222.10 and semi urban = 189.17. It infers that Gen Ys of rural birth strata prefer to learn new skills even if they get slightly less fringe benefits, followed by urban Gen Ys and lastly by Gen Ys of semi-urban birth strata.

Preferred Thrust Areas of Training and Development by Gen Y

Gen Y

One sample t test at 5% α level was conducted to find out Gen Y's preferred thrust areas of training and development.

*H*₀: $\overline{X} = \mu$ Hₐ: $\overline{X} \neq \mu$

Table 70

One-Sample Test: Gen Y

	t	df	Test Value = 3 Sig. (2-tailed)	MD	95% CI LL	UL
Technical	23.065	439	.000***	1.023	.94	1.11
Administrative	18.897	439	.000***	.816	.73	.90
Soft skills	20.429	439	.000***	.902	.82	.99
Managerial	27.727	439	.000***	1.164	1.08	1.25
Leadership	26.682	439	.000***	1.120	1.04	1.20

***- $p < .001$

Table 70 and annexure 15 report values for thrust areas of training (i) technical (M = 4.02, SD = .93); t (439) = 23.06, p < .001, (ii) administrative (M = 3.82, SD = .91); t (439) = 18.90, p <.001, (iii) soft skills (M = 3.90, SD = .93; t (439) = 20.43, p < .001, (iv) managerial (M = 4.16, SD = 0.88); t (439) = 27.72, p < .001, and (v)

leadership (M = 4.12, SD =.88); t (439) = 26.68, p < .001. As p value is < .05, null hypothesis is rejected. Considering p values and mean, it is inferred that Gen Ys show a significant positive drive for each thrust area of training. Mean score indicates that Gen Y's preferred thrust areas of training in chronological order from highest to lowest are managerial, leadership, technical, soft skills and administrative.

On the basis of Gender

A two Sample Kolmogorov Smirnov Z test at 5% α level was conducted to compare Gen Ys' preferred thrust areas of training and development on the basis of gender.

H_0: $F_{(Male)} = F_{(Female)}$ H_a: $F_{(Male)} \neq F_{(Female)}$

Table 71

Two-Sample Kolmogorov-Smirnov Test: Test Statistics^a

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Technical	.105	.001	-.105	.869	.437 *(ns)*
Administrative	.184	.184	-.019	1.520	.020*
Soft skills	.097	.097	.000	.796	.550 *(ns)*
Managerial	.110	.110	.000	.903	.388 *(ns)*
Leadership	.017	.017	-.016	.141	1.000 *(ns)*

a. Grouping Variable: Gender
*ns- not significant, *- p < .05*

Table 71 reports values for preferred thrust areas of training (i) technical (D =.87, p = .84 > .05), (ii) soft skills (D = .80, p = .55 > .05), (iii) managerial (D = .90, p = .39 > .05), and (iv) leadership (D= .14, p = 1.00 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference in Gen Ys for aforementioned preferred thrust areas for training and development on the basis of gender.

However, table 71 reports values for 'administrative' as preferred thrust area of training (D= 1.52, p = .02 < .05). As p value is < .05, null hypothesis gets rejected. It infers that there was a significant difference between male and female Gen Y's preferred thrust area 'administrative' training. To find out the direction one tailed test was carried out for preferred thrust area 'administrative' and alternative hypothesis was set as- H_1: $F_{(Female)} > F_{(Male)}$.

Table 71a

One tailed Two-Sample Kolmogorov Smirnov Z test of Administrative: Test Statistics[a]

| Male | Female | Male | | Female | | D $_{Stat}$: Cum% Prop (M-F) |
		Prop	Cum% Prop	Prop	Cum% Prop	
70	32	.197	.197	.381	.381	-.184 D_{Max}
159	32	.447	.643	.381	.762	-.119
104	16	.292	.935	.190	.952	-.017
17	1	.048	.983	.012	.964	.019
6	3	.017	1.000	.036	1.000	.000

a. Grouping Variable: Gender

$D_{Crit (.05):}$ *1.36* Sq root [(n₁+n₂)/ (n₁*n₂)] = .1645*   Where, n₁ *(Male) = 356, n₂ (Female) = 84*

The directional alternative hypothesis for preferred thrust area 'administrative' H$_1$: $F_{(Female)} > F_{(Male)}$ is supported at .05 level. Since data are consistent with the latter alternative hypothesis i.e. Female > Male and computed absolute value $D_{Stat (.05)}$ = .18 is > $D_{Crit (.05)}$ = .16. It infers that the result is significant. D_{max} *Value = -.18* infers that female Gen Ys have higher preference for training in administrative area than their male counterparts.

On the Basis of Gen Y Category

A two-Sample Kolmogorov Smirnov Z test at 5% α level was conducted to compare preferred thrust areas of training and development on the basis of early born and late born Gen Ys.

H$_0$: $F_{(Early Born)} = F_{(Late Born)}$ H$_a$: $F_{(Early Born)} \neq F_{(Late Born)}$

Table 72

Two-Sample Kolmogorov-Smirnov Z Test: Test Statistics[a]

| | Most Extreme Differences | | | Kolmogorov-Smirnov Z | Asymp. Sig. (2-tailed) |
	Absolute	Positive	Negative		
Technical	.048	.048	.000	.481	.975 *(ns)*
Administrative	.058	.058	.000	.578	.892 *(ns)*
Soft skills	.098	.098	-.004	.981	.291 *(ns)*
Managerial	.023	.023	-.006	.233	1.000 *(ns)*
Leadership	.014	.006	-.014	.142	1.000 *(ns)*

a. Grouping Variable: Gen Y Cat

ns- not significant

Table 72 reports values for preferred thrust areas (i) technical (D =.48, p = .97 > .05), (ii) administrative (D = .58, p = .89 > .05), (iii) soft skills (D = .98, p = .29 > .05), (iv) managerial (D = .23, p = 1.00 > .05), and (v) leadership (D= .14, p = 1.00 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers that there is no

significant difference between early and late born Gen Y's preferred thrust areas of training and development.

On the basis of Education Level

A two-Sample Kolmogorov Smirnov Z test at 5% α level was conducted to compare preferred thrust areas of training and development on the basis of Gen Y's education (UG/ PG) level.

H_0: $F_{(UG)} = F_{(PG)}$ $\qquad$ H_a: $F_{(UG)} \neq F_{(PG)}$

Table 73

Two-Sample Kolmogorov-Smirnov Test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Technical	.178	.000	-.178	1.869	.002**
Administrative	.029	.029	-.016	.302	1.000 (ns)
Soft skills	.035	.002	-.035	.366	.999 (ns)
Managerial	.020	.020	-.016	.205	1.000 (ns)
Leadership	.056	.056	.000	.586	.882 (ns)

a. Grouping Variable: Edn Level
*ns- not significant, **- p < .01*

Table 73 reports values for preferred thrust areas (i) administrative (D=.30, $p = 1.00 > .05$), (ii) soft skills (D = .37, $p = 1.00 > .05$), (iii) managerial (D =.21, $p = 1.00 > .05$), and (iv) leadership (D= .59, $p = .88 > 0.05$). As p value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference for aforesaid preferred thrust areas of training and development on the basis of level (UG/ PG) of education.

However, table 73 reports value for thrust area 'technical' D = 1.87, $p < .01$. As p value is < .05, null hypothesis gets rejected. It infers that there is a significant difference between UG and PG Gen Y's preferred thrust area of technical training. To find out the direction one tailed test was carried out for preferred thrust area *'technical'* and alternative hypothesis was set as- *H_1: F (UG) > F (PG).*

Table 73a
One tailed Two-Sample Kolmogorov-Smirnov Test of 'Technical': Test Statistics[a]

		UG		PG		
UG	PG	Prop	Cum% Prop	Prop	Cum% Prop	D $_{Stat}$: Cum% Prop (UG-PG)
99	59	0.442	0.442	0.273	0.273	0.169
83	78	0.371	0.813	0.361	0.634	0.178 D_{Max}
35	69	0.156	0.969	0.319	0.954	0.015
3	4	0.013	0.982	0.019	0.972	0.010
4	6	0.018	1.000	0.028	1.000	0.000

a. Grouping Variable: Edn Level

$D_{Crit (.05)}$: $1.36 *$ Sq root $[(n_1+n_2)/ (n_1*n_2)] = .1296$ Where, n_1 (UG) = 224, n_2 (PG) = 216

The directional alternative hypothesis for preferred thrust area *'technical'* H_1: $F_{(UG)} > F_{(PG)}$ is supported at .05 level. Since data are consistent with the latter alternative hypothesis i.e. UG > PG and computed absolute value $D_{Stat (.05)} = .17$ is $> D_{Crit (.05)} = .13$. It infers that the result is significant. Positive D_{max} *Value = .178* infers that UG Gen Ys have higher preference for training in 'technical' thrust area than their PG counterparts.

On the Basis of Level of Management

A two-Sample Kolmogorov Smirnov Z test at 5% α level was conducted to compare preferred thrust areas of training and development on the basis of Gen Y's level of management.

H_0: $F_{(Lower Management)} = F_{(Middle Management)}$ H_a: $_{(Lower Management)} \neq F_{(Middle Management)}$

Table 74

Two-Sample Kolmogorov-Smirnov Test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Technical	.083	.000	-.083	.808	.531 *(ns)*
Administrative	.155	.000	-.155	1.502	.022*
Soft skills	.141	.000	-.141	1.369	.047*
Managerial	.167	.000	-.167	1.615	.011*
Leadership	.126	.126	-.045	1.221	.101*(ns)*

a. Grouping Variable: Level of Management

ns- not significant, *- p < .05

Table 74 reports values for preferred thrust areas viz., technical (D= .81, *p* = .53 > .05), and leadership (D = 1.22, *p* = .10 > 0.05). As *p* value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference for aforesaid preferred thrust areas of training and development on the basis of level of management.

However, table 74 reports values for preferred thrust areas of training and development as (i) administrative (D =1.50, *p* < .05), (ii) soft skills (D = 1.37, *p* < .05), and (iii) managerial (D = 1.61, *p* < .05). As *p* value is < .05, null hypothesis gets rejected. It infers that there is a significant difference for aforementioned preferred thrust areas of training on the basis of level of management. To find out the direction one tailed test was carried out for aforementioned preferred thrust areas viz., administrative, soft skills and managerial, and alternative hypotheses were set as- *H₁:* *F (Lower Management)* > *F (Middle Management)*.

Table 74a

One tailed Two-Sample Kolmogorov-Smirnov Test of Administrative, Soft Skills and Managerial: Test Statistics[a]

		Lower Mgmt.		Middle Mgmt.		
Lower	Middle	Prop	Cum% Prop	Prop	Cum% Prop	D_{Stat}: Cum% Pro^p (Lower-Middle)
Administrative						
77	25	.253	.253	.184	.184	.069
140	51	.461	.714	.375	.559	.399 D_{max}
72	48	.237	.951	.353	.912	.039
11	7	.036	.987	.051	.963	.024
4	5	.013	1.000	.037	1.000	.000
Soft Skills						
98	30	.322	.322	.221	.221	.102
126	51	.414	.737	.375	.596	.141 D_{max}
63	41	.207	.944	.301	.897	.047
15	11	.049	.993	.081	.978	.015
2	3	.007	1.000	.022	1.000	.000
Managerial						
127	54	.418	.418	.397	.397	.021
136	41	.447	.865	.301	.699	.167 D_{max}
30	29	.099	.964	.213	.912	.052
9	10	.030	.993	.074	.985	.008
2	2	.007	1.000	.015	1.000	.000

a. Grouping Variable: Level of Management

$D_{Crit (.05)}$: 1.36* Sq root [(n₁+n₂)/ (n₁*n₂)] = .1402   Where, n₁ (lower mgmt.)= 304, n₂ (lower mgmt.) = 136

The directional alternative hypothesis for preferred thrust area viz., administrative, soft skills and managerial H_1: $F_{(Lower\ management)} > F_{(Middle\ Management)}$ is supported at .05 level as data are consistent with the latter alternative hypothesis i.e. Lower Management > Middle Management. Computed absolute value for preferred thrust area (i) administrative- $D_{Stat\ (.05)} = .40$, (ii) soft skills- $D_{Stat\ (.05)} = .14$, and (iii) managerial- $D_{Stat\ (.05)} = .16$ is $> D_{Crit\ (.05)} = .14$. It infers that the result is significant. Positive D_{max} *Values (Lower -Middle)* infers that lower management Gen Ys have a higher preference for training in each preferred thrust areas in comparison to their middle management counterparts.

On the Basis of Sector and Industry together

K Independent samples Kruskal-Wallis test at 5% α level was conducted to compare Gen Y's preferred thrust areas of training and development on the basis of various sectors and industries together.

H₀: $\tilde{x}_{PSU\_M} = \tilde{x}_{PSU\_S} = \tilde{x}_{Pvt\_M} = \tilde{x}_{Pvt\_S}$ Ha: At least one of the $\tilde{x}$ differs.

Table 75

Kruskal-Wallis Test: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Technical	3.901	3	.272 *(ns)*
Administrative	15.287	3	.002**
Soft skills	7.423	3	.060 *(ns)*
Managerial	2.218	3	.528 *(ns)*
Leadership	1.590	3	.662 *(ns)*

a. Kruskal Wallis Test
b. Grouping Variable: Sector and Industry
*ns- not significant, **- p < .01*

Table 75 reports values for preferred thrust areas of training (i) technical $\chi^2_{(3)} = 3.90$, $p = .27 > .05$, (ii) soft skills $\chi^2_{(3)} = 7.42$, $p = .06 > .05$, (iii) managerial $\chi^2_{(3)} = 2.21$, $p = .53 > .05$, and (iv) leadership $\chi^2_{(3)} = 1.59$, $p = .66 > .05$. As p value is $> .05$, hence fails to reject null hypothesis. It infers that there is no significant difference for aforesaid preferred thrust areas of training and development amongst Gen Ys across sector and industry.

However, Table 75 reports values for preferred thrust areas of training on 'administrative' $\chi^2_{(3)} = 15.28$, $p < .01$. As p value is $< .05$, null hypothesis is rejected. It infers that there is a significant difference for preferred thrust area of training and development on 'administrative' skills. Annexure 15 reports mean score as PSU_NM = 250.15, PSU_M = 224.31, Pvt_M = 220.15 and Pvt_NM = 187.39 in decreasing order. It indicates that Gen Ys of PSU non-manufacturing seek training in 'administrative'

skills the most followed by PSU manufacturing then private manufacturing and lastly Gen Ys of private non-manufacturing industry.

On the Basis of Birthplace

K Independent samples Kruskal-Wallis test at 5% α level was conducted to compare Gen Y's preferred thrust areas of training and development on the basis of birthplace strata.

H_0: $\tilde{x}$ $_{Rural}$ = $\tilde{x}$ $_{Semi\ Urban}$ = $\tilde{x}$ $_{Urban}$ Ha: At least one of the group differs.

Table 76

Kruskal-Wallis Test: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Technical	1.422	2	.491 *(ns)*
Administrative	1.952	2	.377 *(ns)*
Soft skills	1.564	2	.457 *(ns)*
Managerial	.284	2	.868 *(ns)*
Leadership	.952	2	.621 *(ns)*

a. Kruskal Wallis Test
b. Grouping Variable: Birthplace Strata
ns- not significant

Table 76 reports values for preferred thrust area of training (i) technical, χ^2 $_{(2)}$ = 1.42, p = .49 > .05, (ii) administrative, χ^2 $_{(2)}$ = 1.95, p = .38 > .05, (iii) soft skills χ^2 $_{(2)}$ = 1.56, p = .46 > .05, (iv) managerial χ^2 $_{(2)}$ = .28, p = .87 > .05, and (v) leadership χ^2 $_{(2)}$ = .95, p = .62 > .05. As p value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference in Gen Y's preferred thrust areas of training and development, viz., technical, soft skills, managerial and leadership on the basis of their birthplace strata.

Perception about Characteristics of a 'team' at the Workplace

Gen Y

One Sample t test at 5% α level was carried out to find out Gen Y's perception about characteristics of a 'team'.

H_0: $\overline{X}$ = μ   Ha: $\overline{X}$ ≠ μ

Table 77

One-Sample Test of Perception about Characteristics of a Team: Gen Y

	Test Value = 3					
	t	df	Sig. (2-tailed)	MD	95% C.I.	
					LL	UL
Team	29.786	439	.000***	.907	.8473	.9671

***- p < .001

Table 77 and annexure 16 report values as (M = 3.91, S.D. = .64); t (439) = 29.79, *p* < .001. As *p* value is < .05, hence null hypothesis is rejected. Considering mean score, it infers that Gen Ys possess a positive perception about given characteristics of a 'team'.

On the Basis of Gender

An independent-samples t-test at 5% α level was conducted to compare perception about characteristics of a 'team' on the basis of gender. Table 70 reports 'Levene's Test for Equality of Variances' as .74 > .05. Thus, there exists an equality of variance.

H$_0$: μ $_{Male =}$ μ $_{Female}$ H$_a$: μ $_{Male}$ ≠ μ $_{Female}$

Table 78

Independent Samples Test of Perception about Characteristics of a Team: Gender

			Equal variances assumed	Equal variances not assumed
Levene's Test for Equality of Variances	F		.108	
	Sig.		.742 *(ns)*	
t-test for Equality of Means	t		.956	.963
	df		438	126.143
	Sig. (2-tailed)		.339 *(ns)*	.337
	MD		.07413	.07413
	SE Diff		.07750	.07698
	95% CI	LL	-.07820	-.07822
		UL	.22645	.22647

ns- not significant

Table 78 and annexure 16 report values for male (M = 3.92, SD = .64) and female (M= 3.84, SD = .63); t (438) =0.96, *p* = .34 > .05. As *p* value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference between male and female Gen Y's perception about characteristics of a 'team'.

On the basis of Gen Y Category

An independent-samples t-test at 5% α level was conducted to compare perception about characteristics of a 'team' on the basis of early born/ late born Gen Y category. Table 79 reports 'Levene's Test for Equality of Variances' as .27 > .05. Thus, there exists an equality of variance.

H$_0$: μ $_{Early Born}$ = μ $_{Late Born}$ H$_a$: μ $_{Early Born}$ ≠ μ $_{Late Born}$

Table 79

Independent Samples Test of Perception about Characteristics of a Team: Gen Y Category

			Equal variances assumed	Equal variances not assumed
Levene's Test for Equality of Variances	F		1.215	
	Sig.		.271 *(ns)*	
t-test for Equality of Means	t		1.135	1.112
	df		438	290.523
	Sig. (2-tailed)		.257 *(ns)*	.267
	MD		.07264	.07264
	SE Diff		.06403	.06533
	95% CI	LL	-.05320	-.05594
		UL	.19849	.20123

ns- not significant

Table 79 and annexure 16 report values as early born (M = 3.93, SD = .62) and late born (M= 3.86, SD = .67); t (438) =1.13, *p* = .26 > .05. As *p* value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference between early born and late born Gen Y's perception about characteristics of a 'team'.

On the Basis of Education Level

An independent-samples t-test at 5% α level was conducted to compare perception about characteristics of a 'team' on the basis of Gen Y's education level. Table 80 reports 'Levene's Test for Equality of Variances' as .15 > .05. Thus, there exists an equality of variance.

H_0: $\mu_{UG} = \mu_{PG}$ H_a: $\mu_{UG} \neq \mu_{PG}$

Table 80

Independent Samples Test of Perception about Characteristics of a Team: Education Level

			Equal variances assumed	Equal variances not assumed
Levene's Test for Equality of Variances	F		2.114	
	Sig.		.147 *(ns)*	
t-test for Equality of Means	T		-.429	-.430
	Df		438	437.769
	Sig. (2-tailed)		.668 *(ns)*	.668
	MD		-.02618	-.02618
	SE Difference		.06098	.06092
	95% CI	LL	-.14603	-.14590
		UL	.09367	.09354

ns- not significant

Table 80 and annexure 16 report values for UG (M = 3.89, SD = .65) and PG (M= 3.92, SD = 0.61); t (438) = -0.43, *p* =.69 > .05. As *p* value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference in perception about characteristics of a 'team' on the basis of level of education.

On the Basis of Level of Management

An independent-samples t-test was conducted to compare perception about characteristics of a 'team' on the basis of Gen Y's level of management. Table 81 reports 'Levene's Test for Equality of Variances' as .15 which is > .05. Hence, there exists an equality of variance.

H_0: μ Lower Mgmt = μ Middle Mgmt $\qquad H_a$: Lower Mgmt $\neq$ μ Middle Mgmt

Table 81

Independent Samples Test of Perception about Characteristics of a Team: Level of Mgmt.

			Equal variances	
			assumed	not assumed
Levene's Test for Equality of Variances	F		2.125	
	Sig.		.146 *(ns)*	
t-test for Equality of Means	t		-2.428	-2.515
	Df		438	282.866
	Sig. (2-tailed)		.016*	.012
	MD		-.15915	-.15915
	SE Difference		.06554	.06327
	95% CI	LL	-.28797	-.28370
		UL	-.03033	-.03460

*ns- not significant, *- p < .05*

Table 81 and annexure 16 report values as lower management (M = 3.86, SD = .65) and middle management (M= 4.01, SD = .59); t (438) = -2.43, *p= .02 which is < .05. Hence, null hypothesis is rejected. Taking into account mean values it is inferred that middle management Gen Ys possess significantly higher positive perception about characteristics of a 'team' than lower management ones.

On the Basis of Sector and industry together

A one-way ANOVA at 5% α level was conducted to compare the perception about characteristics of a 'team' of Gen Ys of various sectors and industries together.

Table 82

Test of Homogeneity of Variances of Perception about Characteristics of a Team: Sec & Ind.

Levene Statistic	df1	df2	Sig.
6.452	3	436	.000***

Table 82 reports 'Levene's Test for Homogeneity of Variances' as *p* < .001, hence homogeneity of variances do not exist. However following Donaldson (1968) for *df* > 40, the F test was conducted and accordingly Games-Howell post-hoc test applied.

H_0: μ PSU_M = μ PSU_NM = μ PVT_M = μ PVT_NM

H_a: At least one of the group significantly varies.

Table 83

ANOVA of Perception about Characteristics of a Team: Sec & Ind.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.790	3	2.597	6.605	.000***
Within Groups	171.393	436	.393		
Total	179.183	439			

***- p < .001

Table 83 reports values as F (3, 436) = 6.60, *p* < .001, hence null hypothesis is rejected. It infers that at least one group differs significantly. Games-Howell post hoc test (annexure 16) indicates that there is a significant difference between Gen Ys of (i) PSU manufacturing and PSU non-manufacturing as *p* < .01, and (ii) between PSU manufacturing and private non-manufacturing *p* < .05. Through descriptive scores, it is inferred that Gen Ys of PSU non-manufacturing (M= 4.08, SD= .59) possess the highest positive perception about 'team' characteristics followed by private non-manufacturing (M= 3.96, SD= .55) then private manufacturing (M= 3.87, SD= .58) and lastly Gen Ys of PSU manufacturing (M= 3.71, SD= .77).

On the Basis of Birthplace

A one-way ANOVA at 5% α level was conducted to compare perception about characteristics of a 'team' of Gen Ys of different birthplace strata.

Table 84

Test of Homogeneity of Variances of Perception about Characteristics of a Team: Birthplace

Levene Statistic	df1	df2	Sig.
.955	2	437	.386 *(ns)*

ns- not significant

Table 84 reports values for 'Levene's Test for Homogeneity of Variances' .39 > .05, hence, there exists a homogeneity of variance.

H$_0$: μ $_{Rural}$ = μ $_{Semi\ urban}$ = μ $_{Urban}$

H$_a$:   At least one of the group significantly varies.

Table 85

Oneway ANOVA Perception about Characteristics of a Team: Birthplace

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.032	2	1.016	2.506	.083 *(ns)*
Within Groups	177.151	437	.405		
Total	179.183	439			

ns- not significant

Table 85 reports values as F (2, 437) = 2.51, *p* = .08 > .05. As *p* value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference in Gen Y's perception about characteristics of a 'team' on the basis of birthplace strata.

Feelings of Gen Y Leading to Distraction in Work

Gen Y

One sample t test at 5% α level was conducted to find out feelings of Gen Y leading to distraction in their work.

H$_0$: $\overline{X}$ = μ   Ha: $\overline{X}$ ≠ μ

Table 86

One-Sample t-test of Feelings Leading to Distraction in Work: Gen Y

	Test Value = 3					
	t	df	Sig. (2-tailed)	MD	95% CI	
					LL	UL
Distraction	-7.969	439	.000***	-.33727	-.4205	-.2541

***- *p < .001*

Table 86 and annexure 17 report values (M = 2.66, S.D. =.89); t (439) = -7.97, *p* < .001. As *p* value is < .05, null hypothesis is rejected. Considering mean value (2.66) which is < neutral value (3.00), it is inferred that Indian Gen Ys do not possess feelings leading to distraction in their work.

On the Basis of Gender

An independent-samples t-test at 5% α level was conducted to compare feelings of Gen Y leading to distraction in their work on the basis of gender. Table 87 shows 'Levene's Test for Equality of Variances' as .64 > .05. Hence, there exists an equality of variance.

H$_0$: μ $_{Male}$ = μ $_{Female}$ Ha: μ $_{Male}$ ≠ μ $_{Female}$

Table 87

Independent Samples Test of Feelings Leading to Distraction in Work: Gender

		Equal variances	
		assumed	not assumed
Levene's Test for Equality of Variances	F	.214	
	Sig.	.644 *(ns)*	
t-test for Equality of Means	t	-.564	-.568
	df	438	126.236
	Sig. (2-tailed)	.573 *(ns)*	.571
	MD	-.06078	-.06078
	SE Diff	.10778	.10698
95% CI	LL	-.27260	-.27249
	UL	.15104	.15093

ns- not significant

Table 87 and annexure 17 report values as male (M = 2.65, SD = 0.89) and female (M= 2.71, SD = 0.87); t (438) = -0.56, *p* = .57 > .05. As *p* value is > .05, fails to reject null hypothesis. It infers that there is no significant difference in feelings of Gen Y leading to distraction in their work on the basis of gender.

On the Basis of Gen Y Category

An independent-samples t-test at 5% α level was conducted to compare feelings of Gen Y leading to distraction in their work on the basis of early born/ late born Gen Y category. Table 88 reports 'Levene's Test for Equality of Variances' .21 > .05, hence there exists an equality of variance.

H_0: μ Early Born = μ Late Born $\qquad$ H_a: μ Early Born ≠ μ Late Born

Table 88

Independent Samples Test of Feelings Leading to Distraction in Work: Gen Y Category

			Equal variances assumed	not assumed
Levene's Test for Equality of Variances	F		1.572	
	Sig.		.211 *(ns)*	
t-test for Equality of Means	t		.105	.108
	df		438	332.161
	Sig. (2-tailed)		.916 *(ns)*	.914
	MD		.00939	.00939
	SE Diff		.08911	.08668
	95% CI	LL	-.16574	-.16111
		UL	.18453	.17990

ns- not significant

Table 88 and annexure 17 reports values as early born (M= 2.67, S.D. = .91) and late born (M= 2.66, SD = .84); t (438) = .10, *p* = .92 > .05. As *p* value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference in feelings of early born/ late born category of Gen Y leading to distraction in their work.

On the Basis of Education

An independent-samples t-test at 5% α level was conducted to compare feelings of Gen Y leading to distraction in their work on the basis of Gen Ys' education level. Table 89 reports 'Levene's Test for Homogeneity of Variances' as .85 > .05, hence there is an equality of variance.

H_0: μUG= μ PG $\qquad$ H_a: μ UG ≠ μ PG

Table 89

Independent Samples Test of Feelings Leading to Distraction in Work: Education Level

			Equal variances	
			assumed	not assumed
Levene's Test for Equality of Variances	F		2.988	
	Sig.		.085 *(ns)*	
t-test for Equality of Means	t		-.435	-.434
	df		438	431.075
	Sig. (2-tailed)		.664 *(ns)*	.665
	MD		-.03684	-.03684
	SE Diff		.08474	.08488
	95% CI	LL	-.20339	-.20367
		UL	.12971	.13000

ns- not significant

Table 89 and annexure 17 report values as UG (M = 2.64, SD = .85) and PG (M= 2.68, SD = .93); conditions; t (438) = -.43, *p* = .66 > .05. As *p* value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference in feelings of Gen Y leading to distraction in their work on the basis of their education (UG/ PG) level.

On the Basis of Level of Management

An independent-samples t-test at 5% α level was conducted to compare feelings of Gen Y leading to distraction in their work on the basis of Gen Y's level of management.

H₀: μ Lower Management = μ Middle Management   Hₐ: μ Lower Management ≠ μ Middle Management

Table 90

Independent Samples Test of Feelings Leading to Distraction in Work: Level of Mgmt.

			Equal variances	
			assumed	not assumed
Levene's Test for Equality of Variances	F		4.772	
	Sig.		.029*	
t-test for Equality of Means	t		1.645	1.551
	df		438	227.355
	Sig. (2-tailed)		.101 *(ns)*	.122
	MD		.15039	.15039
	SE Diff		.09141	.09693
	95% CI	LL	-.02927	-.04062
		UL	.33005	.34139

*- p < .05, ns- p > .05

Table 90 reports 'Levene's Test for Equality of Variances' as .03 < .05. As *p* value is < .05, therefore equality of variance does not exist. However following Donaldson (1968) for *df* > 40, t test was conducted.

Table 90 and annexure 17 report values as lower management (M = 2.70, SD = .84) and middle management (M= 2.55, SD = .98); t (227.35) = 1.55, p = .12 > .05. As p value is > .05, null hypothesis is rejected. It infers that there is no significant difference in feelings of Gen Y leading to distraction in their work on the basis of their level of management.

On the Basis of Sector and Industry together

A one-way ANOVA was conducted at 5% α level to compare Gen Y's feelings of Gen Y leading to distraction in their work on the basis of various sectors and industries together.

Table 91

Test of Homogeneity of Variances of Feelings Leading to Distraction in Work: Sec & Ind.

Levene Statistic	df1	df2	Sig.
2.023	3	436	.110 *(ns)*

Table 91 shows 'Levene's Test for Homogeneity of Variances' .11 > .05, hence there exists a homogeneity of variances.

H_0: μ_{PSU_M} = μ_{PSU_NM} = μ_{PVT_M} = μ_{PVT_NM}
H_a: At least one of the group significantly varies.

Table 92

Oneway ANOVA of Feelings Leading to Distraction in Work: Sec & Ind.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	26.546	3	8.849	12.076	.000***
Within Groups	319.483	436	.733		
Total	346.029	439			

***- p < .001

Table 92 reports values as F (3, 436) = 12.71, p < .001. As p value is < .05, null hypothesis is rejected. It infers that at least one of the group differs significantly. Annexure 17 reports values through Tukey HSD test that there was a significant difference between (i) PSU manufacturing and Private manufacturing p < .001, (ii) PSU non-manufacturing and private manufacturing p < .01, (iii) and PSU non-manufacturing and private non-manufacturing p < .001. Descriptive scores report values for PSU_M (M=2.42, S.D. =.76), PSU_NM (M=2.42, S.D. =90), Pvt_NM (M=2.84, S.D. = .90) and Pvt_M (M=2.97, S.D. =.85). It reveals that Indian Gen Y's do not possess feelings leading to distraction in their work. However, Gen Ys of both PSUs possess lowest scores for feelings of distraction in their work followed by private non-manufacturing then lastly Gen Ys of private manufacturing.

On the basis of Birthplace Strata

A one-way ANOVA was conducted at 5% α level to compare feelings of Gen Y leading to distraction in their work on the basis of birthplace Starta.

Table 93

Test of Homogeneity of Variances of Feelings Leading to Distraction in Work: Birthplace

Levene Statistic	df1	df2	Sig.
.338	2	437	.713 *(ns)*

Table 93 shows 'Levene's Test for Homogeneity of Variances' .71 > .05, hence there exists a homogeneity of variance.

H_0: μ Rural = μ Semi urban = μ Urban

H_a: At least one of the group significantly varies

Table 94

Oneway ANOVA of Feelings Leading to Distraction in Work: Birthplace

	SS	df	MS	F	Sig.
Between Groups	.539	2	.269	.341	.711*(ns)*
Within Groups	345.490	437	.791		
Total	346.029	439			

ns- not significant

Table 94 reports values as F (2, 437) = .34, *p* = .71 > .05, hence null hypothesis is rejected. It infers that there is no significant difference in feelings of Gen Y leading to distraction in their work on the basis of their birthplace strata.

Perception towards Trade Unions

Gen Y

One sample t test at 5% α level was conducted to find out Gen Y's perception towards trade unions.

H_0: $\overline{X}$ = μ Ha: $\overline{X}$ ≠ μ

Table 95

One-Sample Test of Perception towards Trade Unions: Gen Y

	t	df	Test Value = 3			
			Sig. (2-tailed)	MD	95% CI	
					LL	UL
Perception towards Trade Unions	13.519	439	.000***	.475	.4059	.5441

****- p < .001*

Table 95 and annexure 18 report values as (M = 3.47, S.D. =.74); t (439) =13.52, *p* < .001. As *p* value is < .05, null hypothesis gets rejected. Considering descriptive

values, it is inferred that Indian Gen Ys possess a positive perception towards trade unions.

On the Basis of Gender

An independent-samples t-test at 5% α level was conducted to compare Gen Y's perception towards trade unions on the basis of gender. Table 96 shows 'Levene's Test for Homogeneity of Variances' .38, which is > .05, hence there exists an equality of variance.

H_0: $\mu_{Male} = \mu_{Female}$ H_a: $\mu_{Male} \neq \mu_{Female}$

Table 96

Independent Samples Test of Perception towards Trade Unions: Gender

			Equal variances	
			assumed	not assumed
Levene's Test for Equality of Variances	F		.757	
	Sig.		.385 *(ns)*	
	t		-1.445	-1.487
	df		438	129.580
	Sig. (2-tailed)		.149 *(ns)*	.139
t-test for Equality of Means	MD		-.12899	-.12899
	SE Diff		.08929	.08672
	95% CI	LL	-.30447	-.30056
		UL	.04649	.04258

ns- not significant

Table 96 and annexure 18 report values for male (M = 3.45, S.D. =.74) and female (M= 3.57, S.D. = .70), t (438) = -1.44, *p* = .15 > .05. As *p* value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference in perception towards trade unions on the basis of gender.

On the Basis of Gen Y Category

An independent-samples t-test at 5% α level was conducted to compare Gen Y's perception towards trade unions on the basis of early born/ late born Gen Ys category. Table 97 shows 'Levene's Test for Equality of Variances' .27 > .05, hence there exists an equality of variance.

H_0: $\mu_{Early\ Born} = \mu_{Late\ Born}$ H_a: $\mu_{Early\ Born} \neq \mu_{Late\ Born}$

Table 97

Independent Samples Test of Perception towards Trade Unions: Gen Y category

			Equal variances	
			assumed	not assumed
Levene's Test for Equality of Variances	F		1.218	
	Sig.		.270 *(ns)*	
t-test for Equality of Means	t		.503	.511
	df		438	321.152
	Sig. (2-tailed)		.615 *(ns)*	.610
	MD		.03719	.03719
	SE Diff		.07395	.07281
	95% CI	LL	-.10815	-.10605
		UL	.18253	.18043

ns- not significant

Table 97 and annexure 18 report values early born (M = 3.49, S.D. = .75) and late born (M= 3.45, S.D. = .71); t (438) = .50, *p* = .61 which is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference in Gen Y's perception towards trade unions on the basis of early born/ late born category.

On the Basis of Level of Education

An independent-samples t-test at 5% α level was conducted to compare Gen Y's perception towards trade unions on the basis of their education (UG/ PG) level.

H_0: $\mu_{UG} = \mu_{PG}$ H_a: $\mu_{UG} \neq \mu_{PG}$

Table 98

Independent Samples Test of Perception towards Trade Unions: Education Level

			Equal variances	
			assumed	not assumed
Levene's Test for Equality of Variances	F		.058	
	Sig.		.810 *(ns)*	
t-test for Equality of Means	t		1.917	1.915
	df		438	434.292
	Sig. (2-tailed)		.056 *(ns)*	.056
	MD		.13429	.13429
	SE Diff		.07007	.07014
	95% CI	LL	-.00342	-.00357
		UL	.27200	.27214

ns- not significant

Table 98 shows value for 'Levene's Test for Equality of Variances' .81 which is > .05, hence there exists an equality of variance. Table 98 and annexure 18 report values for UG (M = 3.54, S.D. = .71) and PG (M= 3.40, S.D. = .75); t (438) = 1.91, *p* = .06 > .05. As *p* value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference in Gen Y's perception towards trade unions on the basis of education (UG/ PG) level.

On the Basis of Level of Management

An independent-samples t-test at 5% α level was conducted to compare Gen Y's perception towards trade unions on the basis of level of management.

H_0: μ Lower Mgmt = μ Middle Mgmt H_a: μ Lower Mgmt $\neq$ μ Middle Mgmt

Table 99

Independent Samples Test of Perception towards Trade Unions: Level of Management

			Equal variances assumed	Equal variances not assumed
Levene's Test for Equality of Variances	F		.604	
	Sig.		.437 *(ns)*	
t-test for Equality of Means	t		-.476	-.465
	df		438	246.168
	Sig. (2-tailed)		.635 *(ns)*	.643
	MD		-.03618	-.03618
	SE Diff		.07610	.07786
	95% CI	LL	-.18574	-.18953
		UL	.11338	.11717

ns- not significant

Table 99 shows value for 'Levene's Test for Equality of Variances' .44 which is > .05, hence there exists an equality of variance. Table 99 and annexure 18 report values for lower management (M = 3.46, S.D. = .72) and middle management (M= 3.50, S.D. = .76); t (438) = -.48, *p* = .63 which is > .05. Hence,   fails to reject null hypothesis. It infers that there is no significant difference in Gen Y's perception towards trade unions on the basis of level of management.

On the Basis of Sector and Industry together

A one-way ANOVA at 5% α level between subjects was conducted to compare Gen Y's perception towards trade unions on the basis of sectors and industries together in which they work.

Table 100

Test of Homogeneity of Variances of Perception towards Trade Unions: Sec & Ind.

Levene Statistic	df1	df2	Sig.
.401	3	436	.752 *(ns)*

Table 100 shows 'Levene's Test for Homogeneity of Variances' .75 > .05, hence there exists a homogeneity of variance.

H_0: μ PSU_M = μ PSU_NM = μ PVT_M = μ PVT_NM
H_a: At least one of the group differs significantly.

Table 101

Oneway ANOVA of Variances of Perception towards Trade Unions: Sec & Ind.

	SS	df	MS	F	Sig.
Between Groups	6.937	3	2.312	4.355	.005**
Within Groups	231.511	436	.531		
Total	238.447	439			

**- p < .01

Table 101 reports values as $F(3, 436) = 4.35$, $p < .01$. As p value is $< .05$, null hypothesis gets rejected. It infers that at least one of the groups differs significantly. Annexure 18 reports descriptive values as PSU_NM (M= 3.62, SD = .66), Pvt_NM (M = 3.57, SD= .74), PSU_M (M= 3.38, SD = .76), and Pvt_M (M= 3.32, SD = .75) in decreasing order of positive perception towards trade unions. Tukey post hoc reveals a significant difference in perception between PSU non-manufacturing and private manufacturing as $p < .05$. There is a significant difference between Gen Y working in PSU non-manufacturing and Gen Y working in private manufacturing industry about the perception towards trade unions however, the perception Gen Y working in PSU non-manufacturing industry was more positive than the Gen Y working in private manufacturing industry.

On the basis of Birthplace Strata

A one-way ANOVA at 5% α level between subjects was conducted to compare Gen Y's perception towards trade unions on the basis of birthplace strata.

H_0: $\mu_{Rural} = \mu_{Semi\ urban} = \mu_{Urban}$ H_a: At least one of the group differs significantly.

Table 102

Test of Homogeneity of Variances of Perception towards Trade Unions: Birthplace

Levene Statistic	df1	df2	Sig.
1.235	2	437	.292 *(ns)*

Table 102 shows 'Levene's Test for Homogeneity of Variances' .29 which is > .05, hence there exists a homogeneity of variance.

Table 103

Oneway ANOVA of Variances of Perception towards Trade Unions: Sec & Ind.

	SS	df	MS	F	Sig.
Between Groups	1.902	2	.951	1.756	.174 *(ns)*
Within Groups	236.546	437	.541		
Total	238.447	439			

ns- not significant

Table 103 reports values as F (3, 437) = 1.75, p = .17 > .05. As p value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference in perception towards trade unions on the basis of Gen Y's birthplace strata.

Preferences for Utilization of ICT and Mobile Gadgets

Gen Y

To find out order of preferences for utilization of ICT and mobile gadgets, descriptive statistics was applied.

Table 104

Descriptive Statistics of Preferences for Utilization of ICT and Mobile Gadgets

	N	Sum	M	SD
Keeping in touch with friends and family	440	867	1.97	1.142
Utilising for professional accomplishment	440	1259	2.86	1.369
information access and study purpose	440	1280	2.91	1.314
Online Shopping and entertainment	440	1519	3.45	1.234
Social media	440	1675	3.81	1.283

Valid N (listwise) 440

Table 104 describes mean score from lowest to highest. Lower mean score indicates higher of preference. Thus, order of preference for utilization of ICT and mobile gadgets from high to low are as follows.

1.   To keep in touch with friends and family
2.   Utilising for professional accomplishment
3.   Information access and study purpose
4.   Personal use like online shopping and entertainment
5.   Social media

Considering high standard deviation, it was felt necessary to apply some other statistical tools to get deep insight for different categories.

On the Basis of Gender

A Mann-Whitney test at 5% α level was conducted to compare Gen Y's order of preferences for utilization of ICT and mobile gadgets on the basis of gender.

H_0: η Male = η Female   Ha: η Male ≠ η Female

Table 105

Mann-Whitney Test of Preferences for Utilization of ICT and Mobile Gadgets: Test Statistics[a]

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Keeping in touch with friends and family	13136.000	16706.000	-1.867	.062 *(ns)*
Utilising for professional accomplishment	14628.000	18198.000	-.316	.752 *(ns)*
Information access and study purpose	14238.000	77784.000	-.697	.486 *(ns)*
Online shopping and entertainment	14829.000	18399.000	-.121	.904 *(ns)*
Social media	13694.000	77240.000	-1.262	.207 *(ns)*

a. Grouping Variable: Gender, *ns- not significant*

Table 105 and annexure 19 report values for factors, (i) keeping in touch with friends and family male (*Mdn* = 2.00) and female (*Mdn* = 1.00), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 13136.00, *Z*= -1.87, *p* = .06 > .05, (ii) professional accomplishment male (*Mdn* = 3.00) and female (*Mdn* = 3.00), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 14628.00, *Z*= -.32, *p* = .75 > .05, (iii) information access and study purpose male (*Mdn* = 3.00) and female (*Mdn* = 3.00), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 14238.00, *Z*= -.70, *p* = .49 > .05, (iv) personal use like online shopping and entertainment male (*Mdn* = 4.00) and female (*Mdn* = 4.00), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 14829.00, *Z*= -.12, *p* = .90 > .05, and (v) utilization for social media male (*Mdn* = 4.00) and female (*Mdn* = 4.50), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 13694.00, *Z*= -1.26, *p* = .21 > .05. As *p* value is > .05, hence fails to reject null hypotheses. It infers that there is no significant difference in order of preferences for utilization of ICT and mobile gadgets on the basis of gender.

On the Basis of Gen Y Category

A Mann-Whitney test at 5% α level was conducted to compare Gen Y's order of preferences for utilization of ICT and mobile gadgets on the basis of early born/ late born category.

H$_0$: η $_{Early born}$ = η $_{Late born}$ H$_a$: η $_{Early born}$ ≠ η $_{Late born}$

Table 106

Mann-Whitney Test of Preferences for Utilization of ICT and Mobile Gadgets: Test Statistics[a]

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Keeping in touch with friends and family	19697.000	31173.000	-1.806	.071 *(ns)*
Professional accomplishment	19952.000	61857.000	-1.507	.132 *(ns)*
Information access and study purpose	20320.500	31796.500	-1.212	.226 *(ns)*
Personal use like online shopping and entertainment	20440.000	62345.000	-1.123	.261 *(ns)*
Social media	21259.500	32735.500	-.465	.642 *(ns)*

a. Grouping Variable: Gen Y Cat
ns- not significant

Table 106 and annexure 19 report values for factors, (i) for keeping in touch with friends and family early born *(Mdn* = 2.00) and late born *(Mdn* = 1.00), *U* (N $_{Early}$ $_{Born}$ = 288, N $_{Late Born}$ = 152) = 19697.00, *Z*= -1.81, *p* = *.07 >* .05, (ii) professional accomplishment early born *(Mdn* = 3.00) and late born (*Mdn* = 3.00), *U* (N $_{Early Born}$ = 288, N $_{Late Born}$ = 152) = 19952.00, *Z*= -1.51, *p* = .13 > .05, (iii) information access and study purpose early born (*Mdn* = 3.00) and late born (*Mdn* = 2.00), *U* (N $_{Early Born}$ = 288, N $_{Late Born}$ = 152) = 20320.50, *Z*= -1.21, *p* = .22 > .05, (iv) personal use like online shopping and entertainment early born (*Mdn = 4.00*) and late born (*Mdn = 4.00*), *U* (N $_{Early Born}$ = 288, N $_{Late Born}$ = 152)= 20440.00, *Z*= -1.121, *p* = .26 > .05, and (v) utilization for social media early born (*Mdn* = 4.00) and late born (*Mdn* = 4.00), *U* (N $_{Early Born}$ = 288, N $_{Late Born}$ = 152) = 21259.50, *Z*= -.46, *p* = .64 > .05. As *p* value is > .05, hence fails to reject null hypotheses. It infers that there is no significant difference in order of preferences for utilization of ICT and mobile gadgets on the basis of early born/ late born category.

On the Basis of Education Level

A Mann-Whitney test at 5% α level was conducted to compare Gen Y's order of preferences for utilization of ICT and mobile gadgets on the basis of education level.

H_0: η $_{UG}$ = η $_{PG}$ Ha: η $_{UG}$ ≠ η $_{PG}$

Table 107
Mann-Whitney Test of Preferences for Utilization of ICT and Mobile Gadgets: Test Statistics^a

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Keeping in touch with friends and family	24070.000	47506.000	-.099	.921 *(ns)*
Professional accomplishment	23904.500	47340.500	-.220	.826 *(ns)*
Information access and study purpose	23803.500	49003.500	-.298	.765 *(ns)*
Use like online shopping and entertainment	23685.500	48885.500	-.392	.695 *(ns)*
Social media	23697.500	47133.500	-.390	.696 *(ns)*

a. Grouping Variable: Low High Edn Level
ns- not significant

Table 107 and annexure 19, report values for factors, (i) keeping in touch with friends and family UG (*Mdn* = 2.00) and PG (Mdn = *1.50*), *U* (N $_{UG}$ = 224, N $_{PG}$ = 216) = 24070.00, *Z*= -.10, *p* = .92 > .05, (ii) professional accomplishment, UG (*Mdn* = 3.00) and PG (*Mdn* = 3.00), *U* (N $_{UG}$ = 224, N $_{PG}$ = 216) = 23904.50, *Z*= -.22, *p* = .83 > .05, (iii) information access and study purpose UG (*Mdn* = 3.00) and PG (*Mdn* = 3.00), *U* (N $_{UG}$ = 224, N $_{PG}$ = 216) = 23803.50, *Z*= -.30, *p* = .76 > .05, (iv) personal use like online shopping and entertainment UG (*Mdn* = 4.00) and PG (*Mdn* = 4.00), *U* (N $_{UG}$ =

224, N $_{PG}$ = 216) = 23685.50, Z= -.39, p = .69 > .05, (v) utilization for social media UG (Mdn = 4.00) and PG (Mdn = 4.00), U (N $_{UG}$ = 224, N $_{PG}$ = 216) = 23697.50, Z= -.39, p = .70 > .05. As p value is > .05, hence fails to reject null hypotheses. It infers that there is no significant difference in order of preferences for utilization of ICT and mobile gadgets on the basis of early born/ late born category.

On the Basis of Level of Management

A Mann-Whitney test at 5% α level was conducted to compare Gen Y's order of preferences for utilization of ICT and mobile gadgets on the basis of level of management.

H$_0$: η $_{Lower\ Mgmt}$ = η $_{Middle\ Mgmt}$ Ha: η $_{Lower\ Mgmt}$ ≠ η $_{Middle\ Mgmt}$

Table 108

Mann-Whitney Test of Preferences for Utilization of ICT and Mobile Gadgets: Test Statistics^a

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Keeping in touch with friends and family	16226.500	62586.500	-3.887	.000**
Professional accomplishment	20211.000	29527.000	-.382	.702 *(ns)*
Information access and study purpose	18509.000	27825.000	-1.797	.072 *(ns)*
Personal use like online shopping and entertainment	20474.000	66834.000	-.166	.868 *(ns)*
Social media	19599.500	28915.500	-.915	.360 *(ns)*

a. Grouping Variable: Level of Management
**-p < .01, ns-not significant

Table 108 and annexure 19, report values for factors (i) professional accomplishment, Lower Mgmt (*Mdn* = 3.00) and Middle Mgmt (*Mdn* = 3.00), U (N $_{Lower\ Mgmt}$ = 304, N $_{Middle\ Mgmt}$ = 136) = 20211.00, Z= -.38, p = .70 > .05 (ii) information access and study purpose Lower Mgmt *(Mdn* = 3.00) and Middle Mgmt (*Mdn* = 3.00), U (N $_{Lower\ Mgmt}$ = 304, N $_{Middle\ Mgmt}$ = 136) = 18509.00, Z= -1.80, p = .07 > .05, (iii) personal use like online shopping and entertainment Lower Mgmt (*Mdn* = 4.00) and Middle Mgmt (*Mdn* = 4.00), U (N $_{Lower\ Mgmt}$ = 304, N $_{Middle\ Mgmt}$ = 136) = 20474.50, Z= -.17, p = .87 > .05, and (iv) utilization for social media Lower Mgmt (Mdn = 4.00) and Middle Mgmt (Mdn = 4.00), U (N $_{Lower\ Mgmt}$ = 304, N $_{Middle\ Mgmt}$ = 136) = 19599.50, Z= -.91, p = .36 > .05. As p value is > .05 for aforementioned factors, hence fails to reject null hypotheses. It infers that there is no significant difference in order of preferences for utilization of ICT and mobile gadgets on the basis of level of management.

However, table 108 reports values for factor 'keeping in touch with friends and family' Lower Mgmt (*Mdn* = 1.00) and Middle Mgmt (*Mdn* = 2.00), U (N $_{Lower\ Mgmt}$ = 304, N $_{Middle\ Mgmt}$ = 136) = 16226.50, Z= -3.90, p <.001. As p value is < .05, null

hypothesis gets rejected. Thus, there exists a significant difference in this context. Annexure 19 reports mean score Lower Mgmt (205.88) and Middle Mgmt (253.19). It infers that lower management Gen Ys have higher preference for *'keeping in touch with friends and family'* than middle management ones.

On the Basis of Sector and Industry together

K Independent samples (Kruskal-Wallis) test at 5% α level was conducted to compare Gen Y's order of preferences for utilization of ICT and mobile gadgets on the basis of sector and industry they work for.

H_0: $\tilde{x}_{PSU\_M} = \tilde{x}_{PSU\_NM} = \tilde{x}_{PVT\_M} = \tilde{x}_{PVT\_NM}$

Ha: At least one of the group differs significantly.

Table 109

Kruskal-Wallis Test of Preferences for Utilization of ICT and Mobile Gadgets: Test Statistics[a]

	Chi-Square	df	Asymp. Sig.
Keeping in touch with friends and family	2.275	3	.517 *(ns)*
Online shopping and entertainment	3.717	3	.294 *(ns)*
Information access and study purpose	26.183	3	.000***
Utilising for professional accomplishment	26.864	3	.000***
Social media	12.277	3	.006**

a. Kruskal Wallis Test
b. Grouping Variable: Sector and Industry
*ns- not significant, **- p < .01, ***- p< .001*

Table 109 reports values for factors (i) keeping in touch with friends and family', $\chi^2 (3) = 2.27$, $p = .52 > .05$, and (ii) online shopping and entertainment $\chi^2 (3) = 3.72$, $p = .29 > .05$. As *p* value is > .05 for aforementioned factors, hence fails to reject null hypotheses. It infers that there is no significant difference in order of preferences for utilization of ICT and mobile gadgets among Gen Ys across sectors and industry together.

However, table 109 reports values for (i) information access and study purpose $\chi^2 (3) = 26.18$, $p < .001$, (ii) professional accomplishment $\chi2 (3) = 26.86$, $p < .001$, and (iii) utilization for social media $\chi^2 (3) = 12.27$, $p < .01$. As *p* value is < .05, null hypothesis gets rejected. Thus, there exists a significant difference among Gen Ys of various sectors. Annexure 19 reports mean rank values PSU_M = 177.93, Pvt_M = 206.45, PSU_NM = 243.49 and Pvt_NM = 254.53 in increasing order. It infers that Gen Ys of PSU manufacturing use such gadgets for *'information access and study purpose'* the most followed by private manufacturing then PSU non-manufacturing and lastly Gen Ys of private non-manufacturing. For factor *'professional accomplishment'*

annexure 19 reports mean rank as Pvt_NM = 169.70, PSU_M = 225.33, PSU_NM = 235.63 and Pvt_M = 251.34 in increasing order. It infers that Gen Ys of private non-manufacturing units use such gadgets for '*professional accomplishment*' the most followed by PSU manufacturing then PSU non-manufacturing and lastly Gen Y of private manufacturing. For factor '*social media*' annexure 19 reports mean rank as Pvt_M = 196.87, PSU_NM = 209.69, Pvt_NM = 224.25 and PSU_M = 251.19 in increasing order. It infers that Gen Ys of private manufacturing units use such gadgets for '*social media*' the most followed by PSU non-manufacturing then private non-manufacturing and lastly Gen Y of PSU manufacturing.

On the Basis of Birthplace Strata

K Independent samples (Kruskal-Wallis) test at 5% α level was conducted to compare Gen Y's order of preferences for utilization of ICT and mobile gadgets on the basis of birthplaces strata.

H_0: $\tilde{x}_{Rural} = \tilde{x}_{Semi\ rural} = \tilde{x}_{Urban}$ Ha: At least one of the group differs significantly.

Table 110

Kruskal-Wallis Test of Preferences for Utilization of ICT and Mobile Gadgets: Test Statistics[a]

	Chi-Square	df	Asymp. Sig.
Keeping in touch with friends and family	3.435	2	.180 *(ns)*
Information access and study purpose	2.385	2	.303 *(ns)*
Professional accomplishment	2.973	2	.226 *(ns)*
Personal use like online shopping and entertainment	4.193	2	.123 *(ns)*
Social media	.126	2	.939 *(ns)*

a. Kruskal Wallis Test
b. Grouping Variable: Birthplace Starta
ns- not significant

Table 110 and reports values for factors (i) keeping in touch with friends and family, χ^2 (2) = 3.43, p =.18 > .05, (ii) information access and study purpose χ^2 (2) = 2.38, p = .30 >.05, (iii) professional accomplishment χ^2 (2) = 2.97, p = .23 > .05, (iv) online shopping and entertainment χ^2 (2) = 4.19, p = .12 > .05, and (v) utilization for social media χ^2 (2) = 0.13, p = .93 > .05. As p value is > .05 for above explained factors, hence fails to reject null hypotheses. It infers that there is no significant difference in order of preferences for utilization of ICT and mobile gadgets on the basis of birthplace strata.

Factors Preferred By Gen Y to Feel Sense of Belongingness

  Gen Y

   To find out what factors did Gen Y preferred to feel sense of belongingness, descriptive statistics was applied.

Table 111

Descriptive Statistics of Preferred Factors to Feel Sense of Belongingness: Gen Y

	N	Sum	M	SD
Organisational culture	440	1219	2.77	1.580
Employee's overall development	440	1299	2.95	1.646
Social security	440	1559	3.54	1.609
Welfare activities	440	1683	3.83	1.518
Recognition at workplace	440	1735	3.94	1.765
Amenities/ facilities	440	1745	3.97	1.722

Valid N (listwise) 440

   Table 111 describes mean score from lowest to highest. Lower mean score indicates higher of preference. Thus, order of preference for factors preferred by Gen Y to feel a sense of belongingness on the basis of mean score from high to low are as follows.

1. Organisational culture

2. Employee's overall development

3. Social security

4. Welfare activities

5. Recognition at workplace

6. Amenities/ facilities

   Considering high standard deviation, it was felt necessary to apply some other statistical tools to get deep insight for different categories.

  On the Basis of Gender

   A Mann-Whitney test at 5% α level was conducted to compare Gen Y's order of preferences for factors preferred to feel sense of belongingness on the basis of gender.

H_0: $\eta_{Male} = \eta_{Female}$ H_a: $\eta_{Male} \neq \eta_{Female}$

Table 112

Mann-Whitney Test of Preferred Factors to Feel Sense of Belongingness: Test Statistics[a]

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Organisational culture	13697.000	17267.000	-1.225	.220 *(ns)*
Employee's overall development	13346.500	76892.500	-1.565	.117 *(ns)*
Social security	14843.500	18413.500	-.105	.916 *(ns)*
Welfare activities	13782.000	17352.000	-1.137	.256 *(ns)*
Recognition at workplace	14395.500	77941.500	-.541	.588 *(ns)*
Amenities/ facilities	14849.000	78395.000	-.100	.920 *(ns)*

a. Grouping Variable: Gender
ns- not significant

Table 112 and annexure 20 report values for factors, (i) organisational culture for male (*Mdn* = 3.00) and female (*Mdn* = 2.00), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 13697.00, *Z*= -1.22, *p* = .22 >.05, (ii) employee's overall development for male (*Mdn* = 2.00) and female (*Mdn* = 3.00), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 13346.50, *Z*= -1.56, *p* =.12 > .05, (iii) social security for male (*Mdn* = 4.00) and female (*Mdn* = 3.00), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 14843.50, *Z*= -.10, *p* = .92 > .05, (iv) welfare activities for male (*Mdn* = 4.00) and female (*Mdn* = 4.00), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 13782.00, *Z*= -1.14, *p* =.26 > .05, (vi) recognition at workplace for male (*Mdn* = 4.00) and female (*Mdn* = 4.50), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 14395.50, *Z*= -.54, *p* = .59 > .05, and (vi) amenities/ facilities for male (*Mdn* = 4.00) and female (*Mdn* = 4.00), U (N $_{Male}$ = 356, N $_{Female}$ = 84) = 14849.00, *Z*= -.10, *p* =.92 > .05. As *p* value is > .05, hence fails to reject null hypotheses. It infers that there is no significant difference in order of preferences for factors preferred to feel sense of belongingness on the basis of gender.

On the Basis of Gen Y Category

A Mann-Whitney test at 5% α level was conducted to compare Gen Y's order of preferences for factors preferred to feel sense of belongingness on the basis of early born/ late born category.

H$_0$:   η $_{Early\ born}$ = η $_{Late\ born}$ H$_a$:   η $_{Early\ born}$ ≠ η $_{Late\ born}$

Table 113

Mann-Whitney Test of Preferred Factors to Feel Sense of Belongingness: Test Statistics[a]

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Organisational culture	20598.500	62503.500	-.987	.324 *(ns)*
Employees overall development	19638.000	31114.000	-1.761	.078 *(ns)*
Social security	20666.500	62571.500	-.925	.355 *(ns)*
Welfare activities	19790.000	61695.000	-1.632	.103 *(ns)*
Recognition at workplace	19643.000	31119.000	-1.753	.080 *(ns)*
Amenities and facilities	21650.500	63555.500	-.136	.892 *(ns)*

Table 113 and annexure 20 report values for factors, (i) organisational culture for early born (*Mdn* = 3.00) and late born (*Mdn* = 3.00), U (N Early Born = 288, N Late Born = 152) = 20598.50, *Z*= -.99, *p* = .32 > .05, (ii) employee's overall development for early born (*Mdn* = 3.00) and late born (*Mdn* = 3.00), U (N Early Born = 288, N Late Born = 152) = 19638.00, *Z*= -1.76, *p* = .08 > .05, (iii) social security for early born *(Mdn* = 3.00) and late born *(Mdn* = 4.00), U (N Early Born = 288, N Late Born = 152) = 20666.50, *Z*= -.92, *p* = .35 > .05, (iv) welfare activities for early born (*Mdn* = 4.00) and late born (*Mdn* = 4.00), U (N Early Born = 288, N Late Born = 152) = 19790.00, *Z*= -1.63, *p* = .10 > .05, (v) recognition at workplace for early born (Mdn = 4.00) and late born (Mdn = 4.00), U (N Early Born = 288, N Late Born = 152) = 19643.00, *Z*= -1.75, *p* = .08 > .05, and (vi) amenities/ facilities for early born (*Mdn* = 4.00) and late born (*Mdn* = 4.00), U (N Early Born = 288, N Late Born = 152) = 21650.50, *Z*= -.14, *p* = .89 > .05. As *p* value is > .05, hence fails to reject null hypotheses. It infers that there is no significant difference in order of preferences for factors preferred to feel sense of belongingness on the basis of early born/ late born category.

On the Basis of Education Level

A Mann-Whitney test at 5% α level was conducted to compare Gen Y's order of preferences for factors preferred to feel sense of belongingness on the basis of education (UG/ PG) level.

H_0:   η UG = η PG   Ha: η UG ≠ η PG

Table 114

Mann-Whitney Test of Preferred Factors to Feel Sense of Belongingness: Test Statistics[a]

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Organisational culture	23972.000	49172.000	-.169	.866 *(ns)*
Employees overall development	23472.000	46908.000	-.552	.581 *(ns)*
Social security	23507.000	48707.000	-.522	.602 *(ns)*
Welfare activities	24143.000	49343.000	-.037	.970 *(ns)*
Recognition at workplace	22915.000	48115.000	-.977	.329 *(ns)*
Amenities and facilities	22651.000	46087.000	-1.179	.238 *(ns)*

a. Grouping Variable: Edn Level
ns- not significant

Table 114 and annexure 20 report values for factors (i) organisational culture for UG (*Mdn* = 3.00) and PG (*Mdn* = 2.00), U (N UG = 224, N PG = 216) = 23972.00, *Z*= -0.17, *p* = .87 > .05, (ii) employees overall development for UG (*Mdn* = 3.00) and

PG (*Mdn* = 2.00), *U* (N $_{UG}$ = 224, N $_{PG}$ = 216) = 23472.00, *Z*= -.55, *p* = .58 > .05, (iii) social security for UG (*Mdn* = 4.00) and PG (*Mdn* = 4.00), *U* (N $_{UG}$ = 224, N $_{PG}$ = 216) = 23507.00, *Z*= -.52, *p* = .60 > .05, (iv) welfare activities for UG (*Mdn* = 4.00) and PG (*Mdn* = 4.00), *U* (N $_{UG}$ = 224, N $_{PG}$ = 216) = 24143.00, *Z*= -.04, *p* = .97 > .05, (v) recognition at workplace for UG (*Mdn* = 4.00) and PG (*Mdn* = 4.00), *U* (N $_{UG}$ = 224, N $_{PG}$ = 216) = 22915.00, *Z*= -.98, *p* = .33 > .05, (vi) amenities and facilities for UG (*Mdn* = 4.00) and PG (*Mdn* = 4.00), *U* (N $_{UG}$ = 224, N $_{PG}$ = 216) = 22651.00, *Z*= -1.18, *p* = .24 > .05. As *p* value is > .05, hence fails to reject null hypotheses. It infers that there is no significant difference in order of preferences for factors preferred to feel sense of belongingness on the basis of education (UG/ PG) level.

On the Basis of Level of Management

A Mann-Whitney test at 5% α level was conducted to compare Gen Y's order of preferences for factors preferred to feel sense of belongingness on the basis of level of management.

H$_0$: η $_{Lower\ Mgmt}$ = η $_{Middle\ Mgmt}$ Ha: η $_{Lower\ Mgmt}$ ≠ η $_{Middle\ Mgmt}$

Table 115

Mann-Whitney Test of Preferred Factors to Feel Sense of Belongingness: Test Statistics[a]

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Organisational culture	19815.000	29131.000	-.712	.477 *(ns)*
Employees overall development	19252.000	28568.000	-1.177	.239 *(ns)*
Social security	18701.500	65061.500	-1.623	.104 *(ns)*
Welfare activities	20534.500	66894.500	-.114	.910 *(ns)*
Recognition at workplace	20361.500	29677.500	-.257	.797 *(ns)*
Amenities and facilities	20137.500	66497.500	-.442	.658 *(ns)*

a. Grouping Variable: Level of Management
ns- not significant

Table 115 and annexure 20 report values for factors (i) organisational culture for Lower Mgmt (*Mdn* = 3.00) and Middle Mgmt (*Mdn* = 2.00, U (N $_{Lower\ Mgmt}$ = 304, N $_{Middle\ Mgmt}$ = 136) = 19815.00, Z= -.71, p = .48 > .05, (ii) employees overall development for Lower Mgmt (*Mdn* = 3.00) and Middle Mgmt (*Mdn* = 2.00), U (N $_{Lower\ Mgmt}$ = 304, N $_{Middle\ Mgmt}$ = 136) = 19252.00, Z= -1.18, p = .24 > .05, (iii) social security for Lower Mgmt (*Mdn* = 4.00) and Middle Mgmt (*Mdn* = 4.00), U (N $_{Lower\ Mgmt}$ = 304, N $_{Middle\ Mgmt}$ = 136) = 18701.50, Z= -1.62, p = .10 > .05, (iv) welfare activities for Lower Mgmt (*Mdn* = 4.00) and Middle Mgmt (*Mdn* = 4.00), U (N $_{Lower\ Mgmt}$ = 304, N $_{Middle\ Mgmt}$ = 136) = 20534.50, Z= -0.11, p = .91 > .05, (v) recognition at workplace for Lower Mgmt (*Mdn* = 4.00) and Middle Mgmt (*Mdn* = 4.00), U (N $_{Lower\ Mgmt}$ = 304,

N $_{\text{Middle Mgmt}}$ = 136) = 20361.50, Z= -.26, p = .80 > .05, (vi) amenities and facilities for Lower Mgmt (*Mdn* = 4.00) and Middle Mgmt (*Mdn* = 4.00), U (N $_{\text{Lower Mgmt}}$ = 304, N $_{\text{Middle Mgmt}}$ = 136) = 20137.00, Z= -.44, p = .66 > .05. As *p* value is > .05, hence fails to reject null hypotheses. It infers that there is no significant difference in order of preferences for factors preferred to feel sense of belongingness on the basis of level (lower / middle) of management.

On the Basis of Sector and industry together

K Independent samples (Kruskal-Wallis) test at 5% α level was conducted to compare Gen Y's order of preferences for factors preferred to feel sense of belongingness on the basis of sector and industry together they work for.

H₀: x̃ $_{\text{PSU\_M}}$ =   x̃ $_{\text{PSU\_NM}}$ =   x̃ $_{\text{PVT\_M}}$ =   x̃ $_{\text{PVT\_NM}}$

Ha: At least one of the group differs significantly.

Table 116

Factors Preferred By Gen Y to Feel Sense of Belongingness: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Amenities and facilities	4.868	3	.182 *(ns)*
Welfare activities	5.366	3	.147 *(ns)*
Organisational culture	3.682	3	.298 *(ns)*
Social security	9.516	3	.023*
Employees overall development	8.458	3	.037*
Recognition at workplace	9.838	3	.020*

a. Kruskal Wallis Test
b. Grouping Variable: Sector and Industry
*ns- not significant, * p < .05*

Table 116 reports values for factors (i) amenities and facilities χ^2 (3) = 4.87, *p* = .18 > .05, (ii) welfare activities χ^2 (3) = 5.37, *p* = .15 > .05, and (iii) organisational culture χ^2 (3) = 3.68, *p* = .30 > .05. As *p* value is > .05, hence fails to reject null hypotheses. It infers that there is no significant difference in order of preferences for aforesaid factors preferred to feel sense of belongingness among Gen Ys across sectors and industry together.

However, Table 116 and annexure 20 report values for factors (i) social security χ^2 (3) = 9.52, *p* = *.02* < .05, (ii) employees' overall development χ2 (3) = 8.46, *p* = *.04* < .05, and (iii) recognition at workplace χ^2 (3) = 9.84, *p* = .02 <.05. As p value is <.05, thus null hypothesis is rejected signifying that there is a significant difference in at least one of the group. Annexure 20 reports mean score for factor 'social security' Pvt_NM = 197.84, PSU_NM = 209.24, Pvt_M = 229.06 and PSU_M = 245.85 in increasing

order. It infers that Gen Ys of private non-manufacturing are concerned for social security the most followed by PSU non-manufacturing then private manufacturing and lastly Gen Ys of PSU manufacturing units. Annexure 20 reports mean score for factor 'employees overall development' Pvt_M = 203.46, PSU_M = 206.06, Pvt_NM = 226.34, and PSU_NM = 246.14 in increasing order. It infers that Gen Ys of private manufacturing are concerned for employees overall development the most followed by PSU manufacturing then private non-manufacturing and lastly Gen Ys of PSU non-manufacturing units. Annexure 20 reports mean score for factor 'recognition at workplace' mean rank values PSU_M =200.16, Pvt_M = 203.63, PSU_NM = 238.81, and Pvt_NM = 239.39 in increasing order.it infers that Gen Ys of PSU manufacturing units were concerned for recognition at workplace the most followed by private manufacturing then PSU non-manufacturing and lastly Gen Ys of private non-manufacturing.

On the Basis of Birthplace Strata

K Independent samples (Kruskal-Wallis) test at 5% α level was conducted to compare Gen Y's order of preferences for factors preferred to feel sense of belongingness on the basis of birthplace strata.

H_0: $\tilde{x}$ Rural = $\tilde{x}$ Semi urban = $\tilde{x}$ Urban H_a: At least one of the group differs significantly.

Table 117

Factors Preferred By Gen Y to Feel Sense of Belongingness: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Organisational culture	.243	2	.885*(ns)*
Social security	.770	2	.680 *(ns)*
Welfare activities	1.749	2	.417 *(ns)*
Recognition at workplace	2.502	2	.286*(ns)*
Amenities and facilities	.549	2	.760 *(ns)*
Employees overall development	6.164	2	.046*

a. Kruskal Wallis Test
b. Grouping Variable: Birthplace Starta
*ns- not significant, * p < .05*

Table 117 reports values for factors (i) organisational culture $\chi^2_{(2)}$ = .24, p = .88 > .05, (ii) social security $\chi^2_{(2)}$ = .77, p = .68 > .05, (iii) welfare activities $\chi^2_{(2)}$ = 1.75, p = .42 > .05, (iv) recognition at workplace $\chi^2_{(2)}$ = 2.50, p = .29 > .05, and (v) amenities and facilitie$\chi^2_{(2)}$ = .55, p = .76 >.05. As p value is > .05, hence fails to reject null hypotheses. It infers that there is no significant difference in order of preferences for aforesaid factors preferred to feel sense of belongingness on the basis of birthplace strata.

However, Table 117 report values for factor *'employee overall development'* $\chi^2_{(2)}$ = 6.16, *p* = .04 which is < .05, hence null hypothesis is rejected. Annexure 20 reports mean score for semi urban = 202.27, rural = 206.09 and urban = 233.89 in increasing order. It infers that semi urban Gen Ys are more concerned for employees overall development followed by rural then lastly urban Gen Ys.

Perception about Factors Affecting Morale at Workplace

Gen Y

To find out perception about preferred factors affecting Gen Y's morale at workplace, descriptive statistics was applied.

Table 118

Descriptive Statistics of Perception about Factors Affecting Morale at Workplace: Gen Y

	N	Sum	M	SD
Justice and equity	440	1090	2.48	1.427
Pay and perks	440	1117	2.54	1.346
Work life balance	440	1128	2.56	1.192
Freedom at workplace	440	1509	3.43	1.268
Physical amenities at workplace	440	1756	3.99	1.139
Valid N (listwise)	440			

Table 118 reports mean score of the factors affecting morale at workplace. The table shows preferences of Gen Y that affect their morale at the workplace and in order of preference that are as under:

1. justice and equity
2. pay and perks
3. work life balance
4. freedom at workplace
5. physical amenities at workplace

Considering high standard deviation, it was felt necessary to apply statistical tools to get insight whether the differences between the mean ranks were significant.

On the Basis of Gender

A Mann-Whitney test at 5% α level was conducted to compare Gen Y's perception about preferred factors affecting morale at workplace on the basis of gender.

H₀: η Male $=$ η Female   Ha: η Male $\neq$ η Female

Table 119

Mann-Whitney test of Perception about Factors Affecting Morale at Workplace: Test Statistics[a]

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Justice and equity	14025.000	17595.000	-.916	.359 *(ns)*
Pay and perks	14156.000	77702.000	-.782	.434 *(ns)*
Freedom at workplace	13378.500	76924.500	-1.543	.123 *(ns)*
Physical amenities at workplace	13697.000	77243.000	-1.271	.204 *(ns)*
Work life balance	12607.000	16177.000	-2.304	.021*

a. Grouping Variable: Gender
*ns- not significant, * p < .05*

Table 119 reports values for perception about preferred factors that affect morale of Gen Y at work place (i) justice and equity for male (*Mdn* = 2.00) and female (*Mdn* = 2.00), U (N $_{Male}$ = 356, N $_{Female}$ = 84) = 14025.00, *Z*= -.92, *p* = .36 > .05, (ii) pay and perks for male (*Mdn* = 2.00) and female (*Mdn* = 2.00), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 14156.00, *Z*= -.78, *p* = .43 > .05, (iii) freedom at workplace for male (*Mdn* = 4.00) and female (*Mdn* = 4.00), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 13378.50, *Z*= -1.54, *p* = .12 > .05, and (iv) physical amenities at workplace for male (*Mdn* = 4.00) and female (*Mdn* = 4.00), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 13697.00, *Z*= -1.27, *p* = .20 > .05. As *p* value is > .05, hence fails to reject null hypotheses. It infers that there is no significant difference in Gen Y's perception about preferred factors affecting morale at workplace on the basis of gender.

However, Table 119 and annexure 21 report values for factor *'work life balance'* for male (*Mdn* = 3.00) and female (*Mdn* = 2.00), *U* (N $_{Male}$ = 356, N $_{Female}$ = 84) = 12607.00, *Z*= -2.30, *p* < .02 which is < .05, hence null hypothesis is rejected. It infers that there is a significant difference for such factor. Taking into account of mean rank scores male (227.09) and female (192.58) it infers that female Gen Ys have a greater preference for work life balance than their male counterparts as a factor affecting their morale at workplace.

On the Basis of Gen Y Category

A Mann-Whitney test at 5% α level was conducted to compare Gen Ys' perception about preferred factors affecting morale at workplace on the basis of early born/ late born category.

H$_0$: η $_{Early born}$ = η $_{Late born}$ Ha: η $_{Early born}$ ≠ η $_{Late born}$

Table 120

Mann-Whitney test of Perception about Factors Affecting Morale at Workplace: Test Statistics[a]

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Justice and equity	21106.500	32582.500	-.583	.560 *(ns)*
Pay and perks	21792.500	33268.500	-.022	.982 *(ns)*
Work life balance	21114.500	63019.500	-.574	.566 *(ns)*
Freedom at workplace	21673.500	33149.500	-.118	.906 *(ns)*
Physical amenities at workplace	21467.000	63372.000	-.296	.768 *(ns)*

a. Grouping Variable: Gen Y Cat, *ns- not significant, * p < .05*

Table 120 reports values for perception about preferred factors (i) justice and equity for early born (*Mdn* = 2.00) and late born (*Mdn* = 2.00), U (N $_{Early born}$ = 288, N $_{Late born}$ = 152) = 21106.50, Z= -.58, *p* = .56 > .05, (v) pay and perks; early born (*Mdn* = 2.00) and late born (*Mdn* = 2.00) , *U* (N $_{Early born}$ = 288, N $_{Late born}$ = 152) = 21792.50, Z= -.02, *p* = .98 >.05, (iii) work life balance; early born (*Mdn* = 3.00) and late born (*Mdn* = 3.00), *U* (N $_{Early born}$ = 288, N $_{Late born}$ = 152) = 21114.50, Z= -.57, *p* = .57 > .05, (iv) freedom at workplace; early born (*Mdn* = 4.00) and late born (*Mdn* = 4.00), *U* (N $_{Early born}$ = 288, N $_{Late born}$ = 152) = 21673.50, Z= -.12, *p* = .91 > .05, and (ii) physical amenities at workplace; early born (*Mdn* = 4.00) and late born (*Mdn* = 4.00), *U* (N $_{Early born}$ = 288, N $_{Late born}$ = 152) = 21467.00, Z= -.30, *p* = .77 > .05. As *p* value is > .05, hence fails to reject null hypotheses. It infers that there is no significant difference in Gen Y's perception about preferred factors affecting morale at workplace on the basis of early born/ late born category.

On the Basis of Education Level

A Mann-Whitney test at 5% α level was conducted to compare Gen Y's perception about preferred factors affecting morale at workplace on the basis of level (UG/ PG) of education.

H$_0$:   η $_{UG}$= η $_{PG}$ Ha: η $_{UG}$ ≠ η $_{PG}$

Table 121

Mann-Whitney test of Perception about Factors Affecting Morale at Workplace: Test Statistics[a]

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Justice and equity	22157.000	47357.000	-1.582	.114 *(ns)*
Pay and perks	22536.000	45972.000	-1.278	.201 *(ns)*
Work life balance	22702.000	47902.000	-1.151	.250 *(ns)*
Freedom at workplace	22384.000	45820.000	-1.393	.163 *(ns)*
Physical amenities at workplace	23153.500	46589.500	-.827	.408 *(ns)*

a. Grouping Variable: Edn Level
ns- not significant

Table 121 reports values for perception about preferred factors (i) justice and equity for UG (*Mdn* = 2.00) and PG (*Mdn* = 2.00), U (N $_{UG}$ = 224, N $_{PG}$ = 216) = 22157.00, *Z*= -1.58, *p* = .11 > .05, (ii) pay and perks for UG (*Mdn* = 2.00) and PG (*Mdn* = 2.00) , *U* (N $_{UG}$ = 224, N $_{PG}$ = 216) = 22536.00, *Z*= -1.28, *p* = .20 > .05, (iii) work life balance for UG (*Mdn* = 2.50) and PG (*Mdn* = 3.00), *U* (N $_{UG}$ = 224, N $_{PG}$ = 216) = 22702.00, *Z*= -1.51, *p* = .25 > .05, (iv) freedom at workplace for UG (*Mdn* = 4.00) and PG (*Mdn* = 3.00), *U* (N $_{UG}$ = 224, N $_{PG}$ = 216) = 22384.00, *Z*= -1.39, *p* = .16 > .05, and (v) physical amenities at workplace for UG (*Mdn* = 4.00) and PG (*Mdn* = 4.00), *U* (N $_{UG}$ = 224, N $_{PG}$ = 216) = 23153.50, *Z*= -0.83, *p* = .41 > .05. As *p* value is > .05, hence fails to reject null hypotheses. It infers that there is no significant difference in Gen Y's perception about preferred factors affecting morale at workplace on the basis of education (UG/ PG) level.

On the Basis of Level of Management

A Mann-Whitney test at 5% α level was conducted to compare Gen Y's perception about preferred factors affecting morale at workplace on the basis of level of management.

H$_0$: η $_{Lower Mgmt}$ = η $_{Middle Mgmt}$ Ha: η $_{Lower Mgmt}$ ≠ η $_{Middle Mgmt}$

Table 122

Mann-Whitney test of Perception about Factors Affecting Morale at Workplace: Test Statistics^a

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Justice and equity	19929.500	66289.500	-.624	.532*(ns)*
Pay and perks	19721.000	66081.000	-.794	.427*(ns)*
Work life balance	19779.000	66139.000	-.746	.455*(ns)*
Freedom at workplace	18571.000	27887.000	-1.752	.080*(ns)*
Physical amenities at workplace	20474.000	29790.000	-.171	.865*(ns)*

a. Grouping Variable: Level of Management
ns- not significant

Table 122 reports values for perception about preferred factors (i) justice and equity for Lower mgmt (*Mdn* = 2.00) and Middle mgmt (*Mdn* = 2.00), U (N $_{Lower mgmt}$ = 304, N $_{Middle mgmt}$ = 136) = 19929.50, *Z*= -.62, *p* = .53 > .05, (ii) pay and perks for Lower mgmt (*Mdn* = 2.00) and Middle mgmt (*Mdn* = 2.00) , *U* (N $_{Lower mgmt}$ = 304, N $_{Middle mgmt}$ = 136) = 19721.00, *Z*= -.79, *p* = .43 > .05, (iii) work life balance for Lower mgmt (*Mdn* = 3.00) and Middle mgmt (*Mdn* = 3.00), *U* (N $_{Lower mgmt}$ = 304, N $_{Middle mgmt}$ = 136) = 19779.00, *Z*= -0.75, *p* = .45 > .05, (iv) freedom at workplace for Lower mgmt (*Mdn* = 4.00) and Middle mgmt (*Mdn* = 3.00), *U* (N $_{Lower mgmt}$ = 304, N $_{Middle mgmt}$ = 136)

= 18571.00, $Z= -1.75$, $p = .08 > .05$, and (v) physical amenities at workplace for Lower mgmt (*Mdn* = 4.00) and Middle mgmt (*Mdn* = 4.00), U (N Lower mgmt = 304, N Middle mgmt = 136) = 20474.00, $Z= -0.17$, $p = .86 > .05$. As p value is $> .05$, hence fails to reject null hypotheses. It infers that there is no significant difference in Gen Y's perception about preferred factors affecting morale at workplace on the basis of level of mgmt.

On the Basis of Sector and industry together

K Independent samples (Kruskal-Wallis) test at 5% α level was conducted to compare Gen Y's perception about preferred factors affecting morale at workplace on the basis of sector and industry together they work for.

H_0: x̃ PSU_M = x̃ PSU_NM = x̃ PVT_M = x̃ PVT_NM
Ha: At least one of the group differs significantly.

Table 123

Perception about Factors Affecting Morale at Workplace: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Justice and equity	7.193	3	.066*(ns)*
Pay and perks	12.244	3	.007**
Work life balance	26.211	3	.000***
Freedom at workplace	10.806	3	.013*
Physical amenities at workplace	11.609	3	.009**

a. Kruskal Wallis Test
b. Grouping Variable: Sector and Industry
*ns- not significant, * p < .05, **- p < .01 and ***- p < .001*

Table 123 reports values for perception about preferred factor justice and equity χ^2 (3) = 7.19, $p = .07 > .05$. As p value is $> .05$, hence fails to reject null hypotheses. It infers that there is no significant difference in Gen Y's perception about preferred factors affecting morale at workplace for justice and equity.

However, Table 123 reports values for factors (i) pay and perks χ^2 (3) = 12.24, $p < .01$ (ii) work life balance χ^2 (3) = 26.21, $p < .001$, (iii) freedom at workplace χ^2 (3) = 11.81, $p = .01 < .05$, and (iv) physical amenities at workplace χ^2 (3) = 11.61, $p < .01$. As p value is $< .05$, null hypotheses gets rejected. It infers that there is a significant difference in Gen Y's perception about preferred factors affecting morale at workplace.

Annexure 21 reports mean rank values for factor *'pay and perks'* Pvt_M = 195.21, Pvt_NM = 214.26, PSU_NM = 220.10 and PSU_M = 252.43 in increasing order. It infers that Gen Ys of private manufacturing units have higher preference for factor *'pay and perks'* followed by private non-manufacturing then PSU non-manufacturing and lastly Gen Ys of PSU manufacturing as factors affecting morale at

workplace. Mean rank values for factor *'work life balance'*, Pvt_NM = 194.10, PSU_NM = 201.70, PSU_M = 215.31 and Pvt_M = 270.98 in increasing order. It infers that Gen Ys of private non-manufacturing units have higher preference for factor *'work life balance'* followed by PSU non-manufacturing then PSU manufacturing and lastly Gen Ys of private manufacturing as the factors affecting morale at workplace. Mean rank values for factor *'freedom at workplace'*, PSU_M = 190.62, Pvt_M = 218.92, Pvt_NM = 228.68 and PSU_NM = 243.78 in increasing order. It infers that Gen Ys of PSU manufacturing units have higher preference for factor *'freedom at workplace'* followed by private manufacturing then private non-manufacturing and lastly Gen Ys of PSUs non-manufacturing as their perception about preferred factors affecting morale at workplace. Finally Annexure 21 reports mean rank values for factor *'physical amenities at workplace'* as Pvt_M = 200.08, Pvt_NM = 213.55, PSU_NM = 215.84 and PSU_M = 252.54 in increasing order. It infers that Gen Ys of private manufacturing units have higher preference for factor *'physical amenities at workplace'* followed by private non-manufacturing then PSU non-manufacturing and lastly Gen Ys of PSUs non-manufacturing as their perception about preferred factors affecting morale at workplace. Lower mean score refers higher preference as rank order is from first (1st) to fifth (5th).

On the Basis of Birthplace Strata

K Independent samples (Kruskal-Wallis) test at 5% α level was conducted to compare Gen Y's perception about preferred factors affecting morale at workplace on the basis of birthplace strata.

H0: x̃ Rural = x̃ Semi urban = x̃ Urban
Ha: At least one of the group differs significantly.

Table 124

Perception about Factors Affecting Morale at Workplace: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Justice and equity	.381	2	.827*(ns)*
Work life balance	1.495	2	.473*(ns)*
Freedom at workplace	3.761	2	.153*(ns)*
Physical amenities at workplace	.076	2	.963*(ns)*
Pay and perks	6.081	2	.048*

a. Kruskal Wallis Test
b. Grouping Variable: Birthplace Starta
*ns- not significant, * p < .05*

Table 124 reports values for factors (i) justice and equity $\chi^2_{(2)} = 0.38$, $p = .83 > .05$, (ii) work life balance $\chi^2_{(2)} = 1.49$, $p = .47 > .05$, (iii) freedom at workplace $\chi^2_{(2)} = 3.76$, $p = .15 > .05$, and (iv) physical amenities at workplace $\chi^2_{(2)} = .08$, $p = .96 > .05$. As p value is $> .05$, hence fails to reject null hypotheses. It infers that there is no significant difference in Gen Y's order of perception about aforesaid factors affecting morale at workplace on the basis of birthplace strata.

However, Table 124 reports values for factor 'pay and perks' $\chi^2_{(2)} = 6.08$, $p = .048$ which is $< .05$, hence null hypothesis gets rejected. Annexure 21 reports mean rank in increasing order for semi urban (192.27), urban (224.55) and rural (233.64). Lower mean score refers greater preference as rank order is from first (1st) to fifth (5th). It infers that amongst the group 'pay and perks' as a factor affecting morale attracts Semi Urban Gen Ys the most, followed by Gen Ys of Urban strata and lastly by rural Gen Ys.

Attitude, Perception and Behaviour

Initially, taking into account assumptions of the test, factorability of the 25 items was examined. From annexure 7 it was observed that 12 of the 25 items correlated at least .2 with at least one other item. Secondly, the Kaiser-Meyer-Olkin measure of sampling adequacy was .67 (refer annexure 8) which is considered as mediocre (Kaiser, 1974), however, KMO value higher than .5 is acceptable. Bartlett's test of Sphericity was found significant, $\chi^2 (325) = 2224.36$, $p < .001$. The diagonals of the anti-image correlation matrix were also all over above .5 except item *'I complete my job as per organisational trends or followed by most of the seniors'*. However, initially a negative factor loading for item 'I am comfortable with organisational hierarchy in my organisation' was obtained. Therefore to make all the items unidirectional, reverse coding for item was being carried out. Henceforth, this item was treated as *'I am uncomfortable with organisational hierarchy in my organisation'* for factor analysis.

All elements on the diagonal of this matrix should be greater than .5 if the sample is adequate (Field, 2000), and communalities must be greater than .2 (Child, 2006). However, in present case communalities were all above .3 *(refer table 125)*, hence confirming that each item shared some common variance with other items. Taking into account overall indicators, factor analysis was deemed to be suitable with 23 out of 25 items.

Table 125

Factor Loadings from Principal Component Analysis with Varimax Rotation for attitude towards an array of professional and personal characteristics. (N = 440)

	1	2	3	4	5	6	7	8	9	Communality
I communicate directly to my subordinates.	.812									.751
I communicate directly to my peers of other departments.	.803									.678
I have open and direct communicate with superiors.	.693									.632
I provide immediate feedback to my subordinates.	.535					.410				.565
I am willing to accept advanced version of technical infrastructure and endeavour to learn new technology.		.695								.545
I am comfortable to cope up with technology at workplace.		.675								.629
I am used to digital technology for my personal commitments.		.564								.554
I keep myself updated regarding rules and regulations imposed by Government for welfare of employees.			.737							.635
I keep myself updated regarding industrial trends and present job market.			.731							.586
I desire immediate feedback from my superiors.			.446							.417
My organisation follows strict adherence to set down rules and regulations.			.409							.519
I have a large no. of friends and acquaintances in my social life.				.832						.709
I am highly socially networked at workplace.				.826						.702
I am not comfortable with organisational hierarchy in my organisation.					.830					.732
I am uncomfortable with such type of strictness in my organisation.					.819					.730
Whenever it is possible, I delegate some authority to my subordinates.						.716				.563
Whenever it is possible, I allow my subordinates to work in their own way.						.711				.570
I enjoy my job in my organisation.							.727			.640
I put extra effort to succeed in job for recognition and career advancement.								.650		.534
I enjoy to complete my professional task in a nonconventional way rather than repetitive one.									.602	.596

	1	2	3	4	5	6	7	8	9
I have a plan to start my own venture in future after gaining industry experience.								.583	.588
I feel more productive, when my boss delegates me some authorities.								.409	.570
I complete my job as per organisational trends or followed by most of the seniors.								.828	.710
Eigenvalues	3.63	2.29	1.87	1.60	1.56	1.34	1.21	1.15	1.02
% of Variances	9.60	7.06	6.90	6.85	6.59	6.51	5.87	5.75	5.20

Note. Factor loadings < .4 are suppressed.

Principal Component Analysis with Varimax Rotation was conducted to assess the underlying structure for the 25 items for Gen Ys' attitude towards an array of professional and personal characteristics. Factors (t) *'I hesitate to question my boss even if there is a deviation from standard operating procedure'* and (i) *'To learn, know-how and know-why at workplace, I seek help from my superiors and colleagues'* were supressed due to factor loading < .04. Therefore, total 23 items out of 25 items remained for factor analysis.

Table 126 shows that after rotation, the first component accounted for 9.60% of the variance, the second 7.06%, third 6.90%, fourth, 6.85%, fifth 6.59%, sixth 6.51%, seventh 5.87%, eighth 5.75% and ninth component accounted for 5.20%, hence a cumulative 60.35% of variance explained. The first component, which is indexed as *'openness in communication'* had strong loadings on the last four factors, including *'I provide immediate feedback to my subordinates'* with a cross loading of .41 along with sixth component *'delegation of authority'*. The second component, indexed as *'technology adaptability'*, had high loadings on the next three items. Third component indexed as *'awareness about job'* loaded highly on next four items in the table. Fourth component indexed as *'socially networked'* loaded highly on next two items in the table. Fifth component indexed as *'egalitarian'* loaded highly on next two items in the table. Sixth component indexed as *'delegation of authority'* loaded highly on next two items in the table. Seventh component indexed as *'job enjoyment'* loaded highly on next item in the table. Eighth component indexed as *'job engagement'* loaded highly on next four items in the table. Ninth component indexed as *'trend follower'* loaded strongly with a single item only. Two items were supressed as their factor loading was < .04.

Table 126
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Var	Cum %	Total	% of Var	Cum %	Total	% of Var	Cum %
1	3.632	13.969	13.969	3.632	13.969	13.969	2.495	9.598	9.598
2	2.292	8.814	22.783	2.292	8.814	22.783	1.837	7.065	16.663
3	1.875	7.211	29.994	1.875	7.211	29.994	1.795	6.905	23.567
4	1.609	6.188	36.182	1.609	6.188	36.182	1.781	6.850	30.417
5	1.557	5.989	42.172	1.557	5.989	42.172	1.714	6.591	37.007
6	1.343	5.164	47.336	1.343	5.164	47.336	1.693	6.512	43.520
7	1.206	4.637	51.973	1.206	4.637	51.973	1.527	5.872	49.392
8	1.153	4.435	56.408	1.153	4.435	56.408	1.496	5.752	55.145
9	1.025	3.941	60.349	1.025	3.941	60.349	1.353	5.204	60.349
10	.940	3.614	63.963						
11	.908	3.493	67.456						
12	.846	3.254	70.710						
13	.792	3.047	73.757						
14	.729	2.802	76.559						
15	.709	2.728	79.287						
16	.673	2.587	81.875						
17	.654	2.515	84.390						
18	.631	2.427	86.817						
19	.581	2.236	89.053						
20	.524	2.016	91.069						
21	.498	1.916	92.984						
22	.439	1.688	94.673						
23	.404	1.553	96.226						
24	.378	1.456	97.681						
25	.327	1.259	98.940						
26	.276	1.060	100.000						

Extraction Method: Principal Component Analysis.

Table 127 shows list of items covered in various components, nomenclature indexed to the components and internal consistency (Cronbach α) of the obtained components. Considering internal consistency, Cronbach α > .70, only three components viz., *openness in communication, socially networked and egalitarian* could be found suitable for analysis on a reflective scale w.r.t various categories. Grouping of items other than components with internal consistency (α > .70) has been done for remaining items and analysed on a formative scale w.r.t various categories.

Table 127

Nomenclature of Indexed Components and Internal Consistency Table

	Items	Indexed Component	Cronbach α
1.	I communicate directly to my subordinates.	Openness in communication (4 items)	
2.	I communicate directly to my peers of other departments.		
3.	I have open and direct communicate with superiors.		.752
4.	I provide immediate feedback to my subordinates.		
5.	I have a large no. of friends and acquaintances in my social life.	Socially networked (2 items)	
6.	I am highly socially networked at workplace.		.705
7.	I am not comfortable with organisational hierarchy in my organisation.		.713
8.	I am uncomfortable with such type of strictness in my organisation.	Egalitarian (2 items)	

Table 127a

Grouping of Items for Non-parametric Analysis (Customised)

	Items	Indexed Component	
9.	Whenever it is possible, I delegate some authority to my subordinates.	Delegation of authority	N/A
10.	Whenever it is possible, I allow my subordinates to work in their own way.		
11.	*I* enjoy my job in my organisation.		
12.	I put extra effort to succeed in job for recognition and career advancement.		
13.	I enjoy to complete my professional task in a nonconventional way rather than repetitive one.	Job Engagement	N/A
14.	I feel more productive, when my boss delegates me some authorities.		
15.	I desire immediate feedback from my superiors.		
16.	To learn know-how and know-why at workplace, I seek help from my superior and colleagues.		
17.	I am willing to accept advanced version of technical infrastructure and endeavour to learn new technology.	Technology adaptability (3 items)	N/A .
18.	I am comfortable to cope up with technology at workplace.		
19.	I am used to digital technology for my personal commitments.		
20.	I keep myself updated regarding rules and regulations imposed by government for welfare of employees.		
21.	I keep myself updated regarding industrial trends and present job market.	Awareness about jobs and trends and Entrepreneurial desire	N/A
22.	I have a plan to start my own venture in future after gaining industry experience.		
23.	My organisation follows strict adherence to set down rules and regulations.		
24.	I hesitate to question my boss even if there is a deviation from standard operating procedure	Compliant Organisation	N/A
25.	I complete my job as per organisational trends or followed by most of the seniors.		

Openness in communication, Social Networking and Egalitarianism

Component	Items	α
Openness in communication	I communicate directly to my subordinates. I communicate directly to my peers of other departments. I have open and direct communicate with superiors. I provide immediate feedback to my subordinates.	**.752**
Social networking	I have a large no. of friends and acquaintances in my social life. I am highly socially networked at workplace.	**.705**
Egalitarianism	I am not comfortable with organisational hierarchy in my organisation. I am uncomfortable with such type of strictness in my organisation.	**.713**

Gen Y

One sample t test at 5% α level was conducted to find out Gen Ys' characteristics w.r.t. 'openness in communication', 'social networking' and 'egalitarianism'.

H$_0$: $\overline{X} = \mu$ H$_a$: $\overline{X} \neq \mu$

Table 128

One-Sample Test: Gen Y

	Test Value = 3					
	t	df	Sig. (2-tailed)	MD	95% CI LL	UL
Openness in communication	36.187	439	.000***	1.00852	.9537	1.0633
Social networking	9.265	439	.000***	.35682	.2811	.4325
Egalitarianism	-7.718	439	.000***	-.32614	-.4092	-.2431

*** p < .001

Table 128 and annexure 22 report values for components 'openness in communication' (M = 4.00, S.D. = .58); t (439) = 36.19, *p* < .001, 'Social networking' (M = 3.36, S.D. = .81); t (439) = 2.26, *p* < .001, and 'egalitarianism' (M = 2.67, S.D. = .89); t (439) = -7.72, *p* < .001. As *p* value for all the factors are < .05, hence null hypothesis is rejected. It infers that Gen Ys believe in openness in communication in their organisation and are socially networked in their personal and professional life. Negative t-value and mean < 3 (neutral) for component egalitarianism infers that Gen Ys adapt with organisational hierarchy and comfortable with strictness in set down rules and regulations in their organisation.

On the Basis of Gender

An independent-samples t-test at 5% α level was conducted to compare Gen Ys' characteristics w.r.t. 'openness in communication', 'social networking' and 'egalitarianism' on the basis of gender.

H$_0$: μ $_{Male}$ = μ $_{Female}$ H$_a$: μ$_{Male}$ ≠ μ$_{Female}$

Table 129

Independent Samples Test: Gender

			Openness in communication		Social networking		Egalitarianism	
			Equal variances					
			assumed	not assumed	assumed	not assumed	assumed	not assumed
Levene's Test for Equality of Variances	F		.381		.591		1.276	
	Sig.		.537		.442		.259	
t-test for Equality of Means	t		.511	.522	3.182	3.217	1.729	1.771
	df		438	128.261	438	126.790	438	128.755
	Sig. (2-tailed)		.609 *(ns)*	.603	.002**	.002	.085*(ns)*	.079
	MD		.03628	.03628	.30859	.30859	.18546	.18546
	SE		.07097	.06951	.09699	.09591	.10728	.10474
	95% CI	LL	-.10320	-.10126	.11797	.11879	-.02539	-.02178
		UL	.17577	.17382	.49920	.49839	.39631	.39270

* p < 0.05, ** p < .01, ns: not significant

Table 129 reports Levene's Test for Equality of Variances for 'openness in communication' $p = .54 > .05$, 'social networking', $p = .44 > .05$ and ' egalitarianism' $p = .26 > .05$. As p value is $> .05$, hence there is an equality of variance. Table 129 and annexure 22 report values for component 'openness in communication' male (M = 4.01, SD = .59) and female (M= 3.98, SD = .57); t (438) = .51, $p = .61 > .05$, and 'egalitarianism' male (M = 2.70, SD = .89) and female (M= 2.52, SD = .86); t (438) = 1.73, $p = .08 > .05$. As p value is $> .05$ for both the components, hence fails to reject null hypothesis. It infers that there is no significant difference in Gen Ys' characteristics w.r.t. 'openness in communication', and 'egalitarianism' on the basis of gender. However, table 129 and annexure 22 report values for component 'social networking' for male (M = 3.42, SD = .80) and female (M= 3.11, SD = .79); t (438) = 3.18, $p = .002$ which is $< .05$, hence null hypothesis gets rejected. Considering descriptive values it infers that male Gen Ys are highly social networked than their female counterparts.

On the Basis of Gen Y Category

An independent-samples t-test at 5% α level was conducted to compare characteristics w.r.t. 'openness in communication', 'social networking' and 'egalitarianism' on the basis of early born/ late born Gen Y category.

H_0: $\mu_{\text{Early born}} = \mu_{\text{Late born}}$ H_a: $\mu_{\text{Early born}} \neq \mu_{\text{Late born}}$

Table 130

Independent Samples Test: Gen Y Category

		Openness in communication		Social networking		Egalitarianism	
		Equal variances					
		assumed	not assumed	assumed	not assumed	assumed	not assumed
Levene's Test for Equality of Variances	F	.536		.906		.804	
	Sig.	.465		.342		.371	
t-test for Equality of Means	t	2.030	1.980	1.022	.998	-.800	-.781
	df	438	286.710	438	287.788	438	287.778
	Sig. (2-tailed)	.043*	.049	.307 *(ns)*	.319	.424 *(ns)*	.435
	MD	.11856	.11856	.08279	.08279	-.07109	-.07109
	SE	.05840	.05987	.08098	.08291	.08891	.09103
	95% CI Lower	.00378	.00071	-.07638	-.08041	-.24583	-.25025
	95% CI Upper	.23334	.23641	.24195	.24598	.10365	.10807

* p < 0.05, ns: not significant

Table 130 reports Levene's Test for Equality of Variances for 'openness in communication' $p = .46 > .05$, 'social networking', $p = .34 > .05$ and ' egalitarianism' $p = .37 > .05$. As p value is $> .05$, hence there is an equality of variances. Table 130 and annexure 22 report values for component 'social networking' for early born (M = 3.39, SD = .79) and late born (M= 3.30, SD = .85); t (438) = 1.02, $p = .31 > .05$ and 'egalitarianism' for early born (M = 2.65, SD = .82) and late born (M= 2.72, SD = .93); t (438) = .80, $p = .42 > .05$. As p value is $> .05$ for both the components, hence fails to reject null hypothesis. It infers that there is no significant difference in Gen Ys' characteristics w.r.t. 'social networking', and 'egalitarianism' on the basis of early born/ late born Gen Y. However, table 130 and annexure 22 report values for component 'openness in communication' for early born (M = 4.04, SD = .57) and late born (M= 3.93, SD = .61); t (438) = 2.03, $p = .04$ which is $< .05$, hence null hypothesis gets rejected. Taking into account descriptive values it infers that early born Gen Ys have more openness in communication than their late born counterparts.

On the Basis of Education

An independent-samples t-test at 5% α level was conducted to compare characteristics w.r.t. 'openness in communication', 'social networking' and 'egalitarianism' on the basis of education level (UG/ PG) Gen Ys.

H0: μ UG = μ PG   Ha: μ UG ≠ μ PG

Table 131
Independent Samples Test: Education

		Openness in communication		Social networking		Egalitarian	
		Equal variances assumed					
		assumed	not assumed	assumed	not assumed	assumed	not assumed
Levene's Test for Equality of Variances	F	1.046		.428		.024	
	Sig.	.307		.513		.878	
t-test for Equality of Means	t	-.596	-.598	-.345	-.345	.490	.490
	df	438	434.820	438	437.978	438	437.277
	Sig. (2-tailed)	.551 *(ns)*	.550	.730 *(ns)*	.730	.625 *(ns)*	.625
	MD	-.03328	-.03328	-.02662	-.02662	.04142	.04142
	SE	.05579	.05567	.07711	.07705	.08461	.08461
95% CI	LL	-.14292	-.14268	-.17818	-.17806	-.12486	-.12488
	UL	.07637	.07613	.12494	.12482	.20770	.20771

ns: not significant

Table 131 reports Levene's Test for Equality of Variances for 'openness in communication' $p = .30 > .05$, 'social networking', $p = .51 > .05$ and ' egalitarianism' $p = .88 > .05$. As p value is $> .05$, hence there is an equality of variances. Table 131 and annexure 22 report values for component 'openness in communication' for UG (M = 3.99, SD = .62) and PG (M= 4.02, SD = .55); t (438) = -.60, $p = .55 > .05$, 'social networking' for UG (M = 3.34, SD = .82) and PG (M= 3.37, SD = .79); t (438) = -.34, $p = .73 > .05$ and 'egalitarianism' for UG (M = 2.69, SD = .88) and PG (M= 2.65, SD = .88); t (438) = .49, $p = .62 > .05$. As p value is $> .05$ for all the components, hence fails to reject null hypothesis. It infers that there is no significant difference in Gen Ys' aforementioned characteristics on the basis of education level (UG/ PG) of Gen Y.

On the Basis of Level of Management

An independent-samples t-test at 5% α level was conducted to compare Gen Y's characteristics w.r.t. 'openness in communication', 'social networking' and 'egalitarianism' on the basis of level of management.

H0: μ Lower Mgmt = μ Middle Mgmt   Ha: μ Lower Mgmt ≠ μ Middle Mgmt

Table 132

Independent Samples Test: Level of Management

		Openness in communication		Social networking		Egalitarianism	
		Equal variances assumed					
		assumed	not assumed	assumed	not assumed	assumed	not assumed
Levene's Test for Equality of Variances	F	1.477		2.015		.142	
	Sig.	.225		.156		.706	
t-test for Equality of Means	t	-2.277	-2.197	-2.697	-2.784	1.474	1.486
	df	438	239.126	438	280.355	438	264.917
	Sig. (2-tailed)	.023*	.029	.007**	.006	.141 *(ns)*	.138
	MD	-.13666	-.13666	-.22320	-.22320	.13458	.13458
	SE	.06002	.06220	.08275	.08017	.09132	.09056
	95% CI LL	-.25463	-.25919	-.38583	-.38101	-.04491	-.04373
	95% CI UL	-.01869	-.01412	-.06057	-.06539	.31407	.31289

* p < 0.05, **< .01, and ns: not significant

Table 132 reports Levene's Test for Equality of Variances for 'openness in communication' $p = .22 > .05$, 'social networking', $p = .16 > .05$ and ' egalitarianism' $p = .71 > .05$. As p value is $> .05$, hence there is an equality of variances. Table 132 and annexure 22 report values for component 'egalitarianism' for lower mgmt (M = 2.71, SD = .89) and middle mgmt (M= 2.58, SD = .87); t (438) = 1.47, $p = .14 > .05$. As p value is $> .05$, hence fails to reject null hypothesis. It infers that there is no significant difference in Gen Ys' aforementioned characteristics on the basis of level of mgmt.

However, table 132 and annexure 22 report values for component 'openness in communication' for lower mgmt (M = 3.96, SD = .56) and middle mgmt (M= 4.10, SD = .62); t (438) = -2.28, $p = .02 < .05$, and 'social networking' for lower mgmt (M = 3.29, SD = .82) and middle mgmt (M= 3.51, SD = .76); t (438) = -2.70, $p < .01$. As p value is $< .05$ for both the components, hence null hypothesis gets rejected. It infers that there is a significant difference in Gen Ys' aforementioned characteristics on the basis of level of management. Descriptive values indicates that middle management Gen Ys have more openness in communication as well as are more socially networked than their lower management colleagues.

On the Basis of Sector and Industry together

A one-way ANOVA between subjects was conducted to compare Gen Y's characteristics w.r.t. 'openness in communication', 'social networking' and 'egalitarianism' on the basis of sector and industry together they work for.

H_0: $\mu_{PSU\_M} = \mu_{PSU\_NM} = \mu_{Pvt\_M} = \mu_{Pvt\_NM}$
H_a: at least one of the group differs significantly.

Table 133

Test of Homogeneity of Variances: Sec & Ind

	Levene Statistic	df1	df2	Sig.
Openness in communication	1.050	3	436	.370
Social networking	2.923	3	436	.034
Egalitarian	2.533	3	436	.057

Table 133 reports 'Levene's Test for Homogeneity of Variances' for component 'openness in communication' $p = .37 > .05$, 'social networking', $p = .03 < .05$ and 'egalitarian' $p = .06 > .05$. As p value is $> .05$ for components 'openness in communication' and 'egalitarianism', hence there is a homogeneity of variances for both these components but for component 'social networking' $p < .05$, hence homogeneity of variances does not exists. However, following Donaldson (1968), F test was conducted.

Table 134

Oneway ANOVA: Sec & Ind

		SS	df	MS	F	Sig.
Openness in communication	Between Groups	2.315	3	.772	2.278	.079 *(ns)*
	Within Groups	147.715	436	.339		
	Total	150.031	439			
Social networking	Between Groups	11.898	3	3.966	6.297	.000***
	Within Groups	274.582	436	.630		
	Total	286.480	439			
Egalitarian	Between Groups	7.984	3	2.661	3.443	.017*
	Within Groups	336.966	436	.773		
	Total	344.949	439			

< .01, * < .001, and ns- not significant

Table 134 reports values for 'openness in communication' F (3, 436) = 2.28, p = .08 which is $> .05$, hence fails to reject null hypothesis. Which infers that there was no significant difference among all four groups for openness in communication. However, taking into account values for component 'social networking' F (3, 436) = 6.30, $p < .001$, and 'egalitarianism' F (3, 436) = 3.44, $p = .02$ which is $< .05$, hence null hypothesis is rejected. It infers that at least one of the group differs significantly for components 'social networking' and 'egalitarianism'.

For component 'social networking' Games-Howell post hoc test *(refer annexure 22)* reveals that there was a significant difference between (i) PSU_M (M = 3.13, SD = .88) and Pvt_M (M = 3.37, SD = .76), *p* < .01, and PSU_M (M = 3.13, SD = .88) and Pvt_NM (M= 3.59, SD = .85), *p* < .01. It infers that Gen Ys of private manufacturing sector are more socially networked than their PSU manufacturing counterparts. For component 'egalitarianism', Tuckey post hoc test *(refer annexure 22)* reveals that there was a significant difference between PSU_NM (M = 2.52, SD = .87) and Pvt_M (M = 2.82, SD = .88), *p* < .05. Considering descriptive values it infers that Gen Ys of private manufacturing units are significantly more egalitarian than Gen Ys of PSU non-manufacturing.

On the Basis Birthplace Strata

A one-way ANOVA between subjects was conducted to compare Gen Y's characteristics w.r.t. 'openness in communication', 'social networking' and 'egalitarianism' on the basis of birthplace strata.

H0: μ Rural = μ Semi urban = μ Urban   Ha: at least one of the μ differs significantly

Table 135
Test of Homogeneity of Variances: Birthplace

	Levene Statistic	df1	df2	Sig.
Openness in communication	.214	2	437	.807 *(ns)*
Social networking	1.852	2	437	.158 *(ns)*
Egalitarian	.686	2	437	.504 *(ns)*

ns- not significant

Table 135 reports 'Levene's Test for Homogeneity of Variances' for component 'openness in communication' *p* = .81 > .05, 'social networking', *p* = .16 > .05 and 'egalitarian' *p* = .51 > .05. As *p* value is > .05 for all the components, hence there is a homogeneity of variances.

Table 136
Oneway ANOVA: Birthplace

		SS	df	MS	F	Sig.
Openness in communication	Between Groups	.143	2	.072	.209	.811*(ns)*
	Within Groups	149.887	437	.343		
	Total	150.031	439			
Social networking	Between Groups	2.884	2	1.442	2.222	.110*(ns)*
	Within Groups	283.595	437	.649		
	Total	286.480	439			
Egalitarian	Between Groups	2.060	2	1.030	1.313	.270*(ns)*
	Within Groups	342.889	437	.785		
	Total	344.949	439			

ns- not significant

Table 136 reports values for 'openness in communication' F= (2, 437) = .21, p = .81 > .05, 'social networking' F= (2, 437) = 2.22, p = .11 > .05, and 'egalitarianism' F= (2, 437) = 1.31, p = .27 > .05. As p value > .05, hence fails to reject null hypothesis. It infers that there was no significant difference among all three groups w.r.t. aforementioned Gen Ys' characteristics on the basis of birthplace strata.

Delegation of Authority by Gen Y Managers

Legends	Questions
Delegates authority	Whenever it is possible, I delegate some authority to my subordinates.
Free rein style	Whenever it is possible, I allow my subordinates to work in their own way.

Gen Y

In order to find out Gen Y's leadership characteristics such as delegation of authority and free rein style, one sample t test at 5% α level was conducted.

H$_0$: $\overline{X}$ = μ   H$_a$: $\overline{X}$ ≠ μ

Table 137
One-Sample Test of Delegation of Authority: Gen Y

	Test Value = 3				95% CI	
	t	df	Sig. (2-tailed)	MD	LL	UL
Delegates authority	13.843	439	.000***	.514	.44	.59
Free rein style	23.626	439	.000***	.855	.78	.93

***: p< .001

Table 137 and annexure 23 report values for (i) delegates authority (M = 3.51, SD = .78); t (439) = 13.84, p < .001, and (ii) free rein style (M = 3.69, SD = .95); t (439) = 23.63, p < .001. As p value for both the factors are < .05, hence null hypothesis is rejected. Taking into consideration descriptive values, it infers that Gen Y managers delegate authority to their subordinates and allow them to work their own way.

On the Basis of Gender

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's leadership characteristics such as delegation of authority and free rein style, on the basis of gender.

H$_0$: F (Male) = F (Female) H$_a$: F (Male) ≠ F (Female)

Table 138

Two-Sample Kolmogorov-Smirnov Z test   of Delegation of Authority: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Delegates authority	.101	.000	-.101	.831	.494 *(ns)*
Free rein style	.101	.028	-.101	.830	.496 *(ns)*

a. Grouping Variable: Gender
Ns-not significant

Table 138 reports values for factors *'Delegates authority'* (D= .83, p = .49 > .05), and *'Free rein style'* (D= .83, p = .50 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's leadership characteristics such as delegation of authority and free rein style, on the basis of gender.

On the Basis of Gen Y Category

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's leadership characteristics such as delegation of authority and free rein style, on the basis of early born/late born Gen Y category.

H0: F (Early born) = F (Late born) Ha: F (Early born) ≠ F (Late born)

Table 139

Two-Sample Kolmogorov-Smirnov Z test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Delegates authority	.100	.023	-.100	.995	.275 *(ns)*
Free rein style	.114	.005	-.114	1.139	.149 *(ns)*

a. Grouping Variable: Gen Y Cat
ns-not significant

Table 139 reports values for factors *'Delegates authority'* (D= .99, p = .27 > .05), and *'Free rein style'* (D= 1.14, p = .15 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's leadership characteristics such as delegation of authority and free rein style, on the basis of early born/ late born Gen Y category.

On the Basis of Education Level

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's leadership characteristics such as delegation of authority and free rein style, on the basis of education (UG/PG) level.

H0: F (UG) = F (PG) Ha: $\qquad$ F (UG) ≠ F (PG)

Table 140

Two-Sample Kolmogorov-Smirnov Z test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Delegates authority	.045	.045	.000	.472	.979 *(ns)*
Free rein style	.052	.009	-.052	.546	.927 *(ns)*

a. Grouping Variable: Edn Level
ns-not significant

Table 140 reports values for factors *'Delegates authority'* (D= .47, *p* = .98 > .05), and *'Free rein style'* (D= .55, *p* = .93 > .05). As *p* value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's leadership characteristics such as delegation of authority and free rein style, on the basis of education (UG/PG) level.

On the Basis of Level of Management

A Two-Sample Kolmogorov-Smirnov *Z* test at 5% α level was conducted to compare Gen Y's leadership characteristics such as delegation of authority and free rein style, on the basis of level of management.

H0: F (Lower Mgmt) = F (Middle Mgmt)   Ha: F (Lower Mgmt) ≠ F (Middle Mgmt)

Table 141

Two-Sample Kolmogorov-Smirnov Z test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-	Asymp. Sig.
	Absolute	Positive	Negative	Smirnov Z	(2-tailed)
Delegates authority	.222	.222	-.018	2.151	.000***
Free rein style	.142	.142	-.031	1.377	.045*

a. Grouping Variable: Level of Management
***- p < .001, *- p < .05

Table 141 reports values for factors *'Delegates authority'* (D= 2.15, *p* < .001), and *'Free rein style'* (D= 1.38, *p* < .05). As *p* value is < .05, hence null hypothesis gets rejected. It infers that there was a significant difference in Gen Y's leadership characteristics such as delegation of authority and free rein style, on the basis of level (lower mgmt/ Middle mgmt) of management. To find out the direction one tailed test was carried out for both the factors, and alternative hypothesis was set as- *H₁: F (Middle Mgmt) > F (Lower mgmt).*

Table 141a.
One tailed Two-Sample Kolmogorov-Smirnov Test: Test Statistics[a]

		Lower Mgmt.		Middle Mgmt.		
Lower	Middle	Prop	Cum Prop	Prop	Cum Prop	D_{Stat}: Cum Pro^p (Lower-Middle)
Delegates authority						
18	25	0.059	0.059	0.184	0.184	-0.125
109	62	0.359	0.418	0.456	0.640	-0.222 D_{max}
160	39	0.526	0.944	0.287	0.926	0.018
15	8	0.049	0.993	0.059	0.985	0.008
2	2	0.007	1.000	0.015	1.000	0.000
304	136	1.000		1.000		
Free rein style						
46	39	0.151	0.151	0.287	0.287	-0.287
150	68	0.493	0.645	0.500	0.787	-0.142 D_{max}
104	23	0.342	0.987	0.169	0.956	0.031
3	5	0.010	0.997	0.037	0.993	0.004
1	1	0.003	1.000	0.007	1.000	0.000
304	136	1.000		1.000		

a. Grouping Variable: Level of Management
$D_{Crit\,(.05)}$: $1.36* Sq\,root\,[(n_1+n_2)/(n_1*n_2)] = .1402$ Where, n_1 (lower mgmt.)= 304, n_2 (middle mgmt.) = 136

The directional alternative hypothesis for factors *'delegation of authority'* and *'free rein style'* H_1: F (Middle Mgmt) $> F$ (Lower mgmt) is supported at .05 level as data are consistent with the latter alternative hypothesis i.e. Middle Mgmt > Lower Mgmt. Computed absolute value for factors (i) delegation of authority- $D_{Stat\,(.05)} = .222$, (ii) and free rein style- $D_{Stat\,(.05)} = .142$, are $> D_{Crit\,(.05)} = .14$. It infers that the result is significant. Negative D_{max} *Values (Lower mgmt -Middle mgmt)* for option *'Agree'* infers that middle mgmt Gen Ys had significantly higher leadership characteristics such as delegation of authority and free rein style in comparison to their lower mgmt colleagues.

On the Basis of Sector and Industry together

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare Gen Y's leadership characteristics such as delegation of authority and free rein style, on the basis of sector and industry together in which they work.

H_0: $\tilde{x}$ PSU_M = $\tilde{x}$ PSU_NM = $\tilde{x}$ PVT_M = $\tilde{x}$ PVT_NM

H_a: At least one of the $\tilde{x}$ differs significantly.

Table 142
Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Delegates authority	2.666	3	.446 *(ns)*
Free rein style	4.392	3	.222 *(ns)*

a. Kruskal Wallis Test

b. Grouping Variable: Sector and Industry

ns-not significant

Table 142 reports values for factors 'delegates authority', χ^2 (3) = 2.67, p =.45 > .05, and 'free rein style' χ^2 (3) = 4.39, p = .22 >.05. As p value is > .05 for both the factors, hence fails to reject null hypothesis. It infers that there is no difference Gen Y's leadership characteristics such as delegation of authority and free rein style, on the basis of sector and industry together in which they work.

On the Basis of Birthplace strata

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare Gen Y's leadership characteristics such as delegation of authority and free rein style, on the basis of birthplace strata.

H0: $\tilde{x}$ Rural $= \tilde{x}$ Semi Urban $= \tilde{x}$ Urban   Ha: At least one of the $\tilde{x}$ differs significantly.

Table 143

Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Delegates authority	1.597	2	.450 *(ns)*
Free rein style	.586	2	.746 *(ns)*

a. Kruskal Wallis Test

b. Grouping Variable: Birthplace Starta

ns- not significant

Table 143 reports values for factors 'delegates authority', $\chi_{2\,(3)} = 2.67$, $p = .45 > .05$, and 'free rein style' $\chi_{2\,(3)} = 4.39$, $p = .22 > .05$. As p value is $> .05$ for both the factors, hence fails to reject null hypothesis. It infers that there is no effect of birthplace strata on Gen Y's leadership characteristics such as delegation of authority and free rein style.

Job Engagement

Legends	Questions
Enjoys job in organisation.	I enjoy my job in my organisation.
Puts extra effort	I put extra effort to succeed in job for recognition and career advancement.
Follows nonconventional way	I enjoy to complete my professional task in a nonconventional way rather than repetitive one.
Feels productive	I feel more productive, when my boss delegates me some authorities.
Desires immediate feedback	I desire immediate feedback from my superiors.
Seeks help to know-how n know-why	To learn know-how and know-why at workplace, I seek help from my superior and colleagues.

Gen Y

In order to find out Gen Y's response to factors of job engagement, one sample t test at 5% α level was conducted.

H0: $\overline{X} = \mu$ Ha: $\overline{X} \neq \mu$

Table 144

One-Sample Test of Job Engagement: Gen Y

	Test Value = 3					
	t	df	Sig. (2-tailed)	MD	95% CI	
					LL	UL
Enjoys job in organisation.	22.880	439	.000***	.930	.85	1.01
Puts extra effort	27.361	439	.000***	1.039	.96	1.11
Follows nonconventional way	20.866	439	.000***	.934	.85	1.02
Feels productive	32.144	439	.000***	1.157	1.09	1.23
Desires immediate feedback	18.703	439	.000***	.736	.66	.81
Seeks help to know-how n know-why	33.383	439	.000***	1.136	1.07	1.20

***: $p < .001$

Table 144 and annexure 23 report values for (i) enjoys job in organisation (M = 3.93, SD = .85); t (439) = 22.88, $p < .001$, (ii) puts extra effort (M = 4.04, SD = .80); t (439) = 27.36, $p < .001$, (iii) follows nonconventional way (M = 3.93, SD = .94); t (439) = 20.87, $p < .001$, (iv) feels productive (M = 4.16, SD = .75); t (439) = 32.14, $p < .001$, (v) desires immediate feedback (M = 3.73, SD = .84); t (439) = 18.70, $p < .001$, and (vi) seeks help to know-how n know-why (M = 4.14, SD = .71); t (439) = 33.38, $p < .001$. As p value for all the factors are $< .05$, hence null hypothesis is rejected.

Taking into account descriptive values, it infers that Gen Ys enjoy their job in their organisations following non-conventional method, and put extra effort in order to succeed in job and get recognition. They seek help from their superior and colleagues to know-how and know why about their job, and feel more productive when their boss delegates some authority. Gen Ys desire immediate feedback.

On the Basis of Gender

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's response to factors of job engagement, on the basis of gender.

H_0: F (Male) $= F$ (Female) H_a: F (Male) $\neq F$ (Female)

Table 145.

Two-Sample Kolmogorov-Smirnov Z test of Job Engagement: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Enjoys job in organisation.	.035	.000	-.035	.289	1.000 *(ns)*
Puts extra effort	.150	.028	-.150	1.237	.094 *(ns)*
Follows nonconventional way	.079	.023	-.079	.651	.791 *(ns)*
Feels productive	.018	.008	-.018	.147	1.000 *(ns)*
Desires immediate feedback	.083	.029	-.083	.685	.736 *(ns)*
Seeks help to know-how n know-why	.052	.052	.000	.431	.992 *(ns)*

a. Grouping Variable: Gender
ns- not significant

Table 145 reports values for factors (i) enjoys job in organisation (D= .29, p = 1.00 > .05), (ii) puts extra effort (D= 1.24, p = .09 > .05), (iii) follows nonconventional way (D= .65, p = .79 > .05), (iv) feels productive (D= .15, p = 1.00 > .05), (v) desires immediate feedback (D= .68, p = .74 > .05), and (vi) seeks help to know-how n know-why (D= .43, p = .99 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's response to aforementioned factors of job engagement, on the basis of gender.

On the Basis of Gen Y Category

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's response to factors of job engagement, on the basis of early born/late born Gen Y category.

H_0: F (Early born) $= F$ (Late born) H_a: F (Early born) $\neq F$ (Late born)

Table 146

Two-Sample Kolmogorov-Smirnov Z test of Job Engagement: Test Statistics[a]

	Most Extreme Differences			Kolmogorov -Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Enjoys job in organisation.	.070	.000	-.070	.698	.714 *(ns)*
Puts extra effort	.033	.033	-.016	.324	1.000 *(ns)*
Follows nonconventional way	.079	.079	.000	.784	.571 *(ns)*
Feels productive	.095	.010	-.095	.950	.328 *(ns)*
Desires immediate feedback	.038	.038	-.001	.379	.999 *(ns)*
Seeks help to know-how n know-why	.104	.104	.000	1.035	.234 *(ns)*

a. Grouping Variable: Gen Y Cat
ns- not significant

Table 146 reports values for factors (i) enjoys job in organisation (D= .70, *p* = .71 > .05), (ii) puts extra effort (D= .32, *p* = 1.00 > .05), (iii) follows nonconventional way (D= .78, *p* = .57 > .05), (iv) feels productive (D= .95, *p* = .33 > .05), (v) desires immediate feedback (D= .38, *p* = 1.00 > .05), and (vi) seeks help to know-how n know-why (D= 1.03, *p* = .23> .05). As *p* value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's response to aforementioned factors of job engagement, on the basis of early born/late born Gen Y category.

On the Basis of Education Level

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's response to factors of job engagement, on the basis of education (UG/PG) level.

H_0: F (UG) $= F$ (PG) H_a: F (UG) $\neq F$ (PG)

Table 147

Two-Sample Kolmogorov-Smirnov Z test of Job Engagement: Test Statistics[a]

	Most Extreme Differences			Kolmogorov -Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Enjoys job in organisation.	.059	.059	-.009	.617	.841 *(ns)*
Puts extra effort	.044	.010	-.044	.458	.985 *(ns)*
Follows nonconventional way	.029	.015	-.029	.300	1.000 *(ns)*
Feels productive	.017	.017	.000	.182	1.000 *(ns)*
Desires immediate feedback	.018	.016	-.018	.186	1.000 *(ns)*
Seeks help to know-how n know-why	.074	.011	-.074	.777	.582 *(ns)*

a. Grouping Variable: Edn Level
ns- not significant

Table 147 reports values for factors (i) enjoys job in organisation (D= .62, p = .84 > .05), (ii) puts extra effort (D= .46, p = .98 > .05), (iii) follows nonconventional way (D= .30, p = 1.00 > .05), (iv) feels productive (D= .18, p = 1.00 > .05), (v) desires immediate feedback (D= .19, p = 1.00 > .05), and (vi) seeks help to know-how n know-why (D= .78, p = .58 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's response to aforementioned factors of job engagement, on the basis of education (UG/PG) level.

On the Basis of Level of Management

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's response to factors of job engagement, on the basis of level of management.

H0: F (Lower Mgmt) = F (Middle Mgmt)   Ha: F (Lower Mgmt) ≠ F (Middle Mgmt)

Table 148

Two-Sample Kolmogorov-Smirnov Z test of Job Engagement: Test Statistics[a]

	Most Extreme Differences			Kolmogorov -Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Enjoys job in organisation	.057	.057	-.039	.555	.917 *(ns)*
Puts extra effort	.034	.034	-.031	.330	1.000 *(ns)*
Follows nonconventional way	.063	.063	-.014	.613	.846 *(ns)*
Feels productive	.035	.010	-.035	.339	1.000 *(ns)*
Desires immediate feedback	.041	.005	-.041	.398	.997 *(ns)*
Seeks help to know-how n know-why	.064	.003	-.064	.625	.830 *(ns)*

a. Grouping Variable: Level of Management
ns- not significant

Table 148 reports values for factors (i) enjoys job in organisation (D= .56, p = .92 > .05), (ii) puts extra effort (D= .33, p = 1.00 > .05), (iii) follows nonconventional way (D= .61, p = .85 > .05), (iv) feels productive (D= .34, p = 1.00 > .05), (v) desires immediate feedback (D= .40, p = 1.00 > .05), and (vi) seeks help to know-how n know-why (D= .63, p = .83 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's response to aforementioned factors of job engagement, on the basis of level of management.

On the Basis of Sector and Industry together

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare Gen Y's response to factors of job engagement, on the basis of sector and industry together in which they work.

H₀: $\tilde{x}_{PSU\_M} = \tilde{x}_{PSU\_NM} = \tilde{x}_{PVT\_M} = \tilde{x}_{PVT\_NM}$

Hₐ: At least one of the $\tilde{x}$ differs significantly.

Table 149

Job Engagement: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Enjoys job in organisation.	5.071	3	.167 *(ns)*
Puts extra effort	41.895	3	.000***
Follows nonconventional way	3.989	3	.263 *(ns)*
Feels productive	3.805	3	.283 *(ns)*
Desires immediate feedback	13.908	3	.003**
Seeks help for know-how n know-why	4.993	3	.172 *(ns)*

a. Kruskal Wallis Test

b. Grouping Variable: Sector and Industry

Ns-not significant, **- p < .01, ***- p < .001

Table 149 reports values for factors (i) enjoys job in organisation $\chi^2_{(3)}$ = 5.07, p =.17 > .05, (ii) follows nonconventional way $\chi^2_{(3)}$ = 3.99, p =.26 > .05, (iii) feels productive $\chi^2_{(3)}$ = 3.80, p =.28 > .05, and (iv) seeks help to know-how n know-why $\chi^2_{(3)}$ = 4.99, p =.17 > .05. As p value is > .05 for all the factors, hence fails to reject null hypothesis. However, values for factors (i) puts extra effort $\chi2_{(3)}$ = 41.89, p < .001, and (ii) desires immediate feedback $\chi^2_{(3)}$ = 13.91, p < .01. As p value is < .05 for both the factors, hence null hypothesis gets rejected. Annexure 23 reports mean scores for factors (i) puts extra effort Pvt_NM = 277.82, Pvt_M = 222.56, PSU_M = 202.02 and PSU_NM = 179.60, and (ii) desires immediate feedback Pvt_M = 250.38, Pvt_NM = 230.01, PSU_NM = 202.18 and PSU_M = 199.44 in decreasing order.

It infers that there is no impact of sector and industry on Gen Y's response to factors of job engagement as they equally enjoy their job in their respective organisations following nonconventional methods. Gen Ys of all the sectors equally seek help from their superiors and colleagues to know-how and know why about their job, and feel more productive when their boss delegates some authority. However, Gen Ys of private non-manufacturing units are most likely to put extra efforts, followed by Gen Ys of private manufacturing then PSU manufacturing and lastly Gen Ys of PSU non-manufacturing. The most immediate feedback is desired by Gen Ys of private manufacturing sector, followed by Gen Y of private manufacturing then PSU non-manufacturing and lastly Gen Ys of PSU manufacturing.

On the Basis of Birthplace strata

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare Gen Y's response to factors of job engagement, on the basis of birthplace strata.

H0: x̃ Rural = x̃ Semi Urban = x̃ Urban   Ha: At least one of the x̃ differs significantly

Table 150

Job Engagement: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Enjoys job in organisation.	1.398	2	.497 *(ns)*
Puts extra effort	2.628	2	.269 *(ns)*
Follows nonconventional way	2.270	2	.321 *(ns)*
Feels productive	1.933	2	.380 *(ns)*
Desires immediate feedback	.374	2	.829 *(ns)*
Seeks help to know-how n know-why	5.075	2	.079 *(ns)*

a. Kruskal Wallis Test
b. Grouping Variable: Birthplace Starta
Ns-not significant

Table 150 reports values for factors (i) enjoys job in organisation $\chi^2_{(2)}$ = 1.40, p =.50 > .05, (ii) puts extra effort $\chi2_{(2)}$ = 2.63, p =.27 > .05, (iii) follows nonconventional way $\chi^2_{(2)}$ = 2.27, p =.32 > .05, (iv) feels productive $\chi^2_{(2)}$ = 1.93, p =.38 > .05, (v) desires immediate feedback $\chi^2_{(2)}$ = .37, p =.83 > .05, and (vi) seeks help to know-how n know-why $\chi^2_{(2)}$ = 5.07, p =.08 > .05. As p value is > .05 for all the factors, hence fails to reject null hypothesis. It infers that there is no impact of birthplace strata on Gen Y's response to factors of job engagement.

Technology adaptability

Legends	Question
Accustomed to technology	I am used to digital technology for my personal commitments.
Comfort with technology	I am comfortable to cope up with technology at workplace.
Acceptance of new tech	I am willing to accept advanced version of technical infrastructure and endeavour to learn new technology.

Gen Y

In order to find out Gen Y's characteristics related to factors of technology adaptability, one sample t test at 5% α level was conducted.

H0: X = μ   Ha: X̄ ≠ μ

Table 151

One-Sample Test

	t	df	Sig. (2-tailed)	MD	95% CI	
					LL	UL
Accustomed to technology	23.668	439	.000***	.877	.80	.95
Comfort with technology	40.522	439	.000***	1.325	1.26	1.39
Acceptance of new tech	53.888	439	.000***	1.530	1.47	1.59

Test Value = 3 (spanning header above t, df, Sig., MD, 95% CI columns)

***: *p< .001*

Table 151 and annexure 24 report values for factors (i) accustomed to technology (M = 3.88, SD = .78); t (439) = 23.69, *p* < .001, (ii) comfort with technology (M = 4.33, SD = .69); t (439) = 40.52, *p* < .001, and (iii) acceptance of new tech (M = 4.53, SD = .59); t (439) = 53.88, *p* < .001. As *p* value for all the factors are < .05, hence null hypothesis is rejected. Taking into account descriptive values, it infers that Gen Ys are adaptable to new technology on all the three criteria.

On the Basis of Gender

A Two-Sample Kolmogorov-Smirnov *Z* test at 5% α level was conducted to compare Gen Y's characteristics related to factors of technology adaptability, on the basis of gender.

H0: F (Male) = F (Female)   Ha: F (Male) ≠ F (Female)

Table 152

Two-Sample Kolmogorov-Smirnov Z test of Technology Adaptability: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Accustomed to technology	.047	.047	-.008	.388	.998 *(ns)*
Comfort with technology	.062	.062	.000	.511	.957 *(ns)*
Acceptance of new tech	.035	.035	.000	.290	1.000 *(ns)*

a. Grouping Variable: Gender

ns- not significant

Table 152 reports values for factors (i) accustomed to technology (D= .39, *p* = 1.00 > .05), (ii) comfort with technology (D= .51, *p* = .96 > .05), and (iii) acceptance of new tech (D= .29, *p* = 1.00 > .05). As *p* value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's characteristics related to factors of technology adaptability, on the basis of gender.

On the Basis of Gen Y Category

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's characteristics related to factors of technology adaptability, on the basis of early born/late born Gen Y category.

H0: F (Early born) = F (Late born)   Ha: F (Early born) ≠ F (Late born)

Table 153

Two-Sample Kolmogorov-Smirnov Z test of Technology Adaptability: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Accustomed to technology	.085	.085	.000	.851	.463 *(ns)*
Comfort with technology	.049	.049	-.009	.487	.972 *(ns)*
Acceptance of new tech	.036	.036	.000	.357	1.000 *(ns)*

a. Grouping Variable: Gen Y Cat
ns- not significant

Table 153 reports values for factors (i) accustomed to technology (D= .85, p = .46 > .05), (ii) comfort with technology (D= .49, p = .97 > .05), and (iii) acceptance of new tech (D= .36, p = 1.00 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's characteristics related to factors of technology adaptability, on the basis of early born/late born Gen Y category.

On the Basis of Education Level

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's characteristics related to factors of technology adaptability, on the basis of education (UG/PG) level.

H0: F (UG) = F (PG)   Ha: F (UG) ≠ F (PG)

Table 154

Two-Sample Kolmogorov-Smirnov Z test of Technology Adaptability: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Accustomed to technology	.033	.012	-.033	.345	1.000 *(ns)*
Comfort with technology	.018	.018	.000	.186	1.000 *(ns)*
Acceptance of new tech	.042	.003	-.042	.446	.989 *(ns)*

a. Grouping Variable: Edn Level
ns- not significant

Table 154 reports values for factors (i) accustomed to technology (D= .34, p = 1.00 > .05), (ii) comfort with technology (D= .19, p = 1.00 > .05), and (iii) acceptance

of new tech (D= .45, p = .99 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's characteristics related to factors of technology adaptability, on the basis of education (UG/PG) level.

On the Basis of Level of Management

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's characteristics related to factors of technology adaptability, on the basis of level of management.

H0: F (Lower Mgmt) = F (Middle Mgmt)   Ha: F (Lower Mgmt) ≠ F (Middle Mgmt)

Table 155
Two-Sample Kolmogorov-Smirnov Z test of Technology Adaptability: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Accustomed to technology	.064	.030	-.064	.617	.841 *(ns)*
Comfort with technology	.050	.000	-.050	.486	.972 *(ns)*
Acceptance of new tech	.129	.000	-.129	1.251	.087 *(ns)*

a. Grouping Variable: Designation
ns- not significant

Table 155 reports values for factors (i) accustomed to technology (D= .62, p = .84 > .05), (ii) comfort with technology (D= .49, p = .97 > .05), and (iii) acceptance of new tech (D= 1.25, p = .09 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's characteristics related to factors of technology adaptability, on the basis of level of management.

On the Basis of Sector and Industry together

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare Gen Y's characteristics related to factors of technology adaptability, on the basis of sector and industry together in which they work.

H0: $\tilde{x}$ PSU_M = $\tilde{x}$ PSU_NM = $\tilde{x}$ PVT_M = $\tilde{x}$ PVT_NM
Ha: At least one of the $\tilde{x}$ differs significantly.

Table 156
Technology Adaptability: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Accustomed to technology	5.080	3	.166 (ns)
Comfort with technology	11.485	3	.009**
Acceptance of new tech	4.413	3	.220 (ns)

a. Kruskal Wallis Test
b. Grouping Variable: Sector and Industry
*ns-not significant, **- p < .01,*

Table 156 reports values for factors (i) accustomed to technologyχ^2 (3) = 5.08, p =.17 > .05, and (ii) acceptance of new techχ^2 (3) = 4.41, p =.22 > .05. As p value is > .05 for both the factors, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's characteristics related to factors of technology adaptability, i.e. accustomed to technology and acceptance of new tech, across sector and industries. However, taking into account values for factor 'comfort with technology' χ^2 (3) = 11.48, p < .01 which is < .05, null hypothesis is rejected. Annexure 24 reports mean scores for PSU_M = 249.48, Pvt_NM = 223.85, PSU_NM = 205.49 and Pvt_M = 203.18 in decreasing order. It infers that Gen Ys of PSU manufacturing seems to be highly comfortable with the new technology, followed by Gen Ys of private non-manufacturing units, then by Gen Ys of PSU non-manufacturing and lastly by Gen Ys of Pvt manufacturing.

On the Basis of Birthplace strata

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare Gen Y's characteristics related to factors of technology adaptability, on the basis of birthplace strata.

H0: $\tilde{x}$ Rural = $\tilde{x}$ Semi Urban = $\tilde{x}$ Urban   Ha: At least one of the $\tilde{x}$ differs significantly

Table 157

Test Statistics^{a,b}

	Chi-Square	df	Asymp. Sig.
Accustomed to technology	1.022	2	.600 *(ns)*
Comfort with technology	2.300	2	.317 *(ns)*
Acceptance of new tech	3.560	2	.169 *(ns)*

a. Kruskal Wallis Test
b. Grouping Variable: Birthplace Starta
ns- not significant

Table 157 reports values for factors (i) accustomed to technologyχ^2 (2) = 1.02, p =.60 > .05, (ii) comfort with technology χ^2 (2) = 2.30, p = .32 > .05, and (iii) acceptance of new tech χ^2 (2) = 3.56, p =.17 > .05. As p value is > .05 for all the factors, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's characteristics related to factors of technology adaptability, on the basis of birthplace strata.

Awareness about Jobs, Job Trends, and Entrepreneurial Desire

Legends	Question
Awareness about employee welfare rules	I keep myself updated regarding rules and regulations imposed by government for welfare of employees.
Awareness about job trends	I keep myself updated regarding industrial trends and present job market.
Entrepreneurial Desire	I have a plan to start my own venture in future after gaining industry experience.

Gen Y

In order to find out Gen Y's awareness about employee welfare rules, job trends and entrepreneurial desire, one sample t test at 5% α level was conducted.

H_0: $\overline{X} = \mu$ H_a: $\overline{X} \neq \mu$

Table 158

One-Sample Test of Awareness about Jobs, Job Trends, and Entrepreneurial Desire: Gen Y

	t	df	Test Value = 3 Sig. (2-tailed)	MD	95% CI LL	UL
Awareness about employee welfare rules	17.805	439	.000***	.757	.67	.84
Awareness about job trends	22.134	439	.000***	.861	.78	.94
Entrepreneurial Desire	.779	439	.437 *(ns)*	.041	-.06	.14

***: p< .001, ns- not significant

Table 158 and annexure 24 report values for factor 'entrepreneurial desire' (M = 3.04, SD = 1.10); t (439) = .78, *p* = .44 > .05. As *p* value > .05, hence fails to reject null hypothesis. However taking into account values for factors (i) awareness about employee welfare rules (M = 3.76, SD = .89); t (439) = 17.80, *p* < .001, and (ii) awareness about job trends (M = 3.86, SD = .82); t (439) = 22.13, *p* < .001 which is < .05, null hypothesis is rejected. It infers that Gen Ys possess neutral entrepreneurial characteristics, but they are significantly aware about employee welfare rules and job trends.

On the Basis of Gender

A Two-Sample Kolmogorov-Smirnov *Z* test at 5% α level was conducted to compare Gen Y's awareness about employee welfare rules, job trends and entrepreneurial desire, on the basis of gender.

H_0: F (Male) $= F$ (Female) H_a: F (Male) $\neq F$ (Female)

Table 159

Two-Sample Kolmogorov-Smirnov Z test of Awareness about Jobs, Job Trends, and Entrepreneurial Desire: Test Statistics[a]

	Most Extreme Differences			Kolmogorov -Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Awareness about employee welfare rules	.026	.010	-.026	.217	1.000 *(ns)*
Awareness about job trends	.129	.000	-.129	1.062	.209 *(ns)*
Entrepreneurial Desire	.269	.000	-.269	2.218	.000***

a. Grouping Variable: Gender
*ns- not significant, ***: p< .001*

Table 159 reports values for factors ′awareness about employee welfare rules′ (D= .22, p = 1.00 > .05), and ′awareness about job trends′ (D= 1.06, p = .21 > .05). As p value is > .05, hence fails to reject null hypothesis. However, taking into account values for factor ' entrepreneurial desire' (D= 2.22, p < .001 which is < .05), null hypothesis is rejected. It infers that awareness about employee welfare rules and job trends is independent of the gender but entrepreneurial desires are not. To find out the direction one tailed test was carried out for factor 'entrepreneurial desire' alternative hypothesis was set as- H_1: $F_{(Male)} > F_{(Female)}$.

Table 159a.

One tailed Two-Sample Kolmogorov Smirnov Z test of Entrepreneurial Desire: Test Statistics[a]

		Male		Female		
Male	Female	Prop	Cum Prop	Prop	Cum Prop	D_{Stat}: Cum Prop (M-F)
38	7	0.107	0.107	0.083	0.083	0.023
85	9	0.239	0.346	0.107	0.190	0.155
155	27	0.435	0.781	0.321	0.512	0.269 *Dmax*
46	26	0.129	0.910	0.310	0.821	0.089
32	15	0.090	1.000	0.179	1.000	0.000
356	84	1.000		1.000		

a. Grouping Variable: Gender
$D_{Crit (.05)}$: 1.36* Sq root [(n₁+n₂)/ (n₁*n₂)] = .1645   *Where, n₁ (Male) = 356, n₂ (Female) = 84*

The directional alternative hypothesis for factor *'entrepreneurial desire'* H_1: $F_{(Male)} > F_{(Female)}$ is supported at .05 level. Since data are consistent with the latter alternative hypothesis i.e. Male > Female and computed absolute value $D_{Stat (.05)}$ = .16 is > $D_{Crit (.05)}$ = .27. It infers that the result is significant. Positive D_{max} *Value* indicates that male Gen Ys possess significantly more entrepreneurial desire than their female counterparts.

On the Basis of Gen Y Cat

A Two-Sample Kolmogorov-Smirnov *Z* test at 5% α level was conducted to compare Gen Y's awareness about employee welfare rules, job trends and entrepreneurial desire, on the basis of early born/late born Gen Y category.

H0: F (Early born) = F (Late born)   Ha: F (Early born) ≠ F (Late born)

Table 160

Two-Sample Kolmogorov-Smirnov Z test of Awareness about Jobs, Job Trends, and Entrepreneurial Desire: Test Statistics[a]

	Most Extreme Differences			Kolmogorov -Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Awareness about employee welfare rules	.039	.039	-.001	.386	.998 *(ns)*
Awareness about job trends	.056	.056	-.011	.558	.915 *(ns)*
Entrepreneurial Desire	.045	.045	-.018	.447	.988 *(ns)*

a. Grouping Variable: Gen Y Cat

ns- not significant,

Table 160 reports values for factors (i) awareness about employee welfare rules (D= .39, p = 1.00 > .05), (ii) awareness about job trends (D= .56, p = .92 > .05), and (iii) entrepreneurial desire (D= .45, p = .99 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers there is no significant difference in Gen Y's awareness about aforementioned factors, on the basis of early born/late born Gen Y category.

On the Basis of Education Level

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's awareness about employee welfare rules, job trends and entrepreneurial desire, on the basis of education (UG/ PG) level.

H0: F (UG) = F (PG)   Ha: F (UG) ≠ F (PG)

Table 161

Two-Sample Kolmogorov-Smirnov Z test of Awareness about Jobs, Job Trends, and Entrepreneurial Desire: Test Statistics[a]

	Most Extreme Differences			Kolmogorov -Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Awareness about employee welfare rules	.030	.030	-.008	.314	1.000 *(ns)*
Awareness about job trends	.052	.039	-.052	.541	.932 *(ns)*
Entrepreneurial Desire	.033	.008	-.033	.342	1.000 *(ns)*

a. Grouping Variable: Edn Level

ns- not significant

Table 161 reports values for factors (i) awareness about employee welfare rules (D= .31, p = 1.00 > .05), (ii) awareness about job trends (D= .54, p = .93 > .05), and (iii) entrepreneurial desire (D= .34, p = 1.00 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers there is no significant difference in Gen Y's awareness about aforementioned factors, on the basis of education (UG/ PG) level.

On the Basis of Level of Management

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's awareness about employee welfare rules, job trends and entrepreneurial desire, on the basis of level of management.

H_0: F (Lower Mgmt) = F (Middle Mgmt) H_a: F (Lower Mgmt) ≠ F (Middle Mgmt)

Table 162

Two-Sample Kolmogorov-Smirnov Z test of Awareness about Jobs, Job Trends, and Entrepreneurial Desire: Test Statistics[a]

	Most Extreme Differences			Kolmogorov -Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Awareness about employee welfare rules	.029	.000	-.029	.279	1.000 *(ns)*
Awareness about job trends	.004	.003	-.004	.039	1.000 *(ns)*
Entrepreneurial Desire	.016	.011	-.016	.152	1.000 *(ns)*

a. Grouping Variable: Level of Management
ns- not significant

Table 162 reports values for factors (i) awareness about employee welfare rules (D= .28, p = 1.00 > .05), (ii) awareness about job trends (D= .04, p = 1.00 > .05), and (iii) entrepreneurial desire (D= .15, p = 1.00 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers there is no significant difference in Gen Y's awareness about aforementioned factors, on the basis of level of management.

On the Basis of Sector and Industry together

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare Gen Y's awareness about employee welfare rules, job trends and entrepreneurial desire, on the basis of sector and industry together in which they work.

H_0: $\tilde{x}$ PSU_M = $\tilde{x}$ PSU_NM = $\tilde{x}$ PVT_M = $\tilde{x}$ PVT_NM
H_a: At least one of the group differs significantly.

Table 163

Awareness about Jobs, Job Trends, and Entrepreneurial Desire: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Awareness about employee welfare rules	1.395	3	.707 *(ns)*
Awareness about job trends	35.657	3	.000***
Entrepreneurial Desire	15.963	3	.001**

a. Kruskal Wallis Test
b. Grouping Variable: Sector and Industry
*ns- not significant, ***: p< .001, **: p< .01*

Table 163 reports values for factor *'awareness about employee welfare rules'* χ^2 $_{(3)}$ = 1.40, p =.71 which is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference in Gen Y's awareness about employee welfare rules across sector and industries. However, taking into account values for factor 'awareness about job trends' χ^2 $_{(3)}$ = 35.66, p < .001, and 'entrepreneurial desire' χ^2 $_{(3)}$ = 15.96, p < .01 which is < .05, hence null hypothesis gets rejected.

Annexure 24 reports mean scores for factors *'awareness about job trends'* Pvt_M = 257.53, Pvt_NM = 244.67, PSU_M = 207.74 and PSU_NM = 171.97, and *'entrepreneurial desire'* Pvt_M = 244.67, Pvt_NM = 241.75, PSU_NM = 203.93 and PSU_M = 191.65 in decreasing order. It infers that Gen Ys of private manufacturing seems to be highly aware about job trends, followed by Gen Ys of private non-manufacturing units, then by Gen Ys of PSU manufacturing and lastly by Gen Ys of PSU non-manufacturing. Gen Ys of private manufacturing seems to possess high entrepreneurial desire, followed by private non-manufacturing, then by Gen Ys of PSU non-manufacturing and lastly by Gen Ys of PSU of manufacturing.

On the Basis of Birthplace Strata

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare Gen Y's awareness about employee welfare rules, job trends and entrepreneurial desire, on the basis of birthplace strata.

H0: x̃ Rural = x̃ Semi Urban = x̃ Urban   Ha: At least one of the x̃ differs significantly

Table 164

Awareness about Jobs, Job Trends, and Entrepreneurial Desire: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Aware about job	.472	2	.790 *(ns)*
Awareness about job trends	1.196	2	.550 *(ns)*
Entrepreneurial Desire	1.469	2	.480 *(ns)*

a. Kruskal Wallis Test
b. Grouping Variable: Birthplaces Starta
ns- not significant

Table 164 reports values for factor *'awareness about employee welfare rules'* $\chi^2_{(2)}$ = .47, *p* =.79 > .05, *'awareness about job trends'* $\chi^2_{(2)}$ = 1.20, *p* =.55 > .05 and *'entrepreneurial desire'* $\chi^2_{(2)}$ = 1.47, *p* =.48 > .05. As *p* value is > .05, hence fails to reject null hypothesis. It infers that there is no significant difference in aforementioned factors, on the basis of Gen Y's birthplace strata.

Perception and Behaviour of Gen Y about Organisation, Bosses' Authority and Trend Follower

Legends	Questions
Compliant organisation	My organisation follows strict adherence to set down rules and regulations.
Acceptance of bosses' authority	I hesitate to question my boss even if there is a deviation from standard operating procedure
Trend follower	I complete my job as per organisational trends or followed by most of the seniors.

Gen Y

In order to find out Gen Y's perception about compliant organisation, acceptance of authority and trend follower characteristics, one sample t test at 5% α level was conducted.

H_0: $\bar{X} = \mu$ $\qquad\qquad$ H_a: $\bar{X} \neq \mu$

Table 165

One-Sample Test of Perception and Behaviour of Gen Y about Organisation, Bosses' Authority and Trend Follower: Gen Y

| | Test Value = 3 | | | | 95% CI | |
	t	df	Sig. (2-tailed)	MD	LL	UL
Compliant organisation	21.528	439	.000***	.857	.78	.94
Acceptance of bosses' authority	-5.149	439	.000***	-.270	-.37	-.17
Trend follower	20.935	439	.000***	.859	.78	.94

ns- not significant

Table 165 and annexure 24 report values for factor *'compliant organisation'* (M = 3.86, SD = .84); t (439) = 21.53, *p* < .001, *'acceptance of bosses' authority'* (M = 2.73, SD = 1.10); t (439) = -5.15, *p* < .001 and *'trend follower'* (M = 3.86, SD =.86); t (439) = 20.94, *p* < .001. As *p* value < .05, hence null hypothesis gets rejected. It infers that Gen Ys significantly perceive that their organisations strictly adhere to set down rules and regulations and they complete their jobs following organisational trends. However, they do not hesitate to question their bosses in case deviation from standard operating procedure.

On the Basis of Gender

A Two-Sample Kolmogorov-Smirnov *Z* test at 5% α level was conducted to compare Gen Y's perception about compliant organisation, acceptance of authority and trend follower characteristics, on the basis of gender.

H_0: $F_{(Male)} = F_{(Female)}$ $\qquad\qquad$ H_a: $F_{(Male)} \neq F_{(Female)}$

Table 166

Two-Sample Kolmogorov-Smirnov Z test of Perception and Behaviour of Gen Y about Organisation, Bosses' Authority and Trend Follower: Test Statistics[a]

| | Most Extreme Differences | | | Kolmogorov- Smirnov Z | Asymp. Sig. (2-tailed) |
	Absolute	Positive	Negative		
Compliant organisation	.040	.014	-.040	.329	1.000 *(ns)*
Acceptance of bosses' authority	.035	.003	-.035	.285	1.000 *(ns)*
Trend follower	.051	.051	-.007	.417	.995 *(ns)*

a. Grouping Variable: Gender
ns- not significant

Table 166 reports values for factors-*'compliant organisation'* (D= .33, $p = 1.00 > .05$),-*'acceptance of bosses' authority'* (D= .29, $p = 1.00 > .05$) and *'trend follower'* (D= .42, $p = 1.00 > .05$). As p value is > .05, hence fails to reject null hypothesis. It infers there is no significant difference in aforementioned factors on the basis of gender.

On the Basis of Gen Y Category

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's perception about compliant organisation, acceptance of authority and trend follower characteristics, on the basis of early born/late born Gen Y category.

H_0: F (Early born) = F (Late born) $\qquad\qquad$ H_a: F (Early born) ≠ F (Late born)

Table 167

Two-Sample Kolmogorov-Smirnov Z test: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Compliant organisation	.026	.026	.000	.261	1.000 *(ns)*
Acceptance of bosses' authority	.037	.037	-.020	.370	.999 *(ns)*
Trend follower	.048	.000	-.048	.479	.976 *(ns)*

a. Grouping Variable: Gen Y Cat
ns- not significant

Table 167 reports values for factors-*'compliant organisation'* (D= .26, $p = 1.00 > .05$),-*'acceptance of bosses' authority'* (D= .37, $p = 1.00 > .05$) and *'trend follower'* (D= .48, $p = .98 > .05$). As p value is > .05, hence fails to reject null hypothesis. It infers there is no significant difference in aforementioned factors on the basis of early born/ late born Gen Y category.

On the Basis of Education Level

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's perception about compliant organisation, acceptance of authority and trend follower characteristics, on the basis of education (UG/ PG) level.

H_0: F (UG) = F (PG) $\qquad\qquad$ H_a: F (UG) ≠ F (PG)

Table 168

Two-Sample Kolmogorov-Smirnov Z test of Perception and Behaviour of Gen Y about Organisation, Bosses' Authority and Trend Follower: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Compliant organisation	.071	.071	.000	.740	.643 *(ns)*
Acceptance of bosses' authority	.074	.074	.000	.780	.577 *(ns)*
Trend follower	.026	.026	-.025	.270	1.000 *(ns)*

a. Grouping Variable: Edn Level
ns- not significant

Table 168 reports values for factors-*'compliant organisation'* (D= .74, p = .64 > .05),-*'acceptance of bosses' authority'* (D= .78, p =.58 > .05) and *'trend follower'* (D= .27, p = 1.00 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers there is no significant difference in aforementioned factors on the basis of level (UG/ PG) of education.

On the Basis of Level of Management

A Two-Sample Kolmogorov-Smirnov Z test at 5% α level was conducted to compare Gen Y's perception about compliant organisation, acceptance of authority and trend follower characteristics, on the basis of level of management.

H_0: F (Lower Mgmt) = F (Middle Mgmt) H_a: F (Lower Mgmt) ≠ F (Middle Mgmt)

Table 169

Two-Sample Kolmogorov-Smirnov Z test of Perception and Behaviour of Gen Y about Organisation, Bosses' Authority and Trend Follower: Test Statistics[a]

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
Compliant organisation	.043	.043	-.013	.416	.995 *(ns)*
Acceptance of bosses' authority	.089	.053	-.089	.865	.443 *(ns)*
Trend follower	.081	.000	-.081	.784	.570 *(ns)*

 a. Grouping Variable: Designation
ns- not significant

Table 169 reports values for factors *'compliant organisation'* (D= .42, p = 1.00 > .05), *'acceptance of bosses' authority'* (D= .87, p =.44 > .05) and *'trend follower'* (D= .78, p = .57 > .05). As p value is > .05, hence fails to reject null hypothesis. It infers there is no significant difference in aforementioned factors on the basis of level of management.

On the Basis of Sector and Industry together

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare Gen Y's perception about compliant organisation, acceptance of authority and trend follower characteristics, on the basis of sector and industry together in which they work.

H_0: $\tilde{x}_{PSU\_M} = \tilde{x}_{PSU\_NM} = \tilde{x}_{PVT\_M} = \tilde{x}_{PVT\_NM}$
H_a: At least one of the group differs significantly.

Table 170

Perception and Behaviour of Gen Y about Organisation, Bosses' Authority and Trend Follower: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Compliant organisation	35.535	3	.000***
Acceptance of bosses' authority	4.748	3	.191 *(ns)*
Trend follower	1.501	3	.682 *(ns)*

 a. Kruskal Wallis Test

 b. Grouping Variable: Ownership and Industry

***- p < .001, ns- not significant

Table 170 reports values for factors *'acceptance of bosses' authority'* $\chi^2_{(3)}$ = 4.75, p =.19 > .05 and *'trend follower'* $\chi^2_{(3)}$ = 1.50, p =.68 > .05. As p value is > .05, hence fails to reject null hypothesis. It infers that Gen Ys across sector and industry possess similar characteristics to complete their jobs following organisational trends, and question their bosses in case deviation from standard operating procedure.

However, taking into account values for factor *'compliant organisation'* $\chi^2_{(3)}$ = 35.54, p < .001which is < .05, hence null hypothesis gets rejected. It infers that they significantly differ in their perception that they compliant organisation is a compliant organisation. Annexure 24 reports mean scores for factors *'compliant organisation'* Pvt_NM = 267.31, Pvt_M = 227.99, PSU_NM = 213.56 and PSU_M = 173.14 in decreasing order. Taking into account mean score it seems that Gen Ys of private non-manufacturing units perceive that they are working in compliant organisation, followed by Gen Ys of private non-manufacturing units, then by Gen Ys of PSU non-manufacturing and lastly by Gen Ys of PSU manufacturing.

On the Basis of Birthplace Strata

K Independent samples Kruskal-Wallis H test at 5% α level was conducted to compare Gen Y's perception about compliant organisation, acceptance of authority and trend follower characteristics, on the basis of birthplace strata.

H0: $\tilde{x}$ Rural = $\tilde{x}$ Semi Urban = $\tilde{x}$ Urban   Ha: At least one of the $\tilde{x}$ differs significantly

Table 171

Perception and Behaviour of Gen Y about Organisation, Bosses' Authority and Trend Follower: Test Statistics[a,b]

	Chi-Square	df	Asymp. Sig.
Compliant organisation	.790	2	.674 *(ns)*
Acceptance of bosses' authority	.054	2	.973 *(ns)*
Trend follower	1.657	2	.437 *(ns)*

 a. Kruskal Wallis Test

 b. Grouping Variable: Birthplace Starta

ns- not significant

Table 171 reports values for factors *'compliant organisation'* $\chi^2_{(2)}$ = .79, p =.67 > .05, *'acceptance of bosses' authority'* $\chi^2_{(2)}$ = .05, p =.97 > .05 and *'trend follower'* $\chi^2_{(2)}$ = 1.66, p =.44 > .05. As p value is > .05, hence fails to reject null hypothesis. It infers that birthplace strata does not affect Gen Y's perception about organisation as compliant organisation, and their behaviour of acceptance of authority and as a trend follower.

Job Hopping Characteristics

Gen Y

In order to find out job hopping characteristics of Gen Y, one sample t test at 5% α level was conducted.

H$_0$: $\bar{X}$ = μ   H$_a$: $\bar{X}$ ≠ μ   *Where, $\bar{X}$ is Hypothesised/ Population mean =0 (No job change)*

Table 172
One-Sample Test of Job Hopping Characteristics: Gen Y

	t	df	Test Value = 0 Sig. (2-tailed)	MD	95% CI LL	UL
No. of Jobs Changed During Professional Career	20.122	439	.000***	1.486	1.34	1.63

***- $p < .001$

Table 172 and annexure 25 report values for job hopping (M = 1.49, S.D. = 1.54); t (439) = 20.12, $p < .001$ which is < .05, hence null hypothesis gets rejected. It infers that Indian Gen Ys do possess job hopping characteristics.

On the Basis of Years of Experience

In order to find out correlation between Gen Y's years of experience and no. of jobs changed during professional career, Pearson r (correlation) was applied.

H$_0$: ρ = 0   Ha: ρ ≠ 0

Table 173

Correlations of experience and no. of jobs changed: Gen Y

		Total Experience	No. of Job Changed During Professional Career
Total Experience	Pearson Correlation	1	.372**
	Sig. (2-tailed)		.000
	N	440	440
No. of Job Changed During Professional Career	Pearson Correlation	.372	1
	Sig. (2-tailed)	.000***	
	N	440	440

***- $p < .001$

A Pearson's correlation was conducted to determine the relationship between Gen Y's (n = 440) years of experience and no. of jobs they changed during their professional career. Table 173 and annexure 25 report values for 'total experience' (M= 1.94, SD = .80) and 'no. of jobs changed during professional career' (M = 1.49, SD = 1.55), r = .37, p < .001. As p value is < .05, hence null hypothesis gets rejected. It infers that there was a positive correlation of .37 between years of experience and no. of jobs changed. It explains that there is strong correlation of 37%.

Gender

An independent-samples t-test at 5% α level was conducted to compare job hopping characteristics of Gen Ys, on the basis of gender.

H0: μ Male = μ Female   Ha: μ Mal e≠ μFemale

Table 174
Independent Samples Test of no. of jobs changed: Gender

		No. of Job Changed During Professional Career Equal variances	
		assumed	not assumed
Levene's Test for Equality of Variances	F	17.384	
	Sig.	.000***	
t-test for Equality of Means	t	3.968	4.959
	df	438	175.431
	Sig. (2-tailed)	.000	.000***
	MD	.734	.734
	SE Diff	.185	.148
95% CI	LL	.370	.442
	UL	1.097	1.025

*** *p < .001*

Table 174 reports values for 'Levene's Test for Equality of Variances' < .001 which is < .05. Therefore, equality of variances does not exist. Table 174 and annexure 25 report values for male (M=1.63, SD=0.08) and female (M=0.89, SD=0.12); t (175.43) = 4.96, p < .001 which is < .05, hence null hypothesis gets rejected. Taking into account descriptive values, it infers that male Gen Ys possess higher job hopping characteristics than female ones.

On the Basis of Education Level

An independent-samples t-test at 5% α level was conducted to compare job hopping characteristics of Gen Ys, on the basis of education (UG/ PG) level.

H0: μ UG = μ PG   Ha: μ UG ≠ μ PG

Table 175

Independent Samples Test of no. of jobs changed: Level of Education

| | | | No. of Job Changed During Professional Career Equal variances | |
			assumed	not assumed
Levene's Test for Equality of Variances	F		1.528	
	Sig.		.217	
t-test for Equality of Means	t		-.920	-.921
	df		438	436.382
	Sig. (2-tailed)		.358 *(ns)*	.357
	MD		-.136	-.136
	SE Diff		.148	.148
	95% CI	LL	-.426	-.426
		UL	.155	.154

ns- not significant

Table 175 reports values for Levene's Test for Equality of Variances = .22, which is > .05, Thus, there is equality of variances. Thus, there exists an equality of variances. Table 175 and annexure 25 report values for UG (M=1.42, SD = 1.62) and PG (M = 1.56, SD = 1.47); t (438) = -.92, *p* =.36 which is > .05, hence fails to reject null hypothesis. It infers that level of education does not affect job hopping characteristics of Gen Ys.

On The Basis of Level of Management

An independent-samples t-test at 5% α level was conducted to compare job hopping characteristics of Gen Ys, on the basis of level of management.

H0: μ Lower Management = μ Middle Management   Ha: μ Lower Management ≠ μ Middle Management

Table 176

Independent Samples Test of no. of jobs changed: Level of Management

| | | | No. of Job Changed During Professional Career Equal variances | |
			assumed	not assumed
Levene's Test for Equality of Variances	F		14.913	
	Sig.		.000	
t-test for Equality of Means	t		-6.847	-6.161
	df		438	206.468
	Sig. (2-tailed)		.000	.000***
	MD		-1.041	-1.041
	SE Diff		.152	.169
	95% CI	LL	-1.340	-1.375
		UL	-.742	-.708

***- 0 < .001

Table 176 reports values for 'Levene's Test for Equality of Variances' < .001 which is < .05. Therefore, equality of variances does not exist. Table 176 and annexure 25 report values for lower management (M=1.16, SD =1.33) and middle management (M = 2.21, SD = 1.76); t (206.47) = -6.16, p < .001 which is < .05, hence null hypothesis gets rejected. Taking into account descriptive values, it infers that middle management Gen Ys possess higher job hopping characteristics than their lower management counterparts.

On the Basis of Sector and Industry together

A one-way ANOVA between subjects was conducted to compare job hopping characteristics of Gen Ys, on the basis of sector and industry together they work for.

H$_0$: μ $_{PSU\_M}$ = μ $_{PSU\_NM}$ = μ $_{Pvt\_M}$ = μ $_{Pvt\_NM}$

Ha: at least one of the group differs significantly.

Table 177

Test of Homogeneity of Variances of no. of jobs changed: Sec & Ind.

Levene Statistic	df1	df2	Sig.
11.821	3	436	.000***

Table 177 reports values for 'Levene's Test for Homogeneity of Variances' < .001 which is < .05.   Therefore, equality of variances does not exist.

Table 178
Oneway ANOVA of no. of jobs changed: Sec & Ind.

	SS	df	MS	F	Sig.
Between Groups	185.173	3	61.724	30.978	.000***
Within Groups	868.745	436	1.993		
Total	1053.918	439			

***- 0 < .001

Table 178 reports values F (3, 436) = 30.98, p < .001 which is < .05, hence null hypothesis is rejected. It infers that at least one of the group differs significantly. Games-Howell post hoc test *(refer annexure 25)* reveals that there was a significant difference between (i) PSU_M (M =.75, SD = 1.22) and Pvt_M (M = 2.32, SD = 1.75), p < .001, (ii) PSU_M (M =.75, SD = 1.22) and Pvt_NM (M = 1.91, SD = 1.55), p < .001 (iii) PSU_NM (M =.97, SD = 1.04) and Pvt_M (M = 2.32, SD = 1.75), p < .001, and (iv) PSU_NM (M =.97, SD = 1.04) and Pvt_NM (M = 1.91, SD = 1.55), p < .001. It infers that there was a significant difference in Gen Y's job hopping between PSUs and private sector. On the basis of homogeneous subsets, PSUs (α = .63) and Pvt Sectors

(α = .13) emerged as different groups. Taking into account descriptive values, it infers that private sector Gen Ys are significantly high job hoppers.

On the Basis of Birthplace Strata

A one-way ANOVA between subjects was conducted to compare job hopping characteristics of Gen Ys on the basis of birthplace strata.

H_0: μ_{Rural} = $\mu_{Semi\ urban}$ = μ_{Urban}

H_a: At least one of the μ significantly varies

Table 179

Test of Homogeneity of Variances of no. of jobs changed: Birthplace

Levene Statistic	df1	df2	Sig.
1.243	2	437	.290 *(ns)*

Ns- not significant

Table 179 reports 'Levene's Test for Homogeneity of Variances *p* = .29 > .05 which is > .05, hence there is a homogeneity of variances.

Table 180

Oneway ANOVA of no. of jobs changed: Birthplace

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.767	2	5.384	2.255	.106 *(ns)*
Within Groups	1043.151	437	2.387		
Total	1053.918	439			

Ns- not significant

Table 180 reports values as F (2, 437) = 2.26, *p* = .11 which is > .05, hence fails to reject null hypothesis. It infers that there was no significant difference among all three groups in job hopping. Meaning that Gen Ys from various birthplace strata i.e. rural, semi-urban and urban do not differ in job hopping characteristics.

Gen Y possess a high job hopping characteristics, irrespective of their education and birthplace strata. Further there exists a positive correlation (r = 0.37) between years of experience and no. of jobs changed. However, it is not equally applicable to all categories. Male Gen Ys have a higher job hopping characteristics. Similarly, Gen Ys of Pvt Sector have a higher job hopping characteristics than PSU ones irrespective of industry they belong to.

Financial Analysis of Sample Organisations

To expound various parameters of organisational sustainability, financial analysis of sampled organisations was carried out. A consolidated and sector wise descriptive financial analysis in terms of growth in sales, profit after tax (PAT), reserves and earnings per share (EPS) was descriptive in nature. Average financial performance of all the sampled organisations was considered on consolidated and sectoral basis. Year 2016 was considered as base year for year-on-year (YoY) financial analysis thus all the figures for the year 2016 were considered as 0 (refer annexure 28). Table 181 shows average percentage growth of all sampled organisations on YoY basis.

Table 181

Sales, PAT, Reserves & EPS Growth (%): YOY (Consolidated)

	Base Year: 2016	2017	2018	2019
Sales	-	11.55	19.81	21.6
PAT	-	-17.54	-27.91	32.21
Reserve	-	13.54	10.72	6.68
EPS	-	5	8	-16

Note: 2016 Base Year Considered as 0
Source: Adapted from Capitaline Plus

Sales Growth Rate: Consolidated

Figure 10 represents a combined sales growth (%) year over year for all the sampled organisations. There was an increase of 11.55% in FY 2016-17, 19.81 % and for the FY 2017-18 and 21.6% for the FY 2018-19. The figure affirms that India Inc. was playing well at this front.
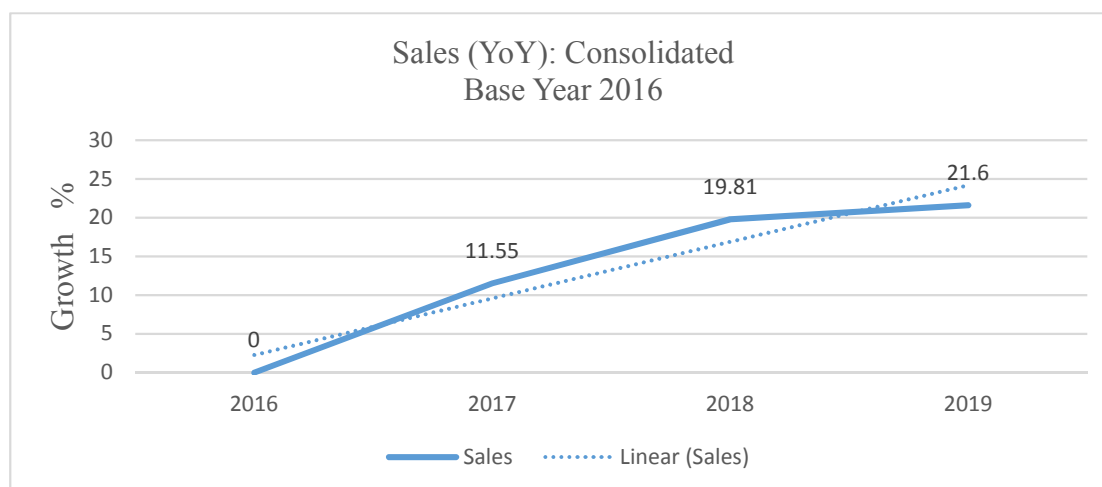
Fig. 10: Growth (%) in Sales (YoY).

PAT Growth Rate: Consolidated

Figure 11 shows PAT growth rate on year on year basis. PAT declined and reached to -17.54% for the FY 2016-17 on comparison to the base year 2015-16, and -27.91 for the year 2017-18, however there was a gain of 32.1% for the year 2018-19. Despite a gain in PAT growth rate, actual gain was less in comparison to base year. The figure reveals that India Inc. is facing ups and downs in of PAT growth.
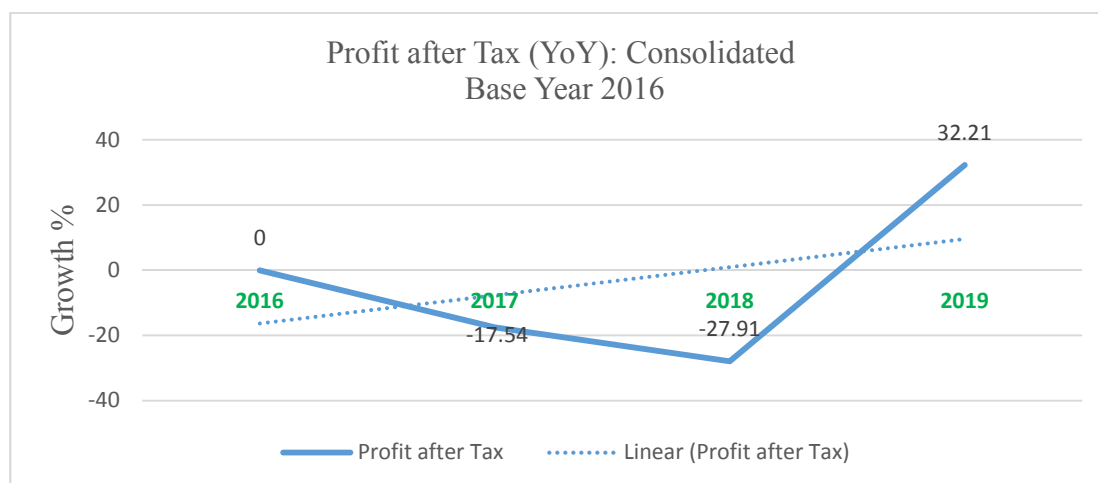
Fig. 11: PAT Growth (%) YoY

Reserves Growth Rate: Consolidated

Figure 12 shows growth percent in reserve on the year over year basis. There was an increase of 13.54% in reserves for FY 2016-17 but organisations faced a decline in reserves in subsequent years. Such growth in reserves was declined to 10.72 % increase for FY 2017-18 and 6.68 % for FY 2018-19. It is inferred that Indian organisations are not able to increase their reserves continuously in a progressive manner. Although there is a positive growth but it is sinking YoY.
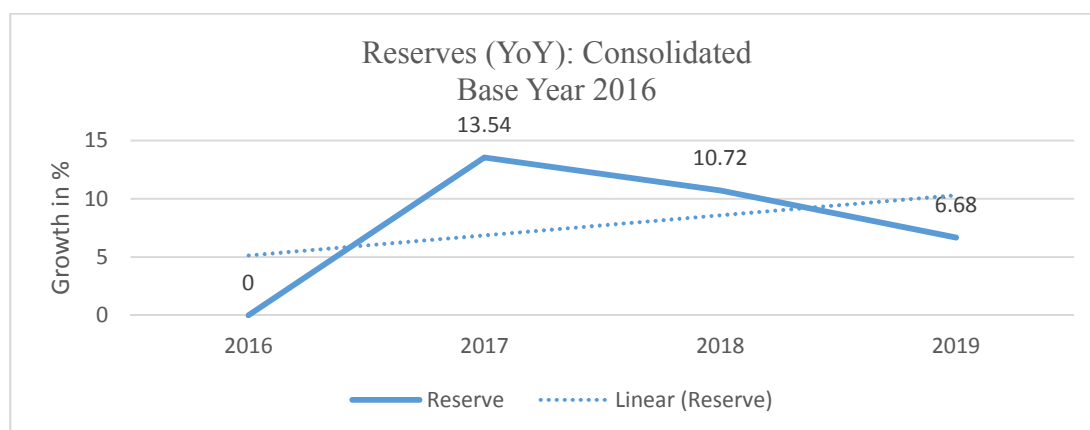
Fig. 12: Growth in Reserves (%) YoY

EPS Growth Rate: Consolidated

Figure 13 represents EPS growth rate of all the sampled organisations. Although shareholders received marginal growth of 5% and 8% for two consecutive years but faced a substantial decline, which reached to -16% for the third year. Thus, it is inferred that there Indian organisations are not able to manage a constant growth for its shareholders.
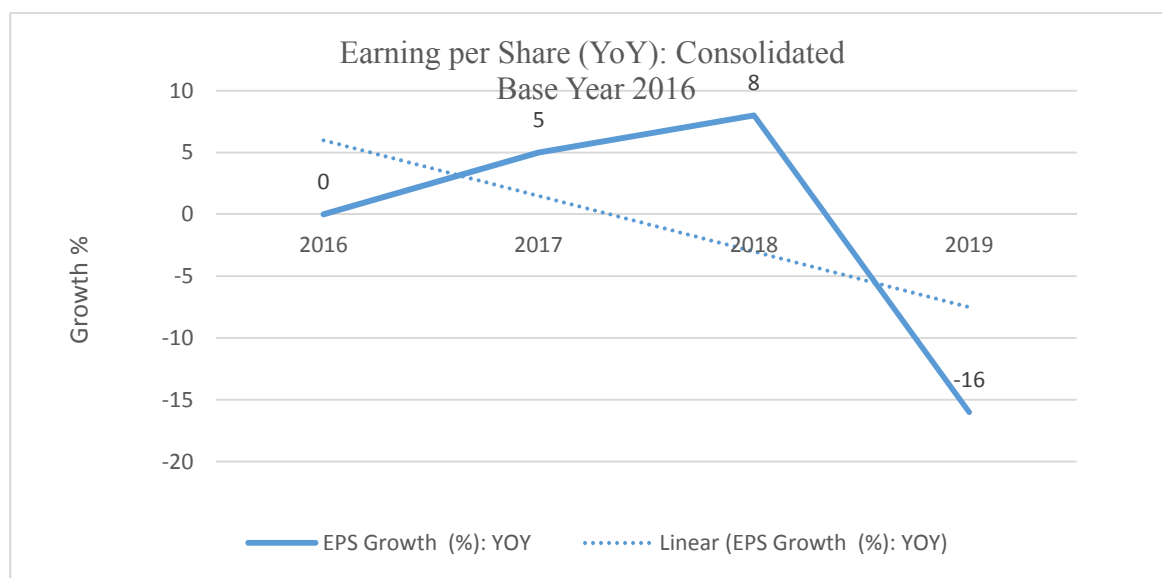
Fig. 13: Earnings per Share (YoY)

Sales Growth Rate: Sector wise

Table 182 and figure 14 show sector wise sales growth YoY. There was a positive growth in sales across sectors. Performance of Pvt-NMfg industry was higher across the sectors as it was increased 25.88 % for FY 2016-17, 35.07% for FY 2017-18 and 34.73 % for the year 2018-19. PSU-Mfg registered nil growth for the year 2016-17 but it could achieve 16.28% for FY 2017-18 and 18.39 % for FY 2018-19. Further, sales growth of PSU-Mfg was higher than PSU-NMfg and Pvt-Mfg industry. PSU-NMfg registered 4.37% for FY 2016-17, 11.23 for FY 2017-18 and 14.4% for FY 2018-18, and lastly Pvt-Mfg industry registered just 0.5% growth for FY 2016-17, 3.11 for FY 2017-18 and 6.8% for FY 2018-19.

Table 182
Sector Wise Sales Growth (%)

	Base Year: 2016	Mar-17	Mar-18	Mar-19
PSU_MFG	0	0	16.28	18.39
PSU_NM	0	4.37	11.23	14.4
Pvt_MFG	0	0.55	3.11	6.84
Pvt_NM	0	25.88	35.07	34.73
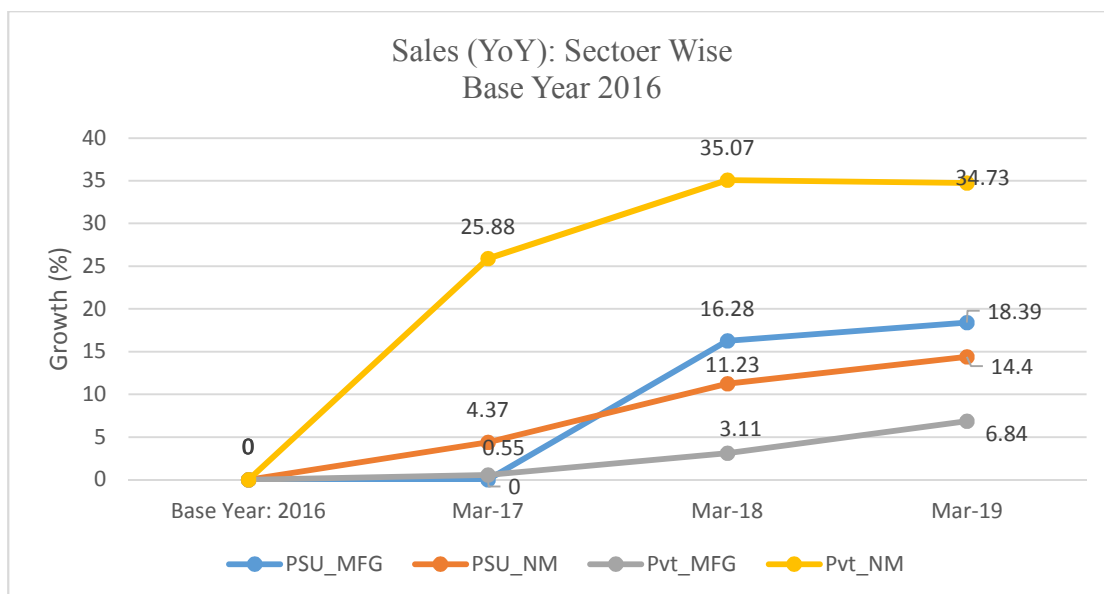
Fig. 14: Sector Wise Sales Growth (%)

PAT Growth Rate: Sector wise

Table 183 and figure 15 show sector wise PAT growth percent on the year over year basis. Only Pvt-NMfg industries could manage to achieve consistent growth (18% for FY 2016-17, 65.23% for 2017-18 and 97.55% for FY 2018-19). Though PSU manufacturing gained a substantial growth initially (91.44 % for FY 2016-17) but could not maintain in following years (25.52 % for FY 2017-18) and ultimately faced a negative growth (-7.74% for FY 2018-19). Similarly private manufacturing industry faced ups and downs (-.17% for FY 2016-17, 1.63% for FY 2017-18 and -14.71% for FY 2018-19) . PSU-NMfg industry confronted a massive fall in PAT for consecutive years (-119.86% for FY 2016-17, -194.88% for FY 2017-18 and -7.81% for FY 2018-19), however managed to control such downfall in following year.

Table 183

Sector wise PAT Growth (%) YOY

2016: Base Year				
	Mar-16	Mar-17	Mar-18	Mar-19
PSU_MFG	0	91.44	25.52	-7.74
PSU_NM	0	-119.86	-194.88	-7.81
Pvt_MFG	0	-0.17	14.63	-14.71
Pvt_NM	0	18	65.23	97.5
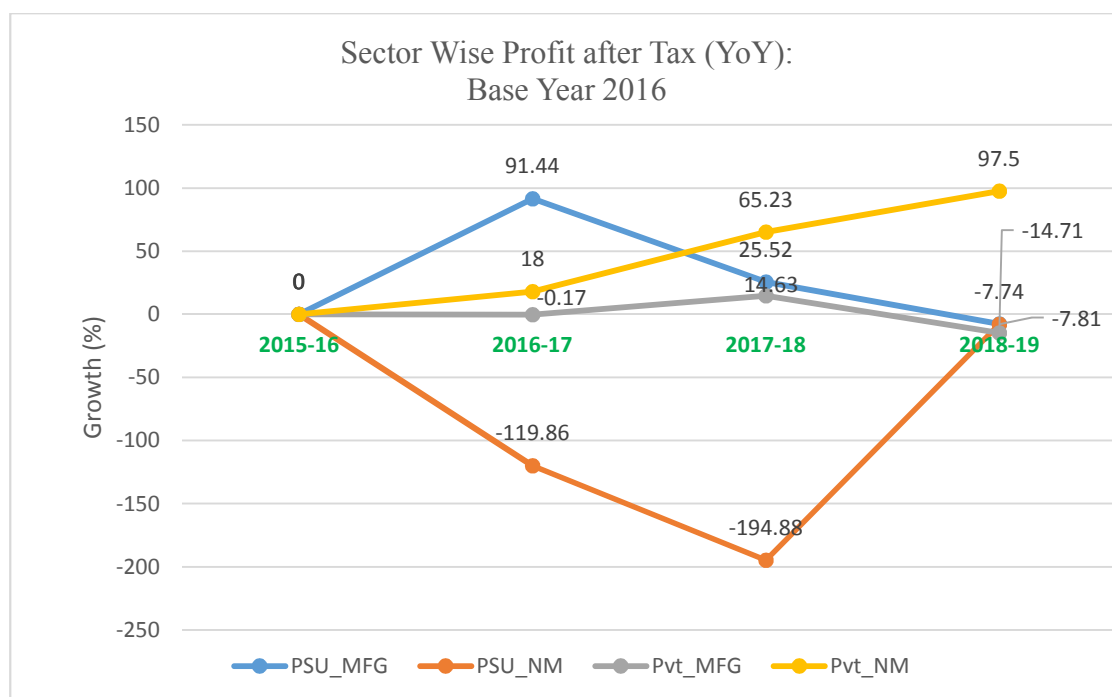
Fig. 15: Sector Wise PAT Growth (%)

Reserves Growth Rate: Sector wise

Table 184 and figure 16 show sector wise year over year reserves growth rate. Though the reserves growth rate is positive in PSU-Mfg industries i.e. 15.71 % for FY 2016-17, 11.52% for FY 2017-18 and 3.8% for FY but there is a gradual decline in consecutive years. The decline in positive growth of reserves (11.21 % for FY 2016-17 and 3.47% for FY 2017-18) crossed zero mark (-2.2% in FY 2018-19) in consecutive years and resulted as a negative growth in PSU-NMfg industries. Pvt-Mfg industries are facing a fluctuation in its growth of reserves as it records 12.21% growth for FY 2016-17, 15.89% for FY 2017-18 and 6.27% for FY 2018-19, and Pvt-NMfg industries records a stagnation in reserves (15.21% growth in for FY 2016-17, 13.87% for FY 2017-17 and 14.74% for FY 2018-19.

Table 184

Sector wise Reserves Growth (%): YOY

	Mar-16	Mar-17	Mar-18	Mar-19
PSU_MFG	0	15.71	11.52	3.8
PSU_NM	0	11.21	3.47	-2.2
Pvt_MFG	0	12.24	15.89	6.27
Pvt_NM	0	15.21	13.78	14.74
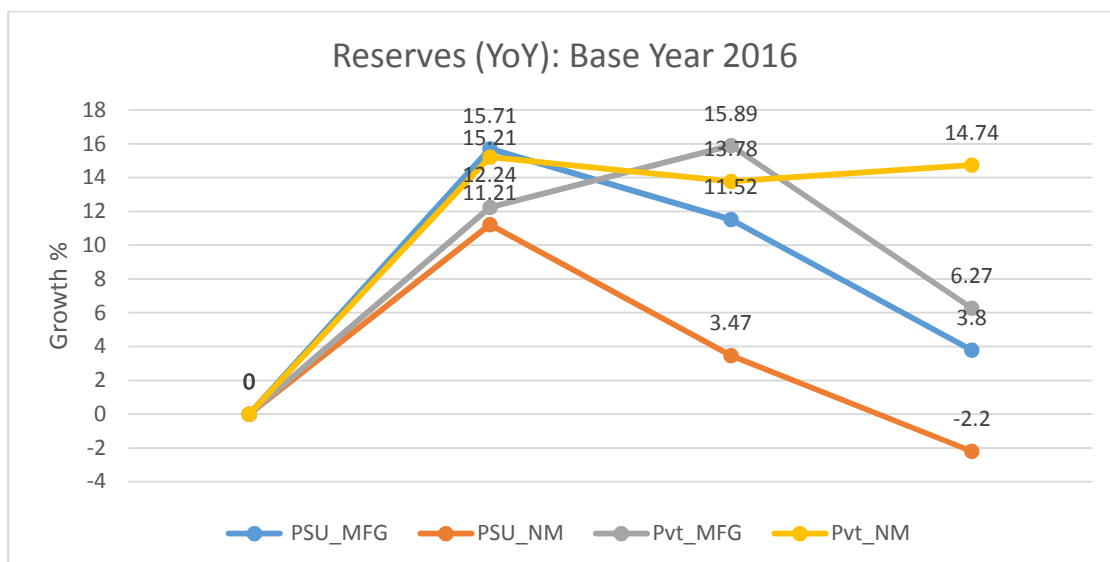
Fig. 16: Sector Wise Reserves Growth (%)

EPS Growth Rate: Sector wise

Table 185 and figure 17 represent year over year EPS growth rate. Only manufacturing industries of private sector maintained a marginal growth (3% for FY 2016-17 and 2017-18, and 14% for FY 2018-19) in earning per share. After marginal growth 22% for FY 2016-17 and 6% for 2017-18) in earnings per share PSU-Mfg industries confronted a huge decline and reached upto -83% for FY 2018-19. Lastly, Pvt-NMfg industries also faced a decline and reached upto -20% in FY 2018-19 after gaining a marginal growth of 6% for FY 2016-17 and 15% for FY 2017-18.

Table 185
Sector wise EPS Growth (%): YoY

	2016	2017	2018	2019
PSU_MFG	0	22	6	-8
PSU_NM	0	0	9	-83
Pvt_MFG	0	3	3	14
Pvt_NM	0	6	15	-20
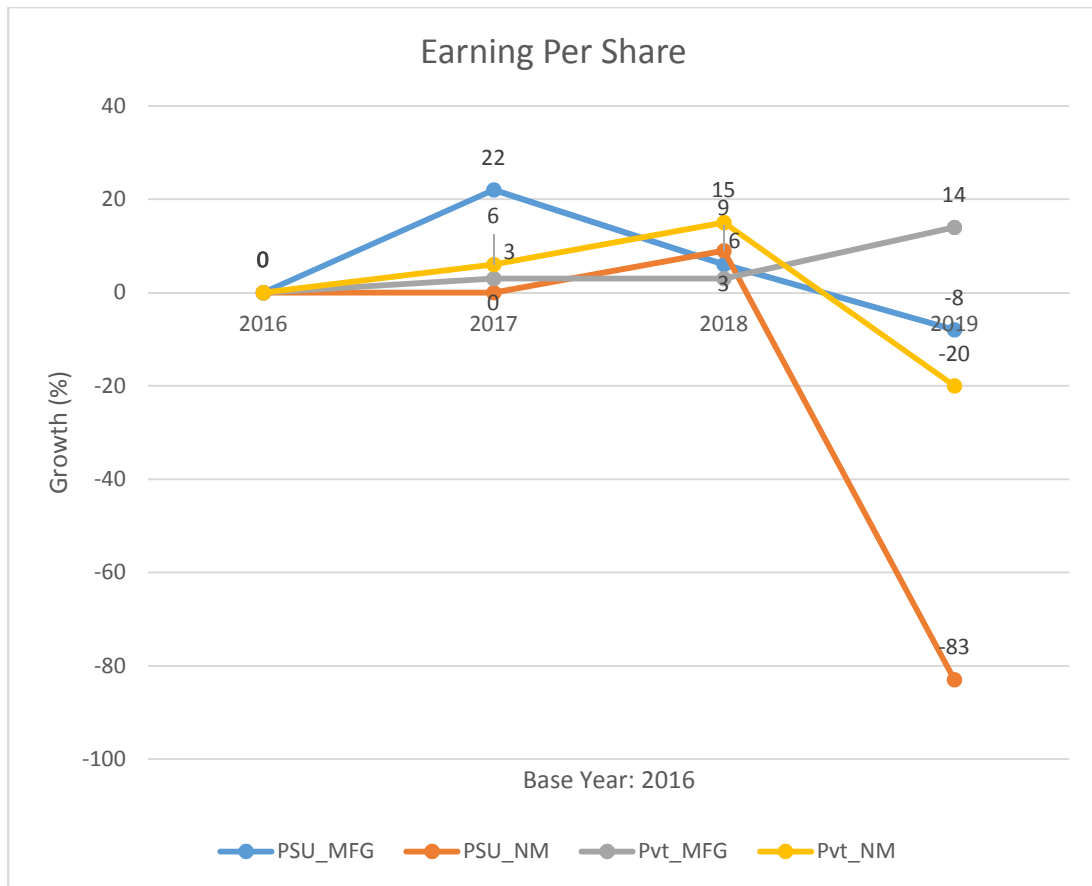
Fig. 17: Sector Wise EPS Growth (%)

CHAPTER 5- FINDINGS AND DISCUSSION

CHAPTER 5- FINDINGS AND DISCUSSION

Biographical representation of Gen Y Respondents

Female representation at middle and lower management is $1/5^{th}$ of their male counterparts. Female at management category are more in PSUs than in Private sector. Their representation is more in non-manufacturing units than the manufacturing units. However, there is no significant difference in number of subordinates working under male or female Gen Y. The number of subordinates working under early born Gen Y are significantly higher than no.of subordinates working under late born Gen Ys.

Personal and Professional Characteristics Found in Gen Y

Factors considered While Opting for First Job

Gen Ys are found to be significantly influenced by 'work condition' and not by 'work comfort' while opting for the first job. Work condition consists of good pay and perks, hierarchical position, nature of the job, and the image of the organisation for which they are going to work. Though, Gen Ys are significantly influenced by opportunity for personal development and family needs, but opportunity for personal development is found more influencing than family needs. These findings are consistent with previous research findings and studies (Robert Half International, 2009; McGinnis, 2011; Global Workplace Innovation, 2010). Gen Y is indifferent to the factors related to work comfort (i.e. less responsibilities in the job, nearness to hometown and work-life balance) while opting for their first job. This finding is against common belief and findings of the previous studies (Karefalk et al., 2007; Brown et al., 2009; Carlson Study, 2009 & Global Workplace Innovation, 2010) that Gen Y look for work comfort in job.

'Work condition' and 'opportunity for personal development' significantly influence female Gen Y more than their male counterparts while opting for the first job. However, family needs significantly influenced male Gen Y more than their female counterparts. Factor 'family needs' influenced rural Gen Ys the most, followed by semi urban then lastly urban ones while opting for the first job. Conversely, 'work condition' influenced urban Gen Ys the most, followed by semi urban and lastly rural ones. Moreover, the difference between urban and rural is significant. However, there could not be found any difference based on other biographical categories viz., Year of their birth (early born/ late born Gen Y), Education level and Level of management.

Factors influencing choice of profession

It is found that factors viz., interest in current profession, salary and fringe benefits, qualification match, and employment opportunity in the profession significantly influenced Gen Ys while opting their profession. Such findings are corresponding to preceding studies (Blain, 2008; Global Workplace Innovation, 2010; McGinnis, 2011). There could not be found any role of family guidance for opting their profession. Although family guidance does not influence Gen Y's choice of the profession as a whole but female Gen Ys consider family guidance for opting their profession. In the chronological order 'interest in the profession' influenced Gen Ys working in Pvt Sector than PSU counterparts. Gen Ys of PSUs are influenced by salaries and fringe benefits more than their Pvt Sector counterparts. Gen Ys of NMfg industries are influenced by employment/career opportunity than Gen Ys of Mfg industries. However, there could not be found any difference based on other biographical categories viz., Early/ late born Gen Y, Education level, Level of management and Birthplace strata.

Motivating factors to continue in the Present Job

In chronological order, Gen Ys consider a decent work environment, courteous boss, and flexible work schedule, opportunity for personal development, recognition, job security, and pay and perks to continue in their present job. These findings are consistent with findings of previous studies for few or more motivating factors as mentioned (Brown, 2004; Robert Half International, 2008; Volkert, 2009a; Ethics Resource Centre, 2010; McGinnis, 2011; Angeline, 2011).

Gen Ys of non-manufacturing industries (irrespective of sector) consider 'courteous boss' as a motivating factor to continue in their present job than Gen Ys of manufacturing industry. Gen Ys of PSU prefer 'job security' as a motivating factor to continue in the present more than their private sector counterparts. 'Flexible work schedule' and 'opportunities for personal development' are preferred motivating factors by Gen Ys of private sector (irrespective of the industry they belong to) than Gen Ys of PSUs. However, there could not be found any difference based on other biographical categories viz., Early born/ late born Gen Y, Education level, Level of management and Birthplace strata for the preferences of motivating factors.

Decisive Factors to switch over jobs in future

In order of chronology all the factors viz., job condition (i.e. increased salary and fringe benefits, appointment at higher position and career development opportunities), ethics and values, and lifetime employment are found to be decisive for Gen Ys to switch over their jobs in future. Preference of 'job condition' by Gen Y is in line with the earlier studies (Volkert, 2009b; Brown et al., 2009; Carlson Study, 2009 & Global Workplace Innovation, 2010). Findings on consideration of 'ethics and values' by Gen Ys is in line with the findings of Allen (2004) However seeking 'lifetime employment' by Gen Y was not reported in any preceding studies.

As a decisive factor to switch over job in future, female Gen Ys consider 'ethics and values' significantly higher than their male counterparts. Similarly Gen Ys of PSU-Mfg will consider 'ethics and values' significantly greater than their private sector counterparts. Gen Ys of PSU-NMfg sector will follow the path of PSU-Mfg, however, they would not be significantly different than any other category. Rural Gen Ys will also consider 'ethics and values' significantly greater than their semi-urban and urban colleagues. However, there could not be found any difference based on other biographical categories viz., early born/ late born Gen Y, Education level and Level of management.

Attitude towards Learning New Skills

It is found that Gen Ys are ready to learn new skills even if they need to put extra effort to learn, even if their area of responsibility is increased, if the learning has an element of self-development and have impact on their career. However, they want to feel comfortable while learning new skills, and disagree to get slightly less fringe benefits in lieu of learning new skills. Such findings are in line with the findings of Robert Half International (2008), Global Workplace Innovation (2010), and NAS (2014). To learn new skills, female Gen Y considerably think about an element of self-development than their male counterparts. Though Gen Ys are not willing to accept slightly less fringe benefits, but Gen Ys of PSU (irrespective of the industry i.e. manufacturing / non-manufacturing units) are found to be less rigid than their Pvt Sector counterparts however they would like to feel comfortable too. Non acceptance of slightly less fringe benefits to learn new skills is found to be in semi urban Gen Ys the most, followed by urban and lastly in rural ones. However, there could not be found

any difference based on other biographical categories viz., Early born/ late born Gen Y, Education level and Level of management.

Preferred Thrust Areas of Training and Development

In chronological order Gen Y's preferred thrust areas of training and development are found as managerial, leadership, technical, soft skills and administrative area. Lower management Gen Ys are found to be more desirous than their middle management colleagues for training in administrative, soft skills and managerial thrust areas. UG Gen Ys reflect an inclination to enrich their technical capability than their PG counterparts. Similarly female more than their male Gen Y counterparts and Gen Ys of PSU-NMfg units more than their other sector and industry Gen Y counterparts are found more desirous to enhance their administrative skills. However, there could not be found any difference based on other biographical categories viz., Early born/ late born Gen Y and Birthplace strata.

Perception about characteristics of a 'team' at the workplace

Gen Ys are found to be possessing a positive perception about given characteristics of their team. They perceive that their team has free flow of communication, coordination and collaboration, trust, freedom and adaptability, which is consistent with previous studies for few or more factors (Karefalk et al., 2007; Global Workplace Innovation, 2010; Angeline, 2011). Therefore, it is assumed that Gen Ys work better in teams, which is explained in earlier studies (Blain, 2008; Angeline, 2011; NAS, 2014). It is found that middle management Gen Ys possess a significantly higher positive perception about given characteristics of their team than lower management cadre. Such perception was found more among Gen Ys of non-manufacturing industries than their manufacturing counterparts. However, there could not be found any difference based on other biographical categories viz., Early born/ late born Gen Y, Education level, Level of management and Birthplace strata.

Feelings of Gen Y Leading to Distraction in Work

Gen Ys do not reflect any negative feelings at workplace viz., helplessness, anxiety, emotional imbalance, short attention span or lack of attention which leads to distraction in work. Such findings negate findings of previous study related to Gen Y's characteristics labelling them distracted and destructible (Ethics Resource Centre, 2010). It is found that Gen Ys of PSU (irrespective of industry) are significantly less

distracted than their Pvt Sector counterparts. However, there could not be found any difference based on other biographical categories viz., Gender, Early born/ late born Gen Y, Education level, Level of management and Birthplace strata.

Perception towards Trade Unions

Gen Ys found to be advocating that TUs play a constructive role in Indian economy, and are not the hurdle to productivity. They opine that TUs are necessary to protect the interest of employees, and TUs educate members about their duties and responsibilities. Gen Ys feel that TUs are neither politically influenced nor provoke their members unnecessarily. Non-reflection of Gen Ys' opinion towards trade unions in literature leads to a common perception that Gen Ys do not depend upon TUs for fulfillment of their demands, and are detached from TUs. Positive perception towards trade unions is possessed by Gen Ys of non-manufacturing industry more than their manufacturing industry counterparts. However, there could not be found any difference based on other biographical categories viz., Gender, Early born/ late born Gen Y, Education level, Level of management and Birthplace strata.

Preferences for Utilization of ICT and Mobile Gadgets

In addition to varied usages of ICT highlighted in previous studies, the order of preference of such usages was asked. The chronological order of utilization of such gadgets by Gen Ys is found as 'to keep in touch with friends and family' 'utilising professional accomplishment', 'information access and study purpose', 'personal use like online shopping and entertainment, and 'social media'. Therefore, it is found that Gen Ys integrate ICT for their professional accomplishment and to get information which is consistent with previous studies (Brown, 2009; Carlson Study, 2009; Ethics Resource Centre, 2010).

Lower management Gen Ys use such gadgets significantly higher than middle management Gen Ys to keep in touch with friends and family. Utilization of such gadgets for professional accomplishment is done by Gen Ys of Pvt-NMfg the most, followed by PSU-Mfg then PSU-NMfg and lastly Pvt-Mfg ones. Its utilization for information access and study purpose is done by Gen Ys of manufacturing industries more than non-manufacturing ones. Use of these gadgets for social media is done by Gen Ys of Pvt-Mfg the most, followed by PSU-NMfg then Pvt-NMfg and lastly by PSU-Mfg ones. However, there could not be found any difference based on other

biographical categories viz., Gender, Early born/ late born Gen Y, Education level, and Birthplace strata.

Factors to be considered by organisations for creating a Sense of Belongingness Suggested by Gen Y

It is found that Gen Y suggested to consider organisational culture, opportunity for overall development, social security, welfare activities and, recognition at workplace in chronological order to feel a sense of belongingness. Though the order of precedence for factors affecting sense of belongingness was not highlighted in previous studies, but most of the factors were studied discretely (Brown, 2004; Carlson Study, 2009; Global Workplace Innovation, 2010).

As a factor to feel sense of belongingness, 'employees' overall development' is preferred by Gen Ys of manufacturing industry more than their non-manufacturing industry counterparts. Furthermore, 'employees' overall development' is preferred by semi urban Gen Ys the most, followed by rural and lastly by urban ones. Social security is preferred by Gen Ys of non-manufacturing industries more than manufacturing ones. Preference for 'recognition at the workplace' is more in Gen Ys of Mfg industries than Gen Ys of NMfg ones. However, there could not be found any difference based on other biographical categories viz., Gender, Early born/ late born Gen Y, Education level, and Level of management.

Factors Affecting Morale at Workplace

In order of preference of factors affecting morale of respondents at workplace are justice and equity, pay and perks, work-life balance, freedom and amenities at workplace. Findings related to factors affecting Gen Y's morale viz., pay and perks, work-life balance and freedom at workplace are consistent with literature for few or more factors (Volkert, 2009b; Brown et al., 2009; Carlson Study, 2009 & Global Workplace Innovation, 2010; Karefalk et al., 2007), however, order of factors affecting Gen Y's morale was not highlighted in literature.

Female Gen Ys consider 'work life balance' significantly more than their male counterparts as a factor affecting their morale at the workplace. Likewise 'work life balance' affects morale of Gen Ys of Mfg industries more than their non-manufacturing counterparts. Likewise, semi urban Gen Ys followed by urban and lastly by rural ones' morale gets affected by 'pay and perks' in chronological order. Lastly, 'physical

amenities at the workplace' affects morale of Gen Ys of private sector more than PSU ones. However, there could not be found any difference based on other biographical categories viz., Early born/ late born Gen Y, Education level, and Level of management.

Openness in communication, Social Networking and Egalitarianism

Gen Ys are found communicating with others easily. They demonstrate a characteristic of 360^0 communication by directly communicating to their superiors, peers of other departments and subordinates, which is consistent with previous studies (Carlson, 2009; Global Workplace Innovation, 2010). It is found that Gen Ys seek and provide immediate feedback. They are highly socially networked at workplace and in their social life. Such findings conform findings of preceding studies for few or more factors (Robert Half International, 2008; Blain, 2008; Angeline, 2011; NAS, 2014). Gen Ys found to be comfortable with organisational hierarchy and working within the rules of the organisation. They do not demonstrate impatience for egalitarianism in their behaviour, which is against common belief and findings of previous study (NAS, 2014).

Early born Gen Ys, and middle management Gen Ys have considerably more openness in communication than late born Gen Ys and lower management Gen Ys respectively. Male Gen Ys, and middle management Gen Ys are found significantly more socially networked than female Gen Ys and lower management Gen Ys respectively. Gen Ys of private sector are more socially networked than their PSU counterparts. Gen Ys are not found to be seeking for egalitarianism. However, Gen Ys of Pvt-Mfg, followed by Pvt-NMfg then PSU ones seek egalitarianism in descending order. Further, the difference between Gen Ys of Pvt-Mfg and PSU-NMfg is found to be significant. However, there could not be found any difference based on other biographical categories viz., Level of management and Birthplace strata.

Delegation of Authority and Job Engagement

It is found that whenever possible Gen Ys practise delegation of authority and free rein style of leadership, which conforms their leadership characteristics as mentioned in previous studies (Carlson Study, 2009; Volkert, 2009a). They are found to be innovative and inquisitive as explained in previous studies (Karefalk et al., 2007; Saleh, n.d.). They are found accomplishing their job in a non-conventional manner, and crave for know-how and know-why by seeking help from superiors and colleagues. It is found that Gen Ys perceive themselves more productive after delegation of some

authority by their boss. All these findings are in accordance with findings of previous study (Ethics Resource Centre, 2010).

Middle management Gen Ys practice delegation of authority and free rein style significantly more than their lower management colleagues. Gen Ys of private sector are found putting extra efforts to succeed in their job and having a characteristics of immediate feedback seeker more than their PSU counterparts. However, there could not be found any difference based on other biographical categories viz., Gender, Early/ late born Gen Y, Education level, and Birthplace strata.

Technology adaptability, Awareness and Entrepreneurial Characteristics

It is found that Gen Ys are accustomed to technology, comfortable to cope up with technology at workplace, and are technology adaptive, which conforms findings of previous studies **(**Blain, 2008; Volkert, 2009a; Angeline, 2011**).** They reflect a characteristic of awareness because they keep themselves aware about employee welfare rules and job trends, which is in accordance with findings of Ethics Resource Centre (2010) and Global Workplace Innovation (2010).Gen Ys are not found considering to start their own venture after getting industry experience, which is against their highlighted characteristics as an entrepreneurial generation found by Global Workplace Innovation (2010).

Gen Ys of PSU-Mfg, followed by Pvt-NMfg, then PSU-NMfg and lastly pvt-Mfg ones are found to be very comfortable with the new technology. Awareness about job trends is found in Gen Ys of private sector more than their PSU counterparts. Indian Gen Y managers do not possess an entrepreneurial desire as a whole. However, such desire was found comparatively more in Gen Ys of private sector than PSU ones and it was more in male Gen Ys than female ones. However, there could not be found any difference based on other biographical categories viz., Gender, Early/ late born Gen Y, Education level, Level of management, and Birthplace strata.

Perception about Organisation, Bosses' Authority and Trend Follower

Gen Ys perceive that they are working in a compliant organisation and reflect a behaviour of trend follower to complete their job. It is found that they never hesitate to question their boss in case of deviation from standard operating procedure which conforms their explained characteristics of 'questioning authority' as highlighted in literature (Tolbize, 2008). Private sector Gen Ys perceive more than their PSU

counterparts that they are working in a compliant organisation. However, there could not be found any difference based on other biographical categories viz., Gender, Early/late born Gen Y, Education level, Level of management, and Birthplace strata.

Job Hopping

It is found that Gen Y possess a job hopping characteristics, which conforms findings of previous studies (Brown et al., 2009; Global Workplace innovation, 2010). Further there exists a positive correlation ($r = .37$) between years of experience and no. of jobs changed during professional career. Male Gen Ys changed their jobs considerably more number of times than their female counterparts. Gen Ys of private sector changed more jobs than their PSU colleagues (irrespective of the industry they worked for). However, there could not be found any difference based on other biographical categories viz., Level of education and Birthplace strata.

Findings on Financial Performance of Sampled Companies

It is found that during three financial year period i.e. 2016-17 to 2018-19 the sample companies could achieve a consistent growth rate in sales. Whereas other financial figures show inconsistent performance, viz., PAT, Reserves and EPS on year on year basis.

(i)   Sales growth is found to be highest in Pvt-NMfg industries, followed by PSU-Mfg then PSU-NMfg and lastly in Pvt-Mfg ones.

(ii)   As far as profit after tax (PAT) is concerned only Pvt-NMfg industries could achieve a steady growth. PSU-Mfg industries faced a decline after growth in PAT, and Pvt-Mfg industries stagnated at the level of 2016-17 performance. PSU-NMfg confronted a great fall in PAT, however, managed to reach just below figures of the base year (2016) of the study in recent past.

(iii)   There was stagnation after initial growth of reserves in Pvt-Mfg industries. Manufacturing industries (PSUs and private both) confronted a downfall after growth in reserves, however, managed to keep their reserves on positive side but it was marginal. PSU-NMfg also confronted a great downfall after growth in reserves and was not able to maintain their previous reserves. However, the shrinking was marginal.

(iv)   Only Pvt-Mfg industries maintained a marginal growth in earning per share (EPS). After marginal growth in EPS, there was a decline in PSU-Mfg and Pvt-NMfg.

PSU-NMfg industries faced a stagnation in EPS initially, and confronted a steep decline in following years.

The above discussion leads to understand that financial performance (sales, PAT, Reserves and EPS) of Pvt-NMfg industry was best amongst all. The other sectors did not perform consistently on all parameters. Secondly PSU-Mfg industry performed positively on all parameters but not consistently.

In order to identify challenges and opportunities presented by the entry of Gen Y to work place and exploring their attributes as a decisive factor for formulation of strategies to manage intergenerational implications of Gen Y, findings of Gen Y's personal and professional characteristics have been considered for SWOT analysis.

SWOT Analysis of Empirically Tested Gen Y's Personal and Professional Characteristics

Table 186

SWOT Analysis Format

			Internal	
			Strength	Weakness
			Benefit to the organisation arising out of Gen Y's characteristics	Probable consequences to the organisations due to Gen Y's characteristics
External	Opportunity	Opportunities to the organisation arising out of external situation	Strength-Opportunity Matrix (Maxi-maxi) Strategy (Refer Recommendations)	Weakness-Opportunity Matrix (Mini-maxi) Strategy (Refer Recommendations)
	Threats	Threats to organisations due external situation	Strength -Threat Matrix (Maxi-mini) strategy (Refer Recommendations)	Weakness - Threat Matrix (Mini-mini) strategy (Refer Recommendations)

Table 187

SWOT Matrix: Gen Y's Characteristics

Strength Benefit to the organisation arising out of Gen Y's characteristics	Weakness Probable consequences to the organisations due to Gen Y's characteristics
1. Consideration for opting first job	
Gen Y prefer to start their first job with those organisations that provide better work condition and opportunity for personal development. Gen Ys are indifferent towards work comfort in the job.	Female Gen Y prefer better work conditions and opportunity for personal development while choosing their first job. Gen Y of urban area consider better work conditions. Family needs are considered by rural Gen Ys while opting for first job.
2. Factors influencing choice of profession	
Interest in the profession, followed by salary and fringe benefits, profession as per qualification and employment /career opportunities are the factors considered chronologically by Gen Y while choosing for the profession. Gen Ys are independent decision makers while choosing their profession.	Gen Ys choosing to work in Pvt Sector are guided by their aptitude (i.e. interest), Gen Ys choosing to work in PSUs are guided by 'salary and fringe benefits' and Gen Ys from NMfg industry are influenced by career opportunities more than Gen Ys of Mfg industries. Female Gen Ys seek family guidance while choosing for the profession.
3. Motivating factors to remain in job	
Gen Ys consider a decent work environment, courteous boss, flexible work schedule, opportunity for personal development, recognition, job security, and pay and perks in chronological order are motivating factors to continue in their present job.	Courteous boss is the motivating factor of Gen Y from NMfg-Ind, job security for Gen Y from PSU, and flexible schedule and opportunity for personal development are motivating factors for Gen Ys from Pvt Sector.
4. Decisive factors to switch over jobs in future	
In order of chronology job condition (i.e. increased salary and fringe benefits, appointment at higher position and career development opportunities), ethics and values of the prospective organisation and lifetime employment are decisive factors to switch over their job.	Female Gen Ys, Gen Ys of PSU-Mfg and rural Gen Ys consider ethics and values of prospective organisation more than their respective counterparts to switch over their job.
5. Attitude towards learning new skills	
Gen Ys are ready to learn new skills by putting extra effort to learn, even if their area of responsibility is increased, if the learning has an element of self-development and have impact on their career.	However, they want to feel comfortable while learning new skills, and disagree to get slightly less fringe benefits in lieu of learning new skills. Female Gen Y focus on self-development while learning new skill, Gen Y will not accept less fringe benefit in lieu of learning new skills, however, Gen Ys in PSUs are ready to do so.

6. Preferred Thrust area of training	
In order of chronology the thrust area are managerial, leadership, technical, soft skills and administrative.	Lower mgmt Gen Y prefer training in thrust area of administrative, soft skills and managerial more than middle mgmt Gen Y. Female prefer administrative and UG Gen Ys prefer technical training.
7. Team Characteristics	
Gen Ys possess positive perception about their team characteristics w.r.t. free flow of communication, coordination and collaboration, trust, freedom and adaptability.	Middle Mgmt Gen Ys and Gen Ys of NMfg industries have more positive perception about team characteristics.
8. Distracted Characteristics	
Gen Ys do not reflect any negative feelings at workplace viz., helplessness, anxiety, emotional problems, short attention span or lack of attention.	Gen Ys of PSU (irrespective of industry) are significantly less distracted than their Pvt Sector counterparts.
9. Perception towards TUs	
Gen Ys have a positive perception about TUs (not a hurdle to productivity, necessary to protect the interest of employees, educate members about their duties and responsibilities, not politically influenced, do not provoke their members unnecessarily) and think that TUs play a constructive role for India Inc.	Gen Ys of NMfg industries carry more positive perception about TUs.
10. Usages of ICT	
The chronological order of utilization of ICT by Gen Ys is found as 'to keep in touch with friends and family' 'utilising professional accomplishment', 'information access and study purpose', 'personal use like online shopping and entertainment, and 'social media'.	Usages of ICT by lower Mgmt Gen Y is more to keep in touch with friends and family, by Pvt-NMfg ones for professional accomplishment, and by Gen Ys of Mfg-Ind for information access/ study purpose.
11. Gen Y's Suggestions for creating a Sense of Belongingness	
Gen Ys suggest organisational culture, opportunity for overall development, social security, welfare activities and, recognition at workplace in chronological order to make them feel a sense of belongingness.	Gen Ys of Mfg-Ind as well as semi urban Gen Ys suggest 'employee's overall development' but Gen Ys of NMfg-Ind suggest social security to create a sense of belongingness.
12. Factors Affecting Morale at Workplace	
In chronological order Gen Y's morale is affected by justice and equity, pay and perks, work-life balance, freedom and lastly amenities at workplace.	'Work life balance' affects morale of female Gen Ys and Gen Ys of NMfg-Ind. Freedom at the workplace affect Gen Ys of Mfg-Ind, 'pay and perks' affect semi urban ones and lastly 'physical amenities' affect the morale of Pvt sector Gen Ys the most.
13. Openness in communication, Social Networking and Egalitarianism	
Gen Ys communicate easily with superiors, colleagues and subordinates, are highly socially networked, and respect organisational hierarchy.	Early born Gen Ys have more openness in communication and Gen Ys of Pvt sector show more socially networked characteristics.

	Gen Ys at middle management have openness in communication and are more socially networked than lower Mgmt Gen Ys. Gen Ys of PSU-NMfg respect organisational hierarchy the most across sector and industry.
14. Delegation of Authority and Job Engagement	
Gen Ys practise delegation of authority and believe in free rein style of leadership. They possess innovative and inquisitive characteristics. They perceive themselves more productive when their boss delegates authority to them.	Middle Mgmt Gen Ys practice delegation of authority and free rein style significantly more than their lower Mgmt colleagues. Gen Ys of Pvt sector put extra efforts to succeed in their job and seek immediate feedback more than their PSU counterparts.
15. Tech adaptability, Awareness and Entrepreneurial Characteristics	
Gen Ys are accustomed to technology, comfortable to cope up with technology at workplace and are tech adaptive. They are aware about employee welfare rules and job trends. They do not possess entrepreneurial desire.	Gen Ys of PSU-Mfg are the most comfortable with the new technology. Gen Ys of Pvt sector are more aware about job trends.
16. Perception about Organisation, Bosses' Authority and Trend Follower	
Gen Ys perceive that they are working in a compliant organisation. They are trend follower to complete their job. They never hesitate to question their boss in case of deviation from SOP.	Perception towards organisation as a compliant organisation is more in Gen Ys of Pvt sector.

Opportunity Opportunities to the organisation arising out of Gen Y's Characteristics and external situation	Threat Probable threats to Organisations arising out of Gen Y's Characteristics and external situation
For Recruitment	
1. Work Comfort	
Advantage for organisation to utilise Gen Y's (new entrants) to their full potential for expansion of business at other locations as Gen Ys are indifferent towards 'work comfort' (work-life balance, increased area of responsibility, nearness to hometown and freedom at workplace).	Work comfort for aspirations of female Gen Ys need to be taken into account while assigning them new job.
2. Right men at right place	
Valid and reliable methods to be used by organisation for recruitment as Gen Ys choose profession as per their aptitude and the jobs that provide career opportunities. Salaries and fringe benefits should be attractive enough. Introduction of new technology becomes easier for organisation as Gen Ys are tech adaptive and tech savvy.	Guiding force for choosing profession should be aptitude of the person, however people join PSUs for better salary and fringe benefits of their future security and female Gen Ys are guided by their family members but look for career development opportunities.

3. Social Networking	
Organisations can tap the potential of Gen Y's social networking characteristics and free rein leadership style to enhance its employer brand as 'Great Place to Work'.	Though, Gen Y's social networking characteristics is beneficial for organisations but it may become a means of high attrition rate as they are job hoppers and deteriorate organisation's image by posting negative feelings about organisation while leaving it. Therefore, it depends upon organisations to choose the way in which they want to deal with Gen Y's such characteristics.
4. Training and Development	
Organisations may enhance Gen Y's skills by providing them training, which ultimately results in enhanced quality and productivity of product/ service.	The cost incurred by the organisation may be very high as Gen Ys expectations are different on the basis of their biographical attributes. Return over Investment on training and development is uncertain because there is a high positive correlation between experience and job hopping.
5. Motivation	
Motivation leads to organisational efficiency, and Indian Gen Y do not believe in negative feeling. Therefore, Gen Ys may be positively motivated to get benefit of such traits possessed by them.	There are a gamut of factors affecting employees' motivation, which is not equally applicable to Gen Ys of different biographical attributes. Thus, there may arise a need for cafeteria approach to motivate Gen Ys.
6. Trade Unions and Industrial Relations	
Gen Ys have a positive perception about TUs. They are also aware about current job trends and employees rules.	Though, TUs educate the members about duties and responsibilities of its members, however any violation of laws, rules and regulations may create a labour unrest in the organisation.
7. Job Hopping	
Female Gen Ys change less no. of jobs in comparison to male. Therefore, it is easier for organisation to retain female Gen Ys and train them for higher position as they look forward for career opportunities and personal development in organisation.	Though female Gen Ys are less job hoppers but they seek better work condition, work comfort, personal development, work life balance, and ethics and values in the organisation.

Source: Table Based on Findings of Empirical Data

Relationship between Gen Y's Characteristics and Hi-SEM

To explore the relationship between various dimensions of Gen Y and sustainability of companies, empirically tested characteristics of Indian Gen Ys vis-à-vis managerial characteristics needed for sustainability of an organisation have been established.

As Hi-SEM highlights, the need to execute all the activities involved in preceding stage vis-à-vis specific activities of on-going stage. Similarly, characteristics possessed

by Gen Ys compatible for preceding stage are indispensable for succeeding stage. Therefore, Gen Y's characteristics enlisted specifically for various stages are essential above and beyond previous stages.

Stage 1- Existence

Formation of an organisation is decided by top management, and activities are mandatory in nature as per the law of the land at this stage. However, middle and lower management cadre managers execute activities related to organisational affairs as guided by top management. Because the organisation in its initial stage i.e. existence, therefor managers need to face instability in work schedule and work-life balance, communicate, provide feedback, reflect compliance and follow the trends set by top management. Many of empirically examined characteristics possessed by Indian Gen Y have been found favourable to establish and sustain the organisation (*refer fig. 18*) viz., work comfort does not affect Gen Y in the beginning, seek better job conditions, willing to work in compliant organisation, trend followers, aware about laws related to employees' welfare, job and profession as per aptitude etc.

Stage 2- Subsistence

This stage necessities execution of supplementary activities for subsistence of an organisation. Activities related to subsistence highlighted in Hi-SEM model are to enrich employees with skills and attitude, and relationship with business partners and customers. On empirical examination, some of the characteristics possessed by Gen Ys viz., willing to enhance skills, positive team perception, tech adaptive, tech Savvy, believe in transparent and 360^0 communication and highly socially networked etc. are found to be appropriate (*refer fig. 18*) to accomplish such activities.
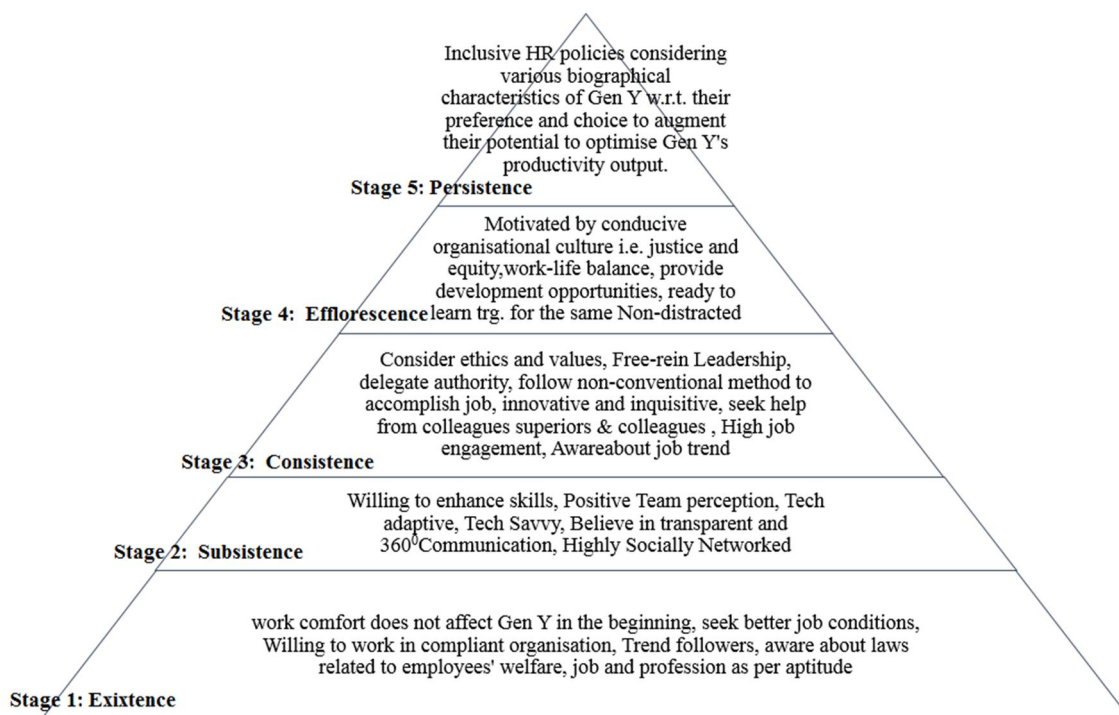
Fig. 18: Hi-SEM and Gen Y Characteristics Relationship

Stage-3 Consistence

Hi SEM model expounds responsible business behaviour as an indispensable aspect at consistence stage. This stage does not specify 'what' to do but specify 'how' to do? Hence, it needs to adopt responsible conduct along with continuation of preceding activities i.e. execution of activities with fairness, transparency and honesty by following ethics. Empirically it has been found that Indian Gen Ys consider 'ethics and values' of the prospective organisation in case they decide to switch over their jobs. Also, they have a characteristics of considerable job engagement which will help the organisation in policy formulation for waste reduction, and cost cutting by inculcating virtues, values, right set of attitude and ethics. As, this stage demands innovation and strategy through green practices which may be catered by Gen Y's characteristics viz., innovative and inquisitive, free-rein leadership style, aware about job trends and welfare rules (*refer fig. 18*).

Stage-4 Efflorescence

As explained in Hi-SEM, organisational policies related to environment, marketing, finance, HR, and product/ service development by R&D etc. at this stage is navigated by the voluntary activities. These activities are desirable but not mandatory.

Though policies are formulated by top management but cannot be executed without lower and middle management Gen Ys' spirit. On experimental examination, some of the characteristics possessed by Gen Ys viz., high job engagement, motivated by conducive organisational culture, considering 'ethics and values' of the prospective organisation, positive team perception, not distracted and innovative etc. (*refer fig. 18*) are found to be appropriate for achievement of efflorescence of the organisation.

Stage-5 Persistence

Hi-SEM expounds activities persistence stage of organisational sustainability are exemplary in nature. All HR policies are guided at this stage towards inclusiveness. Inclusive HR policies can be framed considering various biographical characteristics of Gen Y w.r.t. their preferences and choices to augment their potential to optimise Gen Ys productivity output viz., female Gen Ys look for personal development, ethics and values based organisation, long term employment, work comfort, work condition, work-life balance, seek administrative training; male Gen Ys look for satisfying family needs, high social networking, have high entrepreneurial desire, high job hoppers ; Gen Ys of Pvt Sector seek job as per aptitude, work comfort, seek flexible work schedule, personal development; Gen Ys of PSUs look for salary and fringe benefits, job security etc.; rural Gen Ys look for satisfying family needs, semi urban Gen Ys seek better pay and perks; and urban Gen Ys seek better work condition.

CHAPTER 6- RECOMMENDATION AND CONCLUSION

CHAPTER 6- RECOMMENDATION AND CONCLUSION

Recommendations

Since 2016 to 2018 there were many big financial reforms in India. Therefore, financial performance of the companies dependent on these reforms. However, sample companies in this study from various sectors and industries responded differently to these reforms. Amongst all Pvt-NMfg industry from sample companies performed best on all financial parameters, and it was consistent and this industry only was in profit in 2019.   Rest three industries from sample companies on an average performed negatively in earning profits. Same is the case with Reserves. However, shareholders wealth maximisation was highest in sample Pvt-Mfg units. Amongst all sample companies, PSU-NMfg industry performed worst in almost all financial parameters, except the sales figure. They were worst in creating wealth for the shareholders.

Though external business environment was same, sample companies performed differently on financial parameters. Therefore, we can safely assume that there may be some other factors that contributed towards the end result of the respective industries. Hence, it was tried to focus on employees characteristics as one of the contributing factor in the financial performance as one of the sustainability parameter of the participating companies. Apart from financial sustainability, organisation sustainability has been discussed considering various parameters that can be achieved through employees. Employees carry various characteristics which can become strength or weakness of any organisation in a bid to remain sustainable. As the presence of no. of Gen Ys employees is increasing day by day in workforce, the following recommendations will make organisations more sustainable from HR point of view.

Hi-SEM underlines workforces' essential characteristics required for various sustainability stages, and associates it with characteristics possessed by Indian Gen Ys. Indian Gen Y possess suitable characteristics to achieve all stages of Hi-SEM model, however, it is matter and affairs of top management to formulate a strategy to utilise Gen Ys characteristics to achieve long term sustainability of organisations. Following are some recommendations for top management on the basis of SWOT analysis of Gen Y's empirically tested characteristics.

Strategic Actions for Organisational sustainability

1. Better work conditions should be offered to attract Gen Y because they prefer better work conditions over work comfort while opting their first job. However, work comfort too need to be offered (especially for female Gen Ys as well as urban Gen Ys) to attract talent for the organisation.

2. Gen Y's aptitude in profession must be taken into account. To optimally utilise the Gen Y's proficiencies, salary and fringe benefits (especially Gen Ys of PSUs) and opportunities for personal development (especially Gen Ys of NMfg-Ind) too also be taken care of as Gen Ys join their respective profession based on their respective preferences.

3. As Gen Y with higher experience become job hopper, organisations can strategize to retain them viz. offer them better job conditions, maintain high 'ethics and values' based environment and assure them for job security as these are the factors considered by Gen Ys to switch over the job.

4. Make them feel comfortable while learning new skills without posing a curb in their fringe benefits in lieu of learning new skills. Gen Y seek a training programmes that have a potential of self-development (especially female Gen Y).

5. Gen Ys possess a highly positive perception about their team, hence organisations can assign team work especially lower mgmt cadre Gen Ys. As Gen Y respondents claim that they do not feel anything that leads to distracted characteristics hence organisations can safely focus on their efforts to enhance organisational culture as a retention strategy as organisational culture brings a sense of belongingness in Gen Y.

6. Gen Ys carry positive perception about TUs, therefore, respect their union/ association and promote a communication channel (especially in NMfg-Ind) to get benefit of their suggestions. Further, encourage TUs effort so that they continue educating their members in a constructive way.

7. Because Gen Ys access information easily and utilise ICT for professional accomplishment, organisations can widen ICT access to digital platforms so that Gen Ys can enhance their professional capabilities.

8. As Gen Y's feeling of belongingness depends upon conducive organisational culture, overall development and social security & welfare, organisations must develop a conducive organisational culture, provide opportunity for overall

development, and social security and welfare to promote a strong sense of belongingness among them.

9. To keep Gen Y's morale high organisation must endeavour to promote 'justice which provides work-life balance (especially for female Gen Ys and Gen Ys of NMfg-Ind), better pay and perks and amenities (especially in Pvt-sector) as those have been claimed to be the factors that keep Gen Y's morale high.

10. Gen Ys (especially middle mgmt cadre) practice a free rein leadership style, to avoid disadvantage of their subordinate formulate a strategy to fix the accountability of each individual. Simultaneously encourage their innovative and inquisitive characteristics to extend their job engagement.

11. Induce new technology for tech adaptive and tech savvy Gen Ys to augment organisational efficiency. They (especially Gen Ys of Pvt Sector) are highly aware about job trends, therefore it becomes desirable for an organisation to monitor contemporary trends in job market so that job redesign can be done periodically.

Conclusion

The present study has been carried out to find out "Managing Gen Y: A Study of Various Dimensions for Sustainability of Organisations in Indian Context". In this regard organisations in this study were considered based on Public/ private sector, Mfg/ NMfg industry which were listed entities (BSE/ NSE/ NYSE) and having Registered/ Head Office/ Major Operations in Gujarat state only. However, the sample consists of respondents from pan India. Because this study was carried out exclusively on Gen Y managerial cadre employees of organisations involved in profit making business.

From the beginning itself, Gen Ys have high expectations from their probable employers but are indifferent in terms of their work-life balance. While opting their profession, they consider their own interest as well as potential of the profession. After getting some industry experience, their expectations escalate. If not fulfilled, they may switch over their job, evaluating their job security as well as 'ethics and values' of the prospective organisation. They are eager to learn new skills in each thrust area in a comfortable situation. Gen Ys perceive that their professional team has positive characteristics, thus it is assumed that Gen Ys work better in teams. Indian Gen Ys do not possess any negative feelings, which may lead to distraction in their work. Also, they possess positive perception towards trade unions. Apart from varied usages of ICT and mobile gadgets they utilise it for professional accomplishment too. Organisations

can create a strong sense of belongingness among them by implementing a conducive organisational culture in which they get an opportunity for personal development, and boost their morale by providing justice and equity, better pay and perks a suitable work-life balance. They communicate easily but are not craving for egalitarianism in their organisations. Gen Ys are highly networked at workplaces and in social life too. Gen Ys practice free rein leadership style and expect delegation of authority by their superiors in order to increase productivity. They are innovative, inquisitive, aware job trends and welfare rules, tech adaptive and tech savvy but do not reflect entrepreneurial aspirations. Gen Ys are trend follower and perceive their organisation as a compliant organisation but never hesitate to question their boss in case of deviation from standard operating procedure. Also, Gen Ys seek a greener professional pasture to fulfil their expectations that's why they are characterised as job hoppers.

On the basis of gender it is concluded that female Gen Y's representation in Pvt Sector and Mfg industries is considerably low, however, there is no difference in no. of subordinates working under them. They crave for better work condition and opportunity for personal development while opting for first job and consider family guidance to opt their profession. In case they change their job, they consider 'ethics and values' of the prospective organisation. They are inclined to enhance their administrative capability and long for a substantial work-life balance. However, in comparison to male Gen Ys they are less socially networked, have less entrepreneurial desire and change less no. of jobs during their professional career.

Early born Gen Ys are more socially networked and have changed more jobs than late born Gen Ys. UG Gen Ys are more inclined to enhance their technical skills than PG ones. Lower management Gen Ys long for enhancement of their skills more than middle management ones but possess comparatively less positive perception about their team. They are considerably less socially networked and communicative than middle management ones. This may be the reason of their reluctance in delegating authorities to their subordinates, and hesitation in practicing free rein leadership style.

On sectoral comparison it is concluded that Gen Ys of PSUs consider work comfort and monetary benefits to choose their profession, and a courteous boss as well as job security as a motivating factor to continue their present job than Pvt Sector ones. In case they change their job, they will consider 'ethics and values' of prospective organisation. To enhance their skills, they want to feel a comfortable situation, and

inclined to enhance their administrative skills. Also, they are less job hoppers. On the basis of industries (Mfg-NMfg) it is concluded that Gen Ys of NMfg industries consider employment opportunity while opting their profession than their Mfg industry counterparts. Similarly, they consider courteous boss and an opportunity for personal development as a motivating factor to continue present job. They have more positive perception about their team and trade unions, and seek a considerably better work life balance than Mfg industries' ones. They are more comfortable with existing technology than Gen Ys of Mfg industries. However they are not so craving for recognition and freedom at workplace like their Mfg counterparts.

On the basis of birthplace it is concluded that rural Gen Ys are less craving for 'work condition' like their semi-urban and urban counterparts but consider family needs initially. In case they think to change their jobs, they consider 'ethics and values' of the prospective organisation. Also, they are somewhat less rigid than their colleagues to get reduced fringe benefits in lieu of learning new skills.

Summarising financial findings it can concluded that performance of Pvt-NMfg industries, followed by PSU-Mfg then Pvt-Mfg and lastly PSU-NMfg is in decreasing order. Authority for policy and decision making lies in the hands of upper management, whereas middle as well as lower level managers are responsible for day to day executions, which delimits their authority. There could not be found any extraordinary difference in their professional and personal characteristics which may affect financial performance of the organisation.

SWOT analysis of Gen Ys empirically tested characteristics makes us conclude that Gen Ys' various characteristics can be used in favour of the organisation. Though, global Gen Ys possess distracted and destructible characteristics but Indian Gen Ys do not claim any such negative feelings. Moreover, personal and professional characteristics possessed by Indian Gen Ys can be intertwined for long term sustainability of organisations guided by various stages of Hi-SEM model. To achieve various stages of Hi-SEM model various characteristics of Gen Y can be fitted or enhanced depending on the type of sector and industry. Hi-SEM fulfils the objective "to expound various parameters to establish sustainability of an organisation" as all the requisite activities related to stage wise organisational sustainability have been highlighted. This model acts as a yardstick to gauge and identify the current stage of organisational sustainability.

REFERENCE

Acharya and Krishnan. (2017, December 28). Delhi's residents must take the blame for the city's alarming pollution levels. *The Hindu.*

Achkar, M. (2005). *Indicadores de Sustentabilidad (Sustainability Indicators). In Ordenamiento Ambiental del Territorio (Environmental Planning of the Territory).* Achkar, M., Canton, V., Cayssials, R., Domínguez, A., Fernández, G. y F. Pesce. Comisión.

Albuquerque, A. F., et al. (2016). A change in the importance of mortality factors throughout the life cycle stages of small businesses. *Journal of Global Entrepreneurship Research*, 6(1), 1–18.

Alexander, T. & Twinomurinzi, H. (2012). *Changing Career Choice Factors as the Economic Environment Changes.* Conference paper. Doi: 10.1145/2389836.2389872

All India Survey on Higher Education. (2013-14). *Department of Higher Education, Ministry of Human Resource Development.* Government of India.

Allen, P. (2004). "*Welcoming Y", Benefits Canada*, Vol. 28 No. 9, September, pp. 51-53.

Ameer, R. & Othman, R. (2012). Sustainability Practices and Corporate Financial Performance: A Study Based on the Top Global Corporations. *Journal of Business Ethics*, 108(1).

Angeline. T. (2011). Managing Generational Diversity at the Workplace: Expectations and Perceptions of Different Generations of Employees. *African Journal of Business Management*, 5(2), 249-255. doi: 10.5897/AJBM10.335

Arthur, M. B., & Rousseau, D. M. (1996). *The Boundaryless Career: A New Employment Principle for a New Organizational Era.* Oxford University Press, New York.

Ary, D., Jacobs, L.C. and Razavieh, A. (1996). Introduction to Research in Education. *Harcourt Brace College Publishers*, Fort Worth.

Balestreo, G. & Udo, N. (2013). *Organisational Survival-Profitable Strategies for a sustainable future.* McGraw Hill Professionals and IIL Inc.

Ballenstedt, B. & Rosenberg, A. (2008). De-Generation. *Government Executive* 40 (8): 18-23.

Bansal, G. (2014). Job Hopping Issues and Challenges in a Dynamic Environment: An Empirical Study. *Gian Jyoti e-Journal*, 4 (2). ISSN 2250-348X

Bauman, Marchal, McLain, O'Connell and Patterson. (2014). *Teaching the Millennial Generation in the Religious and Theological Studies Classroom*. Retrieved July 10, 2017 from https://onlinelibrary.wiley.com/doi/full/10.1111/teth.12237.

Bazzhina, V. (2015). Labour activity as a factor of social, economic and emotional well-being of the population, *Procedia - Social and Behavioral Sciences* 166, pp. 74-81. doi: 10.1016/j.sbspro.2014.12.486

Becton, J.B., Walker, H.J. & Jones, A. (2014). Generational differences in workplace behavior. *Journal of Applied Social Psychology*. 44, pp. 175–189

Bhagat Singh Sukhdeo and Rajguru executed, (1931, March 30). *The Tribune.* Pp1 Lahore

Bhalla, G.S. (2008). Globalisation and Employment Trends in India. *Indian Journal of Labour Economics*, Vol. 1, 2008. Retrieved November 1, 2014. From http://www.isleijle.org/ijle/IssuePdf/6dab73fb-9397-4426-b672-b77ce46e23ea.pdf.

Bhalotra, S. (2002). The Impact of Economic Liberalization on Employment and Wages in India. *University of Bristol, UK* International Policy Group, International Labour Office, Geneva.

Bhattacharjee, A. (2011). Virtues and Values for Organizational Sustainability. *Purusartha, 4(2).* School of management Studies, Varanasi.

Blackburn, W. R. (2015). *The Sustainability Handbook*. London: Routledge Taylor & Francis Group. ISBN 978-1-138-99009-8

Blain, A. (2008). The Millennial Tidal Wave: Five Elements That Will Change the Workplace of Tomorrow. *Journal of the Quality Assurance Institute*, 22(2), 11-13.

Brokaw, T. (1998). *The Greatest Generation.* Penguin Random House LLC. United States of America.

Brown, S., Carter, B., Collins, M., Gallerson, C., Giffin, G., Greer, J., Richardson, K. (2009). "*Generation Y in the Workplace*." Retrieved August 16, 2014 from www.bushdev.tamu.edu/.../2009 GenerationYintheWorkplace.pdf

Brown, S.C. (2004). "Where This Path May Lead: Understanding Career Decision-Making for Post College Life." *Journal of College Student Development*, 45 (4), pp. 375-90.

Brundtland Report / World Commission on Environment and Development (1987). *Our Common Future*.   Oxford University Press, Oxford.

Business Responsibility Report (2012). *Securities and Exchange Board of India Circular*.   Retrieved   June   30,   2015   from, www.sebi.gov.in/cms/sebi_data/attachdocs/1344915990072.pdf

Cambridge Advanced Learner's Dictionary & Thesaurus (2008). Cambridge University Press.

Camilleri, M.A. (2017). *Corporate Sustainability, Social Responsibility and Environmental Management: An Introduction to Theory and Practice with Case Studies.* Springer. ISBN: 978-3-319-46849-5

Carlson, C., Deloitte & Touche Study. (2009). Traditionalists, Baby Boomers, Generation X, Generation Y (and Generation Z) Working Together- What Matters and How They Learn? How Different Are They? Fact and Fiction. *United Nations Joint Staff Pension Fund Article*. Retrieved August 16, 2014 from www.un.org/Designing%20Recruitment,%20Selection%20&%20Tale.

Census of India. (2011): *Provisional Population Totals*, Paper-1 of 2011, Registrar General, India.

Chaney, D., Touzani, M. & Slimane, K. B. (2017). Marketing to the (new) Generations: Summary and Perspectives. *Journal of Strategic Marketing, 25 (3)*, 179-189, DOI: 10.1080/0965254X.2017.1291173

Cheremisinoff, P. N., & Ellerbusch, F. (1978). *Carbon Adsorption Handbook.* Butterworth-Heinemann.

Child, D. (2006). *The Essentials of Factor Analysis. 3rd Edn.* New York: Continuum.

Churchill, N.C. & Lewis, V.L. (1983). The Five Stages of Small Business Growth. *Harvard Business Review*. Retrieved May 19, 2018 from https://hbr.org/1983/05/the-five-stages-of-small-business-growth

Cook, V. (2015). Engaging Generation Z Students. *Center for Online Learning Research and Service, University of Illinois Springfield*. Retrieved March 10, 2018 from https://sites.google.com/a/uis.edu/colrs_cook/home/engaging-generationz-students

Coupland, D. (1991). *Generation X –Tales for an Accelerated Culture*. Canada, St. Martin's Press.

Cronbach, L. J., & Meehl, P. E. (1955). Construct Validity in Psychological Tests. *Psychological Bulletin, 52*(4), 281–302. https://doi.org/10.1037/h0040957

Davies, G. R. (2013). Appraising Weak and Strong Sustainability: Searching for a Middle Ground. *Consilience: The Journal of Sustainable Development.* Vol. 10, Iss. 1 (2013), Pp. 111 – 124

de Lange, D.E., Busch, T. & Delgado-Ceballos (2012). Sustaining Sustainability in Organisations. *Journal of Business Ethics*, Vol. 110, No. 2,

Delhi Air Pollution: Blame Game Begins, (2017, November 10). *The Hindu.*

Deshmukh, S. P. (2010). *Gandhiji's Basic Education: A Medium of Value Education. Ailaan* 1(3). Retrieved 2010. July 10, 2018, from https://www.mkgandhi.org/articles/basic_edu.htm

Donaldson, T. S. (1968). Robustness of the *F*-test to Errors of Both Kinds and the Correlation between the Numerator and Denominator of the *F*-ratio. *Journal of the American Statistical Association, 63*, 660–676.

Doval, P. (2014, May 25). End of the Road for Amby. *Times of India*, P.1.

Dunning, S. B. (2017, November 10). *Saeculum.* Retrieved from http://classics.oxfordre.com doi. 10.1093/acrefore/9780199381135.001.0001/acrefore-9780199381135-e-8233

Dyllick, Thomas. & Hockerts, Kai. (2002). Beyond the Business Case for Corporate Sustainability. *Business Strategy and the Environment;* Mar/Apr 2002; Published

online in Wiley Interscience (www.wileyinterscience.com). DOI: 10.1002/bse.323.

Earth Summit + 5. (1997, June 23-27). Retrieved November 10, 2017, from http://www.un.org/esa/earthsummit/index.html

Elkington, J. (1997). *Cannibals with Forks: The Triple Bottom Line of 21stCentury Business*. Capstone Publishing Ltd, Oxford.

Epstein, M.J. & Roy, M. (2001). Sustainability in Action: Identifying and Measuring the Key Performance Drivers. *Long Range Planning.* Vol. 34. Pp. 585-604.

Erickson, T. (2009). Generational Differences between India and the U.S. Harvard Business Review. Retrieved July 25, 2017 from https://hbr.org/.

Erickson, T.J. (2008). *Plugged in: The Generation Y Guide to Thriving at Work.* Boston, MA: Harvard Business Press

Ethics Resource Centre, (2010). *Millennials: Gen X and Baby Boomers: Who's Working at Your Company and What Do They Think about Ethics?"* *Supplemental Research Brief*, Retrieved August 16, 2014 from www.ethics.org/files/u5/Gen-Diff.pdf.

Eyerman, R. and Turner, B.S. (1998): Outline of a Theory of Generations. *European Journal of Social Theory*, 1 (1), pp. 91 - 106 doi.org/10.1177/136843198001001007

Field, A. P. (2000). *Discovering statistics using SPSS for Windows: Advanced techniques for the beginner*. London: Sage Publications.

Fischer, J., Dyball, R., Fazey, I., Gross, C., Dovers, S., Ehrlich, R.,………….. & Borden, R.J. (2012). Human Behaviour and Sustainability. *Frontiers in Ecology and the Environment,* 10 (3).

Fombrun, C., Gardberg, N. & Barnett, M. (2008). Opportunity Platforms and Safety Nets: Corporate Citizenship and Reputational Risk. *Business and Society Review*. Doi: 105. 10.1111/0045-3609.00066.

Fry, R., Igielnik, R., & Patten, E. (2018, March 16). *How Millennials Today Compare with Their Grandparents 50 Years Ago*. Retrieved from

http://www.pewresearch.org/fact-tank/2018/03/16/how-millennials-compare-with-their-grandparents/

Gardner, H. (2008). *Five Minds for the Future*. Boston, Mass.: Harvard Business Press.

George D and Mallery P, 2003. *SPSS for Windows Step by Step: A simple Guide and Reference.* 11.0 update (4th ed.). Boston: Allyn & Bacon.

Ghosh, R., & Chaudhuri, S. (2009). Intergenerational Differences in Individualism/ Collectivism Orientations: Implications for Outlook towards HRD/HRM Practices in India and the United States. *New Horizons in Adult Education and Human Resource.* Development, 23(4), 5e21.

Gilleard, C. & Higgs, P. (2002). Concept Forum, the Third Age: Class, Cohort or Generation? *Cambridge Journals.* pp 369-382 DOI: 10.1017} S0144686X0200870X

Gilleard, C. (2004). Cohorts and Generations in the Study of Social Change. *Social Theory & Health* 2: 106–19.

Ginsberg, O. (2000). *Sustainability from the Children's Perspective - A Journey through the Landscape of German Children's City Farms*. Retrieved May 14, 2014 from http://www.cityfarmer.org/germanCfarms.html.

Global Reporting Initiative. Exposure Draft, G2, G3.0, G3.1 and GRI G4. Retrieved July 1, 2015, from https://www.globalreporting.org.

Global Workplace Innovation. (2010). *Generation Y and the Workplace Annual Report.* Johnson Control. Retrieved August 16, 2014 from, www.johnsoncontrols.in/...workplace.../oxygenz/Oxygenz_Report_-_20

Goulet, L. R., & Frank, M. L. (2002). Organizational Commitment across Three Sectors: Public, Non-profit, and for-profit. *Public Personnel Management,* 31(2), 201-210.

Green, P., Gino, F. & Stass, B.R., (2017). Seeking to Belong: How the Words of Internal and External Beneficiaries Influence Performance. *Working Paper*, Harvard Business School.

Hagevik, S. (1999). From Ozzie and Harriet to the Simpsons, generations in the workplace. *Environmental Health* 61 (9): 39.

Hall, D. T. (1996). Long Live the Career. In D. T. Hall (Ed.): *The Career is Dead— Long Live the Career*, 1-12.

Harris, G. (2017, December 20). A Largely Indian Victory in World War II, Mostly Forgotten in India. Retrieved July 30, 2018 from https://www.nytimes.com/2014/06/22/world/asia/a-largely-indian-victory-in-world-war-ii-mostly-forgotten-in-india.html

Hershatter, A. & Epstein, M (2010). Millennials and the World of Work: An Organization and Management Perspective, *Journal of Business and Psychology, 25 (2),* Springer, http://www.jstor.org/stable/40605780

Hole, D., Zhong, L., and Schwartz, J. (2010). Talking about *Whose* Generation? Why western generational models can't account for a global workforce. *Deloitte Review,* Issue 6. Retrieved Jun30, 2014 from http://www.deloitte.com

Hollingworth, Mark. **(**2009). Building 360 Organizational Sustainability. Improving the Practice of Management*. Ivey Business Journal*. Retrieved March 02, 2015 from http://iveybusinessjournal.com/topics/global-business/building-360-organizational-sustainability#.vcllbvmswx.

Howe, N. (2014a). *The G.I. Generation and the "Triumph of the Squares" (Part 2 of 7).* Retrieved May 22, 2017 from https://www.forbes.com/sites/neilhowe/2014/07/30/the-g-i-generation-and-the-triumph-of-the-squares-part-2-of-7/#15b8455629c8

Howe, N. (2014b). *The Silent Generation, "The Lucky Few" (Part 3 of 7).* Retrieved May 22, 2017 from https://www.forbes.com/sites/neilhowe/2014/08/13/the-silent-generation-the-lucky-few-part-3-of-7/#599a00cd2c63.

Howe, N. (2014c). *The Boom Generation, "What a Long Strange Trip" (Part 4 of 7).* Retrieved May 22, 2017 from https://www.forbes.com/sites/neilhowe/2014/08/20/the-boom-generation-what-a-long-strange-trip-part-4-of-7/#27b5aab86197

Howe, N. (2014d). *Generation X: Once Xtreme, Now Exhausted (Part 5 of 7).* Retrieved May 22, 2017 from

https://www.forbes.com/sites/neilhowe/2014/08/27/generation-x-once-xtreme-now-exhausted-part-5-of-7/#2c7b1b1c4843

Howe, N. (2014e). *The Millennial Generation, "Keep Calm and Carry On" (Part 6 of 7)*. Retrieved May 22, 2017 from https://www.forbes.com/sites/neilhowe/2014/09/04/the-millennial-generation-keep-calm-and-carry-on-part-6-of-7/#1f5c0de0bb20

Howe, N. (2014f). *Introducing the Homeland Generation (Part 1 of 2)*. Retrieved May 22, 2017 from https://www.forbes.com/sites/neilhowe/2014/10/27/introducing-the-homeland-generation-part-1-of-2/#50d23ac2bd67

IUCN, UNEP, and WWF, (1991). *Caring for the Earth: A Strategy for Sustainable Living*, Gland, Switzerland, 1991.

Jennings, P.D. & Zandbergen, P.A. (1995). Ecologically Sustainable Organizations: An Institutional Approach. *The Academy of Management Review,* 20(4).

Kafil, B.A., Wageeh, A.N., Khanfar, N.M. & Kafil, N.M. (2012). A Multi-Generational Workforce: Managing and Understanding Millennials. *International Journal of Business and Management, 7 (24)*.

Kaiser, H. (1974). An index of factorial simplicity. *Psychometrika*, 39, 31-6.

Kane, S. (n.d). *The Multigenerational Workforce: Getting Along with All Generations*. Retrieved from July 30, 2014 from http://legalcareers.about.com/od/practicetips/a/GenerationX.htm

Karefalk, A., Pettersson, M., & Zhu, Y. (2007). How to Motivate Generation Y with Different Cultural Backgrounds: *A Cross-Cultural Comparison between China and Sweden. PhD. Diss.* Kristianstad University.

Kaye, B. & Cohen, J. (2008). Safe Guarding The intellectual Capital of Baby Boomers: When Transitioning Boomers into Retirement, *Loyalty Begets Loyalty*. *T+D* 62 (4), 30-33.

Kim, D.J. (2008). *Generation Gap in Engineering*. Massachusetts Institute of Technology Retrieved August 10, 2017 from https://dspace.mit.edu/handle/1721.1/44693

Koshy, J. (2017, October 18). Badarpur plant to be shut till March. *The Hindu.*

Krejcie, R.V., & Morgan, D.W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement.*

Kumarasinghe, S. and Hoshino, Y., 2010. The Role and Perceptions of Middle Managers and Their Influence on Business Performance: The Case of Sri Lanka. *International Business Research*, 3(4).

Kupperschmidt, B. R. (2000). Multigenerational employees: Strategies for effective management. *The Health Care Manager*, 19, 65–76.

Laerd Statistics (n.d.). *One-Sample T-Test using SPSS Statistics.* Retrieved from https://statistics.laerd.com/spss-tutorials/one-sample-t-test-using-spss-statistics.php

Loehr, A. (2017). *Will Generation Z Lean Conservative or Liberal? It's Not That Simple.* Retrieved May 11, 2019, from https://www.anneloehr.com

Malhotra, P. (2008, December 19). *10 most powerful movements.* Retrieved December 14, 2017, from http://indiatoday.intoday.in/story/10 most powerful movements/1/22812.html

Mannheim, K. (1952). The Problem of Generations. In Kecskemeti, P. (Ed.), *Essays on the Sociology of Knowledge*. London: Routledge & Kegan Paul, pp. 276–322.

Martins, N & Martins, E. (2012). Assessing Millennials in the South African Work Context. In Eddy, S Ng., Sean, T.L. & Schweitzer, L. (Ed.). *Managing the New Workforce*. Edward Elgar.

Maulidi, A. (2016). Analyzing the Worst Corporate Accounting Scandals: Theoretical Framework Perspective. *International Conference on Accounting Studies* (ICAS) 2016. August 15-18, 2016, Langkawi, Kedah, Malaysia

Maurer, R. (2019, August 16). Why are Workers Quitting their Jobs in Record Numbers? Retrieved September 20, 2019 from https://shrm.org/resourceand tools/ hrtopics/talent-acquisition/pages/workers-are-quitting-jobs-record-numbers-aspx.

Mc Donough, W. and Braungart, M. (2002). Design for the Triple Top Line: New Tools for Sustainable Commerce. *Corporate Environmental Strategy.* Elsevier. Retrieved July 10, 2017 from www.corporate-env-strategy.com

McGinnis, J. (2011). The Young and Restless: Generation Y in the Nonprofit Workforce. *Public Administration Quarterly.* 35(3):342-362. doi: 10.2307/41506761

Mehra, P. (2016, September 21). PMO Nod for Closure of Sick Govt. Companies. *The Hindu*

Millennial Leaders, (n.d.). *Generation Y: Everything You Ever Wanted to Know About the Millennials.* Retrieved May 10, 2014 from http://www.millennialleaders.com/Gen_Y_Brownson.pdf

Millennium Development Goals. (n.d.). Retrieved May 20, 2019 from https://www.un.org/millenniumgoals/

Miller, D. & Friesen, P.H. (1984). A Longitudinal Study of the Corporate Life Cycle. *Management Science.* 30(10).

Ministry of Corporate Affairs-Wpsadmin. (n.d.). About MCA. Retrieved June 1, 2018 from http://www.mca.gov.in/MinistryV2/companies_stuckoff_248.html

Ministry of Statistics and Planning India (n.d.) Literacy and Education. Retrieved August 10, 2017 from http://www.mospi.gov.in/sites/default/files/reports_and_publication/statistical_publication/social_statistics/Chapter_3.pdf

Murphy, E. F. Jr., Gibson, J. W. & Greenwood, R. A. (2010). Analyzing generational values among managers and non-managers for sustainable organizational effectiveness. *SAM Advanced Management Journal*, 75(1): 33-43. Winter 2010.

Murphy, S.A. (2007). Leading a Multigenerational Workforce. *AARP Project*. NW, Washington. Retrieved July 12, 2017 from http://assets.aarp.org/www.aarp.org_/cs/misc/leading_a_multigenerationalworkforce.pdf

NAS (2014). *Recruiting & Managing the Generations*. Retrieved, August 10, 2014 from www.nasrecruitment.com/insights-library

Naude, M. (2012). Sustainable Development and Organizational Learning: Mutually Supportive? *International Journal of Business and Management Studies*. ISSN: 2158-1479, 1(1): pp-523–540.

Nayar, B. (1998). Political Structure and India's Economic Reforms of the 1990s. *Pacific Affairs*, 71(3), pp. 335-358. Retrieved August 10, 2018 from https://www.jstor.org/stable/2761414

Ngamb, H. C. (2011). The relationship between leadership and employee morale in higher education. *African Journal of Business Management*, 5(3), pp. 762-776.

Oblinger, D. G. and Oblinger, J.L. (2005). *Educating the Net Generation.* Retrieved March 10, 2018 from www.educause.edu/educatingthenetgen.

Organisation for Economic Co-operation and Development. (2001). *Policies to Enhance Sustainable Development.* Retrieved June 3, 2015 from www.oecd.org/greenworth/1869800.pdf.

Oxford Illustrated Dictionary (2007). *Dorling Kindersley limited and Oxford University Press,* Penguin Books India.

Ozkan, M. & Solmaz, B. (2015). The Changing Face of the Employees- Generation Z and Their Perceptions of Work. *Procedia Economics and Finance*. Vol. 26, pp 476-483. doi.org/10.1016/S2212-5671 (15)00876-X

Panagariya, A. (2003). *India in the 1980s and 1990s: A Triumph of Reforms*. University of Maryland

Parry, E., & Urwin, P. (2011). Generational Differences in Work Values: A Review of Theory and Evidence. *International Journal of Management Reviews, 13* (1), 79-96. doi:10.1111/j.1468-2370.2010.00285.

Perry, J. L. (2000). Bringing society in: Towards a theory of public-service motivation. *Journal of Public Administration Research and Theory*, 10(2), 471-488

Peterson, E. W. (2009). *Taming the Squid: Organizational Sustainability-Surviving the 21st Century*. Greeley, CO: Chambers College Press.

Petrini, M. & Pozzebon, M. (2010). *Integrating Sustainability into Business Practices: Learning from Brazilian Firms.* Retrieved Jun 22, 2014 from www.anpad.org.br/periodicos/arq-pdf/a-1119.pdf.

Pfeffer, J. (2010). Building Sustainable Organizations: The Human Factor. *Academy of Management Perspectives*, 24 (1).

Pollock, N. J. (2014). Nauru Phosphate History and the Resource Curse Narrative. *.Journal de la Société des Océanistes* 2014/1 (No 138-139), p. 107-120. ISSN 0300-953X.

Population Pyramid (2017-19). Retrieved March 1, 2017 onwards from https://www.populationpyramid.net

Punch, K. F. (2005). *Introduction to Social Research: Quantitative and Qualitative Approaches (Essential Resource Books for Social Research)* (2nd ed.). SAGE Publications Ltd.

Purang, P, & Sharma, A. (2007). Value Institutionalization Enhances Commitment: Perspective of Culture in Indian Organisations. *Indian Journal of Industrial Relations*, 43(1), 13-32.

Purang, p. & Sharma, A. (2005). Values Institutionalisation: A Study of Indian Organisations. Journal of Industrial Relations, *40(3). Shri Ram Centre for Industrial Relations and Human Resources*

Quinn, R. E. and J. Rohrbaugh. (1983). A Spatial Model of Effectiveness Criteria: Towards a Competing Values Approach to Organizational Analysis. *Management Science*, 29(3), 363-377.

Rana, B.S. (2005). Chandra Shekhar Azad: An Immortal Revolutionary of India. *Diamond Pocket Books.* pp. 22–24. ISBN 9788128808166

Robert Half International, (2008).What Millennials Workers Want: How to Attract and Retain Gen Y employees. Retrieved July 30, 2016 from www.rhi.com.

Rood, A. S. (2010). Understanding Generational Diversity in the Workplace: What Resorts Can and are Doing. *Journal of Tourism Insights*: 1(1), Article 10. Retrieved August 2, 2018 from https://doi.org/10.9707/2328-0824.1009.

Ross, S.M. (2017). *Introductory Statistics* (4th Ed.). Academic Press. ISBN: 9780128043172

Saleh, L. K. (n.d.): Managing to Manage across Generations at Work, Retrieved from www.desjardinsfinancialsecurity.com, site visited on Aug, 12 2014.

Salleh, N. S. N. M., Amin, W. A. A. W. M., & Mamat, I. (2017). Employee Readiness, Training Design and Work Environment in Influencing Training Transfer among Academic Staffs of Uitm. *International Journal of Academic Research in Business and Social Sciences*, *7*(10). https://doi.org/10.6007/ijarbss/v7-i10/3376

Savitz, Andrew. W. & Weber, K. (2007). The Sustainability Sweet Spot. *Environmental Quality Management*. Wiley Periodicals, Inc. Published online in Wiley InterScience www.interscience.wiley.com, site visited on September 23, 2014.

Schaming, R. (2010). Managing Multi-Generations in Today's Workplace. Retrieved August 2, 2018 from http://www.noomii.com/articles/86-managing-multigenerations-in-todays-workplace

Scott, M., & Bruce, R. (1987). Five Stages of Growth in Small Business. *Long Range Planning*, 20 (3), 45–52

Seemiller, C & Grace, M. (2015). *Generation Z Goes to College.* Jossey-Bass.

Sengupta, J. (2011). *Understanding Economic Growth: Modern Theory and Experience* (2011th ed.). Springer.

Shelar, C. M. & Phadatare, R.G. (2013). *A Study of Employee's Welfare and Social Security Measures with Special Reference to Selected Industrial Units in Karad.* International Interdisciplinary Research Journal, 3 (4), pp. 228- 242.

Shivakumar, G. (2013, April 17). India is set to become the youngest country by 2020. *The Hindu*.

Shrivastava, P. (1995). The Role of Corporations in Achieving Ecological Sustainability. *The Academy of Management Review,* 20 (4), pp. 936-960.

Shrivastava, P. (2010). Pedagogy of Passion for Sustainability. *Academy of Management Learning & Education*, 9 (3). pp. 443-455

Singh, K. (2007). Quantitative Social research Methods. SAGE Publication India.

Singh, P., Bhandarkar, A. & Rai, S. (2012). *Millennials and the Workplace: Challenges for Architecting the Organizations of Tomorrow*. SAGE Publications, New Delhi. ISBN: 978-81-321-0898-6.

Smith, A. (2017). *Cycles in History – The Fourth Turning. Myth of the 20th Century*. Retrieved August 27, 2018 from

https://myth20c.wordpress.com/2017/11/15/cycles-in-history-the-fourth-turning/

Smola, K. W. & Sutton, C. (2002). Generational differences: Revisiting generational work values for the new millennium. *Journal of Organizational Behavior*, 23, 363–382.

Solomon, R. C. (1999). *A Better Way to Think About Business*. Oxford University Press, New York.

Soumendu, B.K., Srivastava, K.B.L. & Giri, V.N. (2007). Human Resource Management, Individual Behaviour and Organisational Effectiveness: A Study in Indian Organisations. *Indian Journal of Industrial Relations*, 43(1), 33-50.

Srinivasan, V. (2012). Multigenerations in the Workforce: Building Collaboration. *IIMB Review,* 24(1), 3-4. DOI: 10.1060/j.iimb.2012.01.009

Srivastava, V. (2015, October 01). Nearly 85% Rise in Brain Drain from India to US in 10 Years. *Hindustan Times*.

Statistical Report, (2009). Census of India Website: Office of the Registrar General & Census Commissioner, India. Retrieved from July 12, 2015 from http://www.censusindia.gov.in/

Statstutor. (n.d.). Retrieved August 20, 2019 from https://www.statstutor.ac.uk/resources/uploaded/tutorsquickguidetostatistics.pdf

Stein, J. (2013). The Me Me Me Generation. T*ime, Inc.* (pp-13). Retrieved August 25, 2014 from www**.** nation.time.com/millennials.

Stillman, D & Stillman, J. (2017).*Gen Z Work: How the Next Generation is Transforming the Workplace*. Harper Collins Publishers.

Strauss, W., & Howe, N. (1991). *Generations: The History of America's Future, 1584 to 2069*. New York: William Morrow.

Strauss, W., & Howe, N. (1997). *The Fourth Turning: An American Prophecy*. New York: Broadway Books.

Strauss, W., & Howe, N. (2000). *Millennials Rising-The Next Great Generation*. New York: Vintage Books

Symposium on Sustainability-Profiles in Leadership, (2001). Retrieved December 10, 2017, from http://www.corporatecomm.org/pdf/1001_morefield.pdf

Tasi, M-S., Tasi, M-C. & Chang, C-C. (2013). The Direct and Indirect Factors on Affecting Organizational Sustainability. *Journal of Management and Sustainability*, 3 (4).

Taylor, Paul, and Scott K. (2010). "*Millennials: Confident Connected Open to Change*," Pew Research Center, February. Retrieved January 2, 2017 from http://pewsocialtrends.org/files/2010/10/millennials-confident-connected-open-tochange.pdf

Thapar, V. (1997). *Land of the Tiger: A Natural History of the Indian Subcontinent*. Berkeley: University of California Press.

The Chipko movement. (n.d.). Retrieved from http://edugreen.teri.res.in/explore/forestry/chipko.htm

The New Strategist, ed. (2006). *The Millennials: Americans Born 1977-1994*. New Strategist Publications, Inc. New York.

Thomas, T.E. & Lamm, E. (2012). Legitimacy and Organisational Sustainability. *Journal of Business Ethics, 110 (2),* 191-203. Springer.

Tolbize, A. (2008, August 16). Generational Difference in the Workplace. Retrieved December 30, 2015, from https://rtc.edu/docs/2_Gen_diff_workplace.pdf.

Tovmasyan, G. (2017). The Role of Managers in Organizations: Psychological Aspects. *Business Ethics and Leadership*, 1 (3), 20-26. doi: 10.21272/bel.1 (3).20-26.2017

Truitt, Debra L (2011). The Effect of Training and Development on Employee Attitude as it Relates to Training and Work Proficiency. *Sage Open*. doi: 10.1177/2158244011433338

Ulrich, J. (2003). "Introduction: A (Sub) cultural Genealogy". In Andrea L. Harris. *GenXegesis: Essays on Alternative Youth*. p. 3. ISBN 9780879728625.

UN Environment. (n.d.). *United Nations Environment Programme.* Retrieved December 10, 2017, from https://www.unenvironment.org/

United Nations Conference on Environment and Development, (1992, June 3-14). Retrieved November 10, 2017 from http://www.un.org/geninfo/bp/enviro.html

United Nations Conference on Sustainable Development, Rio. (2012, June 20-22). Retrieved November 10, 2017, from https://sustainabledevelopment.un.org/rio20

United Nations Conference on the Human Environment Report. (1972). (Rep. No. A/CONF.48/14/Rev.1). Stockholm: United Nation Publication.

United Nations Global Compact. (2000). The Ten principles. Retrieved June 30, 2016, from https://www.unglobalcompact.

US Census Bureau International Database (2009). https://www2.census.gov/

Venkatramanan, M. & Smitha. (2011). Causes and Effects of Global Warming. *Indian Journal of Science and Technology*. 4 (3). ISSN: 0974- 6846

Volkert, Charles A. Esq. (2009a). *How to Manage and Motivate Generation Y Employees?* Robert Half International. Retrieved September 10, 2014 from https://www.alanet.org/careers/articles/How_to_Manage_and_Motivate_Genera tion_Y_Employees.pdf.

Volkert, Charles A. Esq. (2009b). *Managing a Cross-Generational Legal Workforce*. Retrieved September 10, 2014 from www.legal.rhi.mediaroom.com/file.../ACC_07_15_09_Managing+cross+gen.p.

Welsh, J.A. & White, J.F. (1977). Conditions for the Successful Exploitation of New Idea. *APLA Bulletin*, April-May, pp. 294-304

Wilcox, T. (2002). Ethics, Sustainability and Strategy: A Question of Balance in Human Resource Management Education. *Business & Professional Ethics Journal*, Vol. 21, No. 2

Wilson, C., Smith, B. & Dunn, P. (2007). *A Guide to Developing a Sustainability Strategy and Action Plan.* Retrieved June 5, 2015from rpd- mohesr.com/uploads/custompages/Guide_to_sus_strategy.pdf.

Wilton, D. (2009). G.I. Retrieved July 30, 2018 from http://www.wordorigins.org/index.php/more/310/

Winstanley, D., & Woodall, J. (2000). The Ethical Dimension of Human Resource Management. *Human Resource Management Journal,* 10(2): 5–20. http://dx.doi.org/10.1111 /j.1748-8583.2000.tb00017.x.

Workforce 2020. (n.d.). Retrieved August 1, 2018 from https://www.forbes.com/workforce-2020/

World Economic Forum. *(2010). Redesigning Business Value: A Roadmap for Sustainable Consumption.* Deloitte Touche Tohmatsu and the World Economic Forum.

World Population, 2009) https://www.prb.org/2009wpds-webcast-2/

World Summit on Sustainable Development.   Background Release. (2002, August 24). Retrieved November 10, 2017, from http://www.un.org/events/wssd/summaries/envdevj1.htm

Wright, B. E. (2001). Public-Sector Work Motivation: A Review of the Current Literature and a Revised Conceptual Model. *Public Administration Review,* 11(4), 559-586.

Yin, R., (1994). Case study research: Design and methods (2nd Ed.).*Sage Publishing.* Beverly Hills, CA:

Young, W. & Tilley, F. (2006). *Can Businesses Move Beyond Efficiency? The Shift toward Effectiveness and Equity in the Corporate Sustainability Debate. Business Strategy and the Environment.* Wiley InterScience. DOI: 10.1002/bse.510

Youth Employment-Unemployment Scenario. (2012-13). *Labour Bureau.* Ministry of Labour & Employment, Government of India.

Annexure 1 Data Collection Instrument

Questionnaire Section 1:

* Required

1. Name of the Organisation (Optional) _____

2. Sector (Ownership) *   PSU   Private

3. Sector (Industrial) *   Manufacturing   Service Industry

4. Name of the Respondent (Optional) _____

5. Year of Birth *   YYYY

6. Gender *:   Male   Female   Others

7. Religion *   _____

8. Birth Place (State/ UT) *   _____

9. Birth Place Strata *   Rural   Semi urban   Urban

10. School Education *   Rural   Urban   Partly Rural and Partly Urban

11. Education *   SSC   UG   PG   Others:_____

12. Branch/ Discipline of study*   Science   Commerce   Humanities   Pharmacy

                                Engineering/ Technology   Others:_____

13. Email id (Optional)   _____@_____

14. Contact No. (Optional)   +91_____

15. Year of joining present organisation *   (YYYY)

16. Total work experience (in years) *   _____

17. No. of jobs changed during professional career *   _____

18. Present Designation *   Supervisor to Senior Officer   Manager to GM   VP and above

19. No. of people working under you *   _____

---

1.   Please mark appropriate box for each response.

SA: Strongly Agree   **A:** Agree   **N:** Neutral   **D:** Disagree   **SD:** Strongly Disagree

2.   For "*Rank Order Questions*" (Q10-Q12) assign appropriate *Numeric Rank* viz., 1, 2, 3 and so on for each response.

1	2	3	4	5	6
Most preferred					Least Preferred

Questionnaire Section 2:

20.   My considerations for opting first job were as follows. *

		SA	A	N	D	SD
a.	Due to family needs	☐	☐	☐	☐	☐
b.	Structure of pay and perks	☐	☐	☐	☐	☐
c.	Portfolio/ Nature of Work	☐	☐	☐	☐	☐
d.	Opportunity for personal development	☐	☐	☐	☐	☐
e.	Position	☐	☐	☐	☐	☐
f.	Organisational/ Company image	☐	☐	☐	☐	☐
g.	Nearness/ Proximity to hometown/residence	☐	☐	☐	☐	☐
h.	Work life balance	☐	☐	☐	☐	☐
i.	Freedom to work as I like	☐	☐	☐	☐	☐
j.	Less responsibility in job	☐	☐	☐	☐	☐
Others (Specify):		☐	☐	☐	☐	☐

21.   I have opted current profession *

a.	Because of interest in this profession	☐	☐	☐	☐	☐
b.	According to my family guidance	☐	☐	☐	☐	☐
c.	Based on salary and fringe benefits in this profession	☐	☐	☐	☐	☐
d.	My qualification matches to this profession	☐	☐	☐	☐	☐
e.	Based on employment/ career opportunity in this profession	☐	☐	☐	☐	☐
Others (Specify):		☐	☐	☐	☐	☐

22.   I consider following motivating factors to continue in this job. *

a.	Pay and perks	☐	☐	☐	☐	☐
b.	Decent work environment	☐	☐	☐	☐	☐
c.	Courteous boss	☐	☐	☐	☐	☐
d.	Recognition	☐	☐	☐	☐	☐
e.	Job security	☐	☐	☐	☐	☐
f.	Flexible work schedule	☐	☐	☐	☐	☐
g.	Career development opportunities	☐	☐	☐	☐	☐
Others (Specify):		☐	☐	☐	☐	☐

23.   In case, I decide to switch over my job in future, I will consider following for the same. *

a.	Increased salary and fringe benefits	☐	☐	☐	☐	☐
b.	Seeking lifetime employment	☐	☐	☐	☐	☐
c.	Appointment at a higher position	☐	☐	☐	☐	☐
d.	Career development opportunities	☐	☐	☐	☐	☐
e.	Environmentally and socially responsible organisation	☐	☐	☐	☐	☐
f.	Organisation conforming moral and ethical practices	☐	☐	☐	☐	☐

24.	I would like to learn new skills for my overall development ....*

		SA	A	N	D	SD
a.	Even if I need to put extra effort to learn	☐	☐	☐	☐	☐
b.	Even if my area of responsibility is increased	☐	☐	☐	☐	☐
c.	Even if I get slightly less fringe benefits	☐	☐	☐	☐	☐
d.	Provided I am comfortable to do so	☐	☐	☐	☐	☐
e.	Unless it will have impact on my career	☐	☐	☐	☐	☐
f.	Provided it has an element of self-development	☐	☐	☐	☐	☐

25.	My preferred thrust areas in which I need training & development are as follows. *

a.	Technical	☐	☐	☐	☐	☐
b.	Administrative	☐	☐	☐	☐	☐
c.	Soft skills	☐	☐	☐	☐	☐
d.	Managerial	☐	☐	☐	☐	☐
e.	Leadership	☐	☐	☐	☐	☐

26.	My professional team at workplace has following characteristics. *

a.	Free flow of communication	☐	☐	☐	☐	☐
b.	Coordination	☐	☐	☐	☐	☐
c.	Collaboration	☐	☐	☐	☐	☐
d.	Trust	☐	☐	☐	☐	☐
e.	Freedom	☐	☐	☐	☐	☐
f.	Adaptability	☐	☐	☐	☐	☐

27.	I confront following feelings at workplace. *

a.	Helplessness	☐	☐	☐	☐	☐
b.	Anxiety	☐	☐	☐	☐	☐
c.	Forget some of the tasks assigned to me	☐	☐	☐	☐	☐
d.	Emotional problems	☐	☐	☐	☐	☐
e.	Lack attention for a long time at a particular task	☐	☐	☐	☐	☐

28	In my opinion, Trade Unions *………...

a.	Play a constructive role in Indian economy	☐	☐	☐	☐	☐
b.	Are necessary for protecting the interest of employees	☐	☐	☐	☐	☐
c.	Educate their members about duties and responsibilities	☐	☐	☐	☐	☐
d.	Provoke their members unnecessarily	☐	☐	☐	☐	☐
e.	Are hurdle to productivity	☐	☐	☐	☐	☐
f.	Are politically influenced	☐	☐	☐	☐	☐

29.   The order of preference in which I use Information and Communication Technology and mobile gadgets is as follows *
(Please assign *Rank 1 for most preferred and 5 for least one* and, don't repeat same rank for different variables)

Rank

		Rank
a.	Keeping in touch with friends and family.	
b.	Personal use like online shopping and entertainment.	
c.	Information access and study purpose.	
d.	Utilizing for professional accomplishment.	
e.	Social media.	

30.   What factors your organisation should consider for creating a sense of belongingness among employees. *
(Please assign *Rank 1 for most preferred and 6 for least one* and, don't repeat same rank for different variables)

Rank

		Rank
a.	Amenities / Facilities	
b.	Social security	
c.	Welfare activities	
d.	Organisational Culture	
e.	Employee's overall development	
f.	Recognition at workplace	

31.   Following factors affect my morale at workplace. *

(Please assign *Rank 1 for most preferred and 5 for least one* and, don't repeat same rank for different variables)

Rank

		Rank
a.	Justice & equity	
b.	Physical amenities at workplace	
c.	Work-life balance	
d.	Freedom at workplace	
e.	Pay and perks	

Questionnaire Section3

32.   Choose appropriate choices for the following sentences which describes your attitude towards your job, morale at workplace, job responsibilities, career, company and technology at workplace.

		SA	A	N	D	SD
a)	I enjoy my job in my organisation.	☐	☐	☐	☐	☐
b)	I feel that my friends enjoy their job in other ogranisations better than me.	☐	☐	☐	☐	☐
c)	Whenever it is possible, I delegate some authority to my subordinates.	☐	☐	☐	☐	☐
d)	Whenever it is possible, I allow my subordinates to work in their own way.	☐	☐	☐	☐	☐
e)	I feel more productive, when my boss delegates me some authorities.	☐	☐	☐	☐	☐
f)	I am used to digital technology for my personal commitments.	☐	☐	☐	☐	☐
g)	I am comfortable to cope up with technology at workplace.	☐	☐	☐	☐	☐

h) I am willing to accept advanced version of technical infrastructure and endeavour to learn new technology. ☐ ☐ ☐ ☐ ☐

i) To learn, know-how and know-why at workplace, I seek help from my superiors and colleagues. ☐ ☐ ☐ ☐ ☐

j) I complete my job as per organisational trends or followed by most of the seniors. ☐ ☐ ☐ ☐ ☐

k) I enjoy to complete my professional task in a nonconventional way rather than repetitive one. ☐ ☐ ☐ ☐ ☐

l) I put extra effort to succeed in job for recognition and career advancement. ☐ ☐ ☐ ☐ ☐

m) I have a plan to start my own venture in future after gaining industry experience. ☐ ☐ ☐ ☐ ☐

n) I am highly socially networked at workplace. ☐ ☐ ☐ ☐ ☐

o) I have a large no. of friends and acquaintances in my social life. ☐ ☐ ☐ ☐ ☐

p) My organisation follows strict adherence to set down rules and regulations. ☐ ☐ ☐ ☐ ☐

q) I am uncomfortable with such type of strictness in my organisation. ☐ ☐ ☐ ☐ ☐

r) I am comfortable with organisational hierarchy in my organisation. ☐ ☐ ☐ ☐ ☐

s) I keep myself updated regarding rules and regulations imposed by Government for welfare of employees. ☐ ☐ ☐ ☐ ☐

t) I hesitate to question my boss even if there is a deviation from standard operating procedure. ☐ ☐ ☐ ☐ ☐

u) I keep myself updated regarding industrial trends and present job market. ☐ ☐ ☐ ☐ ☐

v) I desire immediate feedback from my superiors. ☐ ☐ ☐ ☐ ☐

w) I provide immediate feedback to my subordinates. ☐ ☐ ☐ ☐ ☐

x) I have open and direct communicate with superiors. ☐ ☐ ☐ ☐ ☐

y) I communicate directly to my subordinates. ☐ ☐ ☐ ☐ ☐

z) I communicate directly to my peers of other departments. ☐ ☐ ☐ ☐ ☐

Q14. Suggestions for ogranisations

(i) To reduce attrition/ increase retention:

(ii) To make training effective :

(iii) To create sense of belongingness:

(iv) To motivate employees at workplace:

Thank you for your response with patience

Annexure 2. Sample Organisations, BSE/ NSE/ NYSE Listing Status, No. of Eligible Units, Forms Distribution and Response Rate

Sr. No	Organisation	BSE/ NSE/ NYSE Listing	No. of Eligible Units	Distributed *(f)*	Received *(f)*	Received *(%)*
PSU Manufacturing						
1.	Indian Oil Corporation Ltd.	Yes	400	75 + 30*	54	12.27
2.	GNFC Ltd.	Yes	150	50	44	10.00
3.	GSFC Ltd.	Yes	100	30	12	2.50
	Total		850	156	110	25
PSU Service						
1.	Gujarat Gas Ltd.	Yes	70	50	38	8.63
2.	Engineers India Ltd.	Yes	40	15	14	3.18
3.	The New India Assurance Company Ltd.	Yes	35	12	12	2.76
4.	United India Insurance Company Limited	Yes	30	15	15	3.40
5.	Leading Public Sector Bank_1	Yes	70	15	11	2.50
6.	Leading Public Sector Bank_2	Yes	50	12	9	2.04
7.	Largest Public Sector Bank_1	Yes	100	15	11	2.50
	Total		395	142	110	25
Pvt Manufacturing						
1.	INOX Group	Yes	100	30	24	5.45
2.	Panasonic Energy India Company Limited	Yes	90	20	16	3.63
3.	Leading Auto Parts Industry	Yes	100	18	15	3.40
4.	Gujarat Fluorochemicals Limited	Yes	80	35	28	6.36
5.	Apollo Tyres Ltd.	Yes	200	40*	27	6.13
	Total		570	103	110	25
Pvt Service						
1.	INOX Leisure Limited	Yes	60	35	31	7.04
2.	ICICI Prudential Life Insurance/ ICICI Lombard	Yes	55	24	19	4.31
3.	Kotak Mahindra Bank	Yes	25	10	8	1.81
4.	Bajaj Allianz Life Insurance (WOS Bajaj Finserv)	Yes	35	15	13	2.94
5.	TCS	Yes	200	40	33	7.44
6.	Mastercard	NYSE	100	15	8	1.81
7.	Future Group	Yes	15	10	6	1.36
	Total		490	164	110	25
	Grand Total		2305	565 + 70*	440	100

* Google Link

Note: Approximately 25 invalid responses were not considered.

Annexure 3. Gen Y's Personal and Professional Characteristics and Content Validity

Gen Y's Personal and Professional Characteristics

Organisational:
- Expectations for all-round development
- interaction among colleagues
- Wants less Red tapism and organisational hierarchy
- High expectations of their employers
- Open and direct communication
- Job satisfaction at workplace
- Teamwork
- Job hoppers
- Likes interesting work
- Question authority
- Demands immediate feed back
- Feel more productive
- Not loyal to employer

Technical:
- Most technically educated
- Technology savvy
- Technology dependent
- Access information easily

Professional:
- Integrate technology into workplace
- Perceived high skills and multiple competencies
- Looking for career advancement opportunities
- Achievement oriented
- Multi-tasking
- Entrepreneurial
- Career flexibility
- Learning and personal growth

Motivational:
- Lured towards increased pay
- Want a boss with pleasant personality
- Utilise free time for own requirement
- Associate more the type of work they do
- Recognition
- Decent work environment
- Want to learn different skills and competencies
- Mutual respect and trust

Social:
- Interconnected
- Ethnically diverse
- Highly socially networked
- Empathetic
- Collaborative
- Tolerant
- Communicates easily
- Flexibility

Values:
- Value autonomy
- Equality
- Work-life balance
- Justice
- Freedom
- Social responsibility

Personal:
- Accept challenges
- Inquisitiveness
- Pragmatic
- Leadership traits
- Lacks basic literacy fundamentals
- Daring
- Innovative
- Confident
- Ambitious
- Distracted
- Destructible
- Impatient

Source: Review of Literature

Annexure 3. Gen Y's Personal and Professional Characteristics and Content Validity

Content Validity

Dimensions	Question Nos.	Dimensions	Question Nos.
Organisational		**Technical**	
Expectations for all-round development:	20.d, 22.g, 23.d, 24.f	Most technically educated	32.. g. and h.
Interaction among colleagues:	32. n.	Technology savvy	32. f.
Wants less Red tapism and organisational hierarchy:	32.r	Technology dependent	32.. f.
High expectations of their employers	22. a. to g.	Access information easily	
Open and direct communication	32. x., y. and z.	**Professional**	
Job satisfaction at workplace	32. a., b.,	Integrate technology into workplace	28. d.
Teamwork	26. a. to f.	Perceived high skills and multiple competencies	
Job hoppers	17	Looking for career advancement opportunities	32. d.
Likes interesting work	20.c.	Achievement oriented	20. d., 31. e. and 32. m.
Question authority	32.t.	Multi-tasking	24..b.
Demands immediate feed back	32.v.	Entrepreneurial	32. m.
Feel more productive	32.m.	Career flexibility	
Not loyal to employer		Learning and personal growth	20. d., 23. d., and 24. a. to f.
Motivational		**Values**	
Lured towards increased pay	20.b., 23.a., 31.e.	Value autonomy	32.d.
Want a boss with pleasant personality		Equality	31.a.
Utilise free time for own requirement		Work-life balance	24.h., 31.c,
Associate more the type of work they do		Justice	31.a.
Recognition	22.d.	Freedom	24.i. 32.q and r.
Decent work environment	22.b.	Social responsibility	24.e.
Want to learn different skills and competencies	25. a to e.	**Personal**	
Mutual respect and trust	32.d., e., and v to z.	Accept challenges	
Social		Inquisitiveness	32.i.
Interconnected		Pragmatic	21.d.
Ethnically diverse		Leadership traits	32.c.d. y.
Highly socially networked	32. n and o	Lacks basic literacy fundamentals	
Empathetic		Daring	32. t
Collaborative	32.n, z.	Innovative	32. j. k.
Tolerant		Confident	
Communicates easily	32. x., y. and z.	Ambitious	23. a to d
Flexibility		Distracted and Destructible	27. a to e
		Impatient	23. a to f

Annexure 4: Reliability Reports

1. Team

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.899	.899	5

Item Statistics

	M	SD	N
Helplessness	2.72	1.111	440
Anxiety	2.71	1.039	440
Forget some of the tasks	2.60	1.028	440
Emotional problem	2.70	1.053	440
Lack attention	2.59	1.027	440

2. Distracted and Destructible

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.882	.883	6

Item Statistics

	M	SD	N
Free flow of communication	4.06	.778	440
Coordination	4.00	.753	440
Collaboration	3.91	.781	440
Trust	3.91	.852	440
Freedom	3.68	.864	440
Adaptability	3.88	.804	440

3. Perception about Trade Unions

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.879	.881	6

Item Statistics

	M	SD	N
Play a constructive role in Indian economy	3.50	.940	440
Necessary to protect the interest of employees	3.79	.873	440
Educate members about their duties and responsibilities	3.58	.868	440
Do not provoke their members unnessesarily	3.45	.931	440
Are not hurdle to productivity	3.51	.959	440
Are not politically influenced	3.02	1.018	440

4. Reliability of obtained factors from Q. No. 20

Component	Log	Reliability Statistics	
		Cronbach's Alpha	N of Items

Work condition	`RELIABILITY`
	`    /VARIABLES=STR_P POS_N ORG_I POT_N`
	`    /SCALE('ALL VARIABLES') ALL`
	`  /MODEL=ALPHA`
	`    /SUMMARY=TOTAL.`
		.710	4

Annexure 4: Reliability Reports

| work Comfort | RELIABILITY
/VARIABLES=NER_P WRK_B FRD_M LES_S
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/SUMMARY=TOTAL. | .617 | 4 |
| other | RELIABILITY
/VARIABLES= OPP_D NN_FML
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/SUMMARY=TOTAL. | .497 | 2 |

5.   Reliability of obtained factors from Section 3 Q. No. 32.

Component	Log	Reliability Statistics	
		Cronbach's Alpha	No. of Items
Communication	RELIABILITY /VARIABLES=FED_P COM_B COM_P COM_S /SCALE ('ALL VARIABLES') ALL /MODEL=ALPHA.	.752	4
Tech Savvy	RELIABILITY /VARIABLES=TCH_W TCH_C DGT_U /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA.	.482	3
Aware	RELIABILITY /VARIABLES=GVT_U IND_U /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA	.542	2
Socially Networked	RELIABILITY /VARIABLES=SOC_W SOC_L /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA.	.705	2
Adaptation	RELIABILITY /VARIABLES=UNC_T R_NEW /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA.	.713	2
Autonomy	RELIABILITY /VARIABLES=ATY_D ALW_S FED_P /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA.	.508	3
Perceived job enjoyment	RELIABILITY /VARIABLES=JOB_E B_NEW /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA.	.541	2
Miscellaneous	RELIABILITY /VARIABLES=PUT_E CNV_N VTR_P PRD_F /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA.	.411	4
Autonomy	RELIABILITY /VARIABLES=ATY_D ALW_S FED_P /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA.	.508	3

* Components of obtained viz., work condition ($\alpha= 0.71$), work comfort ($\alpha= 0.62$), communication ($\alpha= 0.75$), socially networked ($\alpha= 0.71$) and adaptation ($\alpha= 0.71$) were considered on a reflective for data analysis. Components having less alpha value were not be considered on reflective scale, therefore, item were considered on formative scale for data analysis.

Annexure 5

Commonly Used Statistical Tests

Common Single Comparison Tests

Comparing:	Dependent (outcome) variable	Independent (explanatory) variable	Parametric test (data is normally distributed)	Non-parametric test (ordinal/ skewed data)
The averages of two INDEPENDENT groups	Scale	Nominal (Binary)	Independent t-test	Mann-Whitney test/ Wilcoxon rank sum
The averages of 3+ independent groups	Scale	Nominal	One-way ANOVA	Kruskal-Wallis test
The average difference between paired (matched) samples e.g. weight before and after a diet	Scale	Time/ Condition variable	Paired t-test	Wilcoxon signed rank test
The 3+ measurements on the same subject	Scale	Time/ condition variable	Repeated measures ANOVA	Friedman test

Tests of association

Relationship between 2 continuous variables	Scale	Scale	Pearson's Correlation Coefficient	Spearman's Correlation Coefficient
Predicting the value of one variable from the value of a predictor variable or looking for significant relationships	Scale	Any	Simple Linear Regression	Transform the data
	Nominal (Binary)	Any	Logistic regression	
Assessing the relationship between two categorical variables	Categorical	Categorical		Chi-squared test

https://www.statstutor.ac.uk/resources/uploaded/tutorsquickguidetostatistics.pdf

Annexure. 6 Construct Validity: First Job

Anti-image Matrices

	Structure	Portfolio/	Opportunity	Position	Image	Nearness	Work life	Freedom	Less	Not due
Structure of Pay and Perks	.697[a]	-.176	.020	-.293	-.141	.060	-.183	.130	.018	.216
Portfolio/ Nature of Work	-.176	.749[a]	-.314	-.237	-.006	-.003	-.002	-.062	-.089	-.186
Opportunity for Personal Development	.020	-.314	.693[a]	-.096	-.226	-.087	-.075	-.009	.189	-.166
Position	-.293	-.237	-.096	.806[a]	-.132	-.033	-.095	-.165	-.052	.022
Organisation's Image	-.141	-.006	-.226	-.132	.800[a]	-.058	.026	-.084	.021	.074
Nearness/ Proximity to Hometown/ Residence	.060	-.003	-.087	-.033	-.058	.720[a]	-.247	.038	-.175	.043
Work life balance	-.183	-.002	-.075	-.095	.026	-.247	.769[a]	-.274	-.097	-.015
Freedom at workplace	.130	-.062	-.009	-.165	-.084	.038	-.274	.709[a]	-.271	.080
Less Responsibility in Job	.018	-.089	.189	-.052	.021	-.175	-.097	-.271	.673[a]	.048
Not due to family needs	.216	-.186	-.166	.022	.074	.043	-.015	.080	.048	.511[a]

a. Measures of Sampling Adequacy(MSA)

Annexure 7. Construct Validity Q32: Anti-Image Correlation Matrices: Post Reverse Coding

	A I enjoy my job in my organisation.	C delegate authy to subs	D allow my sub	E prod feel boss delgt Authy	F used to digital technology	G cope up with technology	H willing to accept adv tech	I know-how n why sup help	J organisational trends follow	K nonconventional way follow	L put extra effort	M plan to start venture	N highly socially networked	O large no. of friends	P organisation follows strict	Q uncomfortable with strictness	S Govt regulations aware	T hesitate to question	U updated ind trends n job market	V desire immediate feedback	W provide immediate feedback	X communicate with superiors	Y communicate subordinates.	Z communicate peers other dep	AB uncomfortable with hierarchy	AA my friends do not enjoy
A	.653a	-.070	-.048	-.104	-.055	.007	.061	-.111	-.032	.087	-.102	.053	-.100	.044	-.029	.045	.090	-.028	-.078	.085	-.042	-.064	.010	-.002	.075	-.343
C	-.070	.644a	-.276	-.115	-.124	.106	-.080	-.058	.092	-.059	-.064	-.032	.011	-.063	.111	-.047	-.063	-.128	.012	-.030	-.010	-.124	-.058	.133	.010	.027
D	-.048	-.276	.724a	-.012	-.085	.018	-.036	.048	.078	.044	-.022	.005	-.076	.054	.025	.003	.015	-.005	.035	-.036	-.108	.036	-.109	-.014	-.042	-.044
E	-.104	-.115	-.012	.746a	-.018	-.234	-.025	-.015	-.025	-.046	-.061	-.132	.062	.054	-.158	.146	.038	.076	.031	-.026	-.019	-.103	-.024	.026	-.086	.015
F	-.055	-.124	-.085	-.018	.715a	-.173	-.128	.006	-.042	-.069	-.031	-.027	.045	-.142	-.042	-.023	.002	.003	.070	-.130	.035	.014	.061	.010	.088	.015
G	.007	.106	.018	-.234	-.173	.706a	-.212	-.046	.012	-.159	.003	.142	-.068	.023	.004	.008	-.071	.031	-.019	.105	-.050	-.114	.106	-.181	-.013	.010
H	.061	-.080	-.036	-.025	-.128	-.212	.684a	-.202	.037	.076	-.083	.047	.057	.011	-.015	.027	.087	.115	-.068	-.024	-.001	.024	-.007	.028	-.028	-.051
I	-.111	-.058	.048	-.015	.006	-.046	-.202	.667a	-.148	-.122	-.019	-.029	.043	.030	.039	-.106	-.103	.188	-.023	-.129	.081	.034	-.049	.016	.064	-.002
J	-.032	.092	.078	-.025	-.042	.012	.037	-.148	.420a	.179	-.137	.089	.067	-.065	-.137	.049	-.108	-.141	.178	.053	-.043	-.186	.007	.128	-.012	.012
K	.087	-.059	.044	-.046	-.069	-.159	.076	-.122	.179	.664a	-.115	-.156	-.054	.053	-.011	.027	-.024	-.020	-.039	.034	.015	.021	-.091	-.007	.069	-.097
L	-.102	-.064	-.022	-.061	-.031	.003	-.083	-.019	-.137	-.115	.712a	-.136	.004	-.034	-.051	.009	.082	-.050	-.094	.027	-.077	.013	-.037	.011	.039	.141
M	.053	-.032	.005	-.132	-.027	.142	.047	-.029	.089	-.156	-.136	.688a	-.092	-.132	-.028	-.097	.025	-.061	.001	-.050	-.077	.115	.058	-.040	-.035	.028
N	-.100	.011	-.076	.062	.045	-.068	.057	.043	.067	-.054	.004	-.092	.585a	-.490	-.096	.074	.051	.043	.040	-.070	-.074	-.110	.101	.015	.027	.125
o	.044	-.063	.054	.054	-.142	.023	.011	.030	-.065	.053	-.034	-.132	-.490	.593a	-.059	-.023	.045	.004	-.171	.009	.003	.017	.040	-.087	.043	-.100
P	-.029	.111	.025	-.158	-.042	.004	-.015	.039	-.137	-.011	-.051	-.028	-.096	-.059	.678a	-.216	-.179	.010	-.102	-.136	.128	-.010	-.122	.020	.044	.045
Q	.045	-.047	.003	.146	-.023	.008	.027	-.106	.049	.027	.009	-.097	.074	-.023	-.216	.577a	-.007	-.154	.013	-.069	.057	-.045	-.060	.043	-.526	.117
S	.090	-.063	.015	.038	.002	-.071	.087	-.103	-.108	-.024	.082	.025	.051	.045	-.179	-.007	.682a	.060	-.325	.021	-.135	-.099	.030	-.024	.117	-.021
T	-.028	-.128	-.005	.076	.003	.031	.115	.188	-.141	-.020	-.050	-.061	.043	.004	.010	-.154	.060	.705a	.014	-.043	-.030	.091	.095	-.004	.100	.112
U	-.078	.012	.035	.031	.070	-.019	-.068	-.023	.178	-.039	-.094	.001	.040	-.171	-.102	.013	-.325	.014	.652a	-.106	-.061	-.062	.015	.072	-.060	.114
V	.085	-.030	-.036	-.026	-.130	.105	-.024	-.129	.053	.034	.027	-.050	-.070	.009	-.136	-.069	.021	-.043	-.106	.687a	-.254	-.174	.104	.006	.042	-.044
W	-.042	-.010	-.108	-.019	.035	-.050	-.001	.081	-.043	.015	-.077	-.077	-.074	.003	.128	.057	-.135	-.030	-.061	-.254	.674a	.102	-.469	.032	-.032	.005
X	-.064	-.124	.036	-.103	.014	-.114	.024	.034	-.186	.021	.013	.115	-.110	.017	-.010	-.045	-.099	.091	-.062	-.174	.102	.774a	-.267	-.285	.052	-.061
Y	.010	-.058	-.109	-.024	.061	.106	-.007	-.049	.007	-.091	-.037	.058	.101	.040	-.122	-.060	.030	.095	.015	.104	-.469	-.267	.692a	-.374	.017	.009
Z	-.002	.133	-.014	.026	.010	-.181	.028	.016	.128	-.007	.011	-.040	.015	-.087	.020	.043	-.024	-.004	.072	.006	.032	-.285	-.374	.733a	-.028	.032
ab	.075	.010	-.042	-.086	.088	-.013	-.028	.064	-.012	.069	.039	-.035	.027	.043	.044	-.526	.117	.100	-.060	.042	-.032	.052	.017	-.028	.589a	.053
aa	-.343	.027	-.044	.015	.015	.010	-.051	-.002	.012	-.097	.141	.028	.125	-.100	.045	.117	-.021	.112	.114	-.044	.005	-.061	.009	.032	.053	.637a

Annexure 8

Q20. Considerations for opting first job (ten items).

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.732
Bartlett's Test of Sphericity	Approx. Chi-Square	784.268
	df	45
	Sig.	.000

Q32. Attitude towards an array of professional and personal characteristics (25 items).

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.670
Bartlett's Test of Sphericity	Approx. Chi-Square	2224.357
	df	325
	Sig.	.000

Annexure 9:
Work Condition, Work Comfort, Opportunity for Personal Development and Family Needs

Group Statistics

		N	M	SD	SEM
			Gender		
work condition	Male	356	3.6584	.68346	.03622
	Female	84	3.9619	.58617	.06396
Work comfort	Male	356	3.0028	.79145	.04195
	Female	84	3.1488	.78399	.08554
			Gen Y Cat		
work condition	Early born	288	3.7056	.67672	.03988
	Late born	152	3.7368	.67634	.05486
Work comfort	Early born	288	3.0608	.77653	.04576
	Late born	152	2.9737	.81793	.06634
			Education		
work condition	UG	224	3.7509	.65687	.04389
	PG	216	3.6806	.69496	.04729
work comfort	UG	224	3.0212	.77615	.05186
	PG	216	3.0405	.80827	.05500
			Level of Mgmt		
work condition	Lower Mgmt	304	3.7178	.67717	.03884
	Middle Mgmt	136	3.7132	.67581	.05795
work comfort	Lower Mgmt	304	3.0313	.81006	.04646
	Middle Mgmt	136	3.0294	.75034	.06434
			Sector		
work condition	PSU_M	110	3.6309	.77587	.07398
	PSU_NM	110	3.8273	.64593	.06159
	PVT_M	110	3.6727	.66951	.06384
	PVT_NM	110	3.7345	.59237	.05648
	Total	440	3.7164	.67598	.03223
work comfort	PSU_M	110	2.8705	.79182	.07550
	PSU_NM	110	2.9818	.73315	.06990
	PVT_M	110	3.1955	.77695	.07408
	PVT_NM	110	3.0750	.83402	.07952
	Total	440	3.0307	.79123	.03772
			Birthplace		
work condition	Rural	113	3.5522	.68831	.06475
	Semi Urban	87	3.6920	.67155	.07200
	Urban	240	3.8025	.65927	.04256
	Total	440	3.7164	.67598	.03223
work comfort	Rural	113	2.9270	.90057	.08472
	Semi Urban	87	3.0172	.73808	.07913
	Urban	240	3.0844	.75220	.04855
	Total	440	3.0307	.79123	.03772

Multiple Comparisons: Tukey HSD

Dependent Variable	(I) Sector and Industry	(J) Sector and Industry	MD (I-J)	SE	Sig.	95% CI LL	95% CI UL
work comfort	PSU_M	PSU_NM	-.11136	.10582	.719	-.3843	.1616
		PVT_M	-.32500*	.10582	.012	-.5979	-.0521
		PVT_NM	-.20455	.10582	.216	-.4775	.0684
	PSU_NM	PSU_M	.11136	.10582	.719	-.1616	.3843
		PVT_M	-.21364	.10582	.183	-.4866	.0593
		PVT_NM	-.09318	.10582	.815	-.3661	.1797
	PVT_M	PSU_M	.32500*	.10582	.012	.0521	.5979
		PSU_NM	.21364	.10582	.183	-.0593	.4866
		PVT_NM	.12045	.10582	.666	-.1525	.3934
	PVT_NM	PSU_M	.20455	.10582	.216	-.0684	.4775
		PSU_NM	.09318	.10582	.815	-.1797	.3661
		PVT_M	-.12045	.10582	.666	-.3934	.1525

Dependent Variable	(I) Birthplace Strata	(J) Birthplace Strata	MD (I-J)	SE	Sig.	95% CI LL	95% CI UL
work condition	Rural	Semi Urban	-.13974	.09545	.309	-.3642	.0847
		Urban	-.25029*	.07635	.003	-.4298	-.0707
	Semi Urban	Rural	.13974	.09545	.309	-.0847	.3642
		Urban	-.11055	.08375	.385	-.3075	.0864
	Urban	Rural	.25029*	.07635	.003	.0707	.4298
		Semi Urban	.11055	.08375	.385	-.0864	.3075

Annexure 9:

*. The mean difference is significant at the 0.05 level.

One-Sample Statistics

	N	M	SD	SEM
Opportunity for Personal Development	440	4.06	.933	.044
Not due to family needs	440	2.41	1.227	.058

Ranks

			N	Mean Rank
Gender	Opportunity for Personal Development	Male	356	212.23
		Female	84	255.55
		Total	440	
	Not due to family needs	Male	356	204.37
		Female	84	288.87
		Total	440	
Gen Y Cat	Opportunity for Personal Development	Early born	288	223.64
		Late born	152	214.55
		Total	440	
	Not due to family needs	Early born	288	212.72
		Late born	152	235.24
		Total	440	
Education level	Opportunity for Personal Development	UG	224	220.49
		PG	216	220.51
		Total	440	
	Not due to family needs	UG	224	212.99
		PG	216	228.28
		Total	440	
Designation	Opportunity for Personal Development	Lower Mgmt	304	226.12
		Middle Mgmt	136	207.94
		Total	440	
	Not due to family needs	Lower Mgmt	304	226.17
		Middle Mgmt	136	207.83
		Total	440	
Sector and Industry together	Opportunity for Personal Development	PSU_M	110	200.74
		PSU_NM	110	213.15
		PVT_M	110	235.81
		PVT_NM	110	232.30
		Total	440	
	Not due to family needs	PSU_M	110	212.08
		PSU_NM	110	216.27
		PVT_M	110	217.00
		PVT_NM	110	236.66
		Total	440	
Birthplace Strata	Opportunity for Personal Development	Rural	113	204.82
		Semi Urban	87	221.05
		Urban	240	227.68
		Total	440	
	Not due to family needs	Rural	113	189.44
		Semi Urban	87	204.90
		Urban	240	240.78
		Total	440	

Annexure 10: Factors influencing choice of profession

Gen Y: One Sample t test Descriptives

	N	M	SD	SEM
Because of interest in this profession	440	3.96	.956	.046
According to my family Guidance	440	3.10	1.247	.059
Salary and fringe benefits	440	3.90	.953	.045
My qualification matches to this profession	440	3.84	1.057	.050
Employment/ Career opportunities	440	4.02	.917	.044

Sector and Industry together: Mean Rank Score-K Sample Kruskal-Wallis H Test

	Ownership and Industry	N	Mean Rank
Because of interest in this profession	PSU_M	110	202.77
	PSU_NM	110	201.31
	PVT_M	110	254.64
	PVT_NM	110	223.28
	Total	440	
According to my family Guidance	PSU_M	110	204.26
	PSU_NM	110	237.99
	PVT_M	110	222.85
	PVT_NM	110	216.90
	Total	440	
Salary and fringe benefits	PSU_M	110	226.82
	PSU_NM	110	247.40
	PVT_M	110	190.32
	PVT_NM	110	217.45
	Total	440	
My qualification matches to this profession	PSU_M	110	217.86
	PSU_NM	110	197.55
	PVT_M	110	242.21
	PVT_NM	110	224.38
	Total	440	
Employment/ Career opportunities	PSU_M	110	197.69
	PSU_NM	110	222.96
	PVT_M	110	218.90
	PVT_NM	110	242.46
	Total	440	

Annexure 11: Motivating factors to continue in the job

One Sample t test Descriptives

	N	M	SD
Pay and perks	440	3.94	.86
Decent work Environment	440	3.88	.81
Courteous Boss	440	3.59	.94
Recognition	440	3.53	.89
Job Security	440	3.86	1.05
Flexible work schedule	440	3.11	1.12
Opportunity for personal development	440	3.85	.92

Mean Rank Score K Sample Kruskal-Wallis H test

	Mean Rank	Sector	N	Mean Rank	
	234.21	PSU_M	110	257.00	
	237.30	PSU_NM	110	279.81	
Pay and perks	204.13	PVT_M	110	198.50	Job Security
	206.36	PVT_NM	110	146.69	
		Total	440		
	207.30	PSU_M	110	198.90	
	233.55	PSU_NM	110	203.52	
Decent work Environment	209.44	PVT_M	110	231.62	Flexible work schedule
	231.71	PVT_NM	110	247.96	
		Total	440		
	198.43	PSU_M	110	194.44	
	238.56	PSU_NM	110	214.90	Opportunity for personal development
Courteous Boss	207.48	PVT_M	110	219.14	
	237.52	PVT_NM	110	253.53	
		Total	440		
	204.78	PSU_M	110		
	233.00	PSU_NM	110		
Recognition	226.68	PVT_M	110		
	217.54	PVT_NM	110		
		Total	440		

Annexure 12: EFA and PCA Factors that may be decisive to switch over jobs in future

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.710
Bartlett's Test of Sphericity	Approx. Chi-Square	697.047
	df	15
	Sig.	.000

Anti-image Matrices

		Increased	Seeking	Apt	Career	Environ	Organization
Anti-image Correlation	Increased salary and fringe benefits	.714[a]	-.091	-.224	-.162	-.015	.108
	Seeking lifetime employment	-.091	.765[a]	-.143	.058	.022	-.169
	Appointment at higher position	-.224	-.143	.751[a]	-.406	-.043	-.099
	Career development opportunities	-.162	.058	-.406	.767[a]	-.128	-.167
	Environmentally and socially responsible organisation	-.015	.022	-.043	-.128	.672[a]	-.622
	Organisation conforming moral and ethical practices	.108	-.169	-.099	-.167	-.622	.660[a]
a. Measures of Sampling Adequacy(MSA)							

Communalities

	Initial	Extraction
Increased salary and fringe benefits	1.000	.731
Seeking lifetime employment	1.000	.182
Appointment at higher position	1.000	.650
Career development opportunities	1.000	.605
Environmentally and socially responsible organisation	1.000	.777
Organisation conforming moral and ethical practices	1.000	.818
Extraction Method: Principal Component Analysis.		

Reliability: Job Condition

```
RELIABILITY   /VARIABLES=INC_S APP_H DEV_O
/SCALE ('ALL VARIABLES') ALL    /MODEL=ALPHA.
```

Reliability Statistics	
Cronbach's Alpha	N of Items
.666	3

Reliability: Ethics and Values

```
RELIABILITY   /VARIABLES=ENV_R MRL_E
/SCALE ('ALL VARIABLES') ALL    /MODEL=ALPHA.
```

Reliability Statistics	
Cronbach's Alpha	N of Items
.827	2

Annexure 13. Factors that may be decisive to switch over jobs in future

Job condition and Ethics and values
One-Sample Statistics

	N	M	SD	SEM
Job_Cond	440	4.4894	.53705	.02560
Ethics_N_Values	440	4.0739	.80975	.03860

Group Statistics: Gender

Job_Cond	Male	356	4.4775	.53115	.02815
	Female	84	4.5397	.56185	.06130
Ethics_N_Values	Male	356	4.0239	.82402	.04367
	Female	84	4.2857	.71256	.07775

Group Statistics: Gen Y Cat

Job_Cond	Early Born	288	4.4745	.55802	.03288
	Late Born	152	4.5175	.49544	.04019
Ethics_N_Values	Early Born	288	4.0608	.79565	.04688
	Late Born	152	4.0987	.83792	.06796

Group Statistics: Edn Level

Job_Cond	UG	224	4.5060	.55846	.03731
	PG	216	4.4722	.51464	.03502
Ethics_N_Values	UG	224	4.1004	.82693	.05525
	PG	216	4.0463	.79251	.05392

Group Statistics

Job_Cond	Lower Mgmt	304	4.4934	.50733	.02910
	Middle Mgmt	136	4.4804	.60009	.05146
Ethics_N_Values	Lower Mgmt	304	4.1053	.80250	.04603
	Middle Mgmt	136	4.0037	.82439	.07069

Descriptives

		N	M	SD	SE	95% CI	
						LL	UL
Job_Cond	PSU_M	110	4.5333	.51124	.04874	4.4367	4.6299
	PSU_NM	110	4.4152	.60272	.05747	4.3013	4.5290
	PVT_M	110	4.4697	.47204	.04501	4.3805	4.5589
	PVT_NM	110	4.5394	.55112	.05255	4.4352	4.6435
	Total	440	4.4894	.53705	.02560	4.4391	4.5397
Ethics_N_Values	PSU_M	110	4.2727	.74389	.07093	4.1322	4.4133
	PSU_NM	110	4.2273	.70917	.06762	4.0933	4.3613
	PVT_M	110	3.9955	.81132	.07736	3.8421	4.1488
	PVT_NM	110	3.8000	.88359	.08425	3.6330	3.9670
	Total	440	4.0739	.80975	.03860	3.9980	4.1497

Descriptives

		N	M	SD	SE	95% CI	
						LL	UL
Job_Cond	Rural	113	4.5103	.49415	.04649	4.4182	4.6024
	Semi Urban	87	4.4598	.48821	.05234	4.3557	4.5638
	Urban	240	4.4903	.57363	.03703	4.4173	4.5632
	Total	440	4.4894	.53705	.02560	4.4391	4.5397
Ethics_N_Values	Rural	113	4.2611	.65157	.06129	4.1396	4.3825
	Semi Urban	87	3.9310	.78196	.08384	3.7644	4.0977
	Urban	240	4.0375	.87183	.05628	3.9266	4.1484
	Total	440	4.0739	.80975	.03860	3.9980	4.1497

Annexure 13. Factors that may be decisive to switch over jobs in future

Multiple Comparisons: Sec & Ind

Dependent Variable	(I) Sec & Ind	(J) Sec & Ind	MD (I-J)	SE	Sig.	95% CI LL	95% CI UL
Ethics_N_Values — Tukey HSD	PSU_M	PSU_NM	.04545	.10650	.974	-.2292	.3201
		PVT_M	.27727*	.10650	.047	.0026	.5519
		PVT_NM	.47273*	.10650	.000	.1981	.7474
	PSU_NM	PSU_M	-.04545	.10650	.974	-.3201	.2292
		PVT_M	.23182	.10650	.131	-.0428	.5065
		PVT_NM	.42727*	.10650	.000	.1526	.7019
	PVT_M	PSU_M	-.27727*	.10650	.047	-.5519	-.0026
		PSU_NM	-.23182	.10650	.131	-.5065	.0428
		PVT_NM	.19545	.10650	.258	-.0792	.4701
	PVT_NM	PSU_M	-.47273*	.10650	.000	-.7474	-.1981
		PSU_NM	-.42727*	.10650	.000	-.7019	-.1526
		PVT_M	-.19545	.10650	.258	-.4701	.0792

*. The mean difference is significant at the 0.05 level.

Multiple Comparisons: Birthplace Strata

Dependent Variable	(I) Birthplace Strata	(J) Birthplace Strata	MD (I-J)	SE	Sig.	95% CI LL	95% CI UL
Ethics_N_Values — Tukey HSD	Rural	Semi Urban	.33003*	.11454	.012	.0607	.5994
		Urban	.22356*	.09162	.040	.0081	.4390
	Semi Urban	Rural	-.33003*	.11454	.012	-.5994	-.0607
		Urban	-.10647	.10049	.540	-.3428	.1299
	Urban	Rural	-.22356*	.09162	.040	-.4390	-.0081
		Semi Urban	.10647	.10049	.540	-.1299	.3428

*. The mean difference is significant at the 0.05 level.

One Sample t test Descriptives

	N	M	SD	SEM
Seeking lifetime employment	440	3.79	1.075	.051

Mean Rank Score K Sample Kruskal-Wallis H test: Sec & Ind

	Sector	N	Mean Rank
Seeking lifetime employment	PSU_M	110	228.01
	PSU_NM	110	219.97
	PVT_M	110	221.25
	PVT_NM	110	212.77
	Total	440	

Mean Rank Score K Sample Kruskal-Wallis H test: Birth place

Seeking lifetime employment	Rural	113	229.01
	Semi Urban	87	196.45
	Urban	240	225.21
	Total	440	

Annexure 14: Attitude towards Learning New Skills

One-Sample t test Statistics

	N	M	SD	SEM
Even if I need to put extra effort	440	4.30	.744	.035
Even if my area of responsibility is increased	440	4.21	.770	.037
Even if I get Slightly less fringe benefits	440	3.09	1.141	.054
Provided I am comfortable to do so	440	3.56	.972	.046
Unless it will have impact on my career	440	3.11	1.075	.051
Provided it has an element of self-development	440	4.18	.758	.036

Sector and Industry: K Sample K-W test Mean Rank Score

	Mean Rank	Sector	N	Mean Rank	
Even if I need to put extra effort	236.16	PSU_M	110	257.85	Provided I am comfortable to do so
	204.45	PSU_NM	110	233.25	
	210.65	PVT_M	110	216.70	
	230.74	PVT_NM	110	174.20	
		Total	440		
Even if my area of responsibility is increased	242.08	PSU_M	110	213.07	Unless it will have impact on my career
	221.10	PSU_NM	110	234.56	
	212.32	PVT_M	110	228.01	
	206.50	PVT_NM	110	206.35	
		Total	440		
Even if I get Slightly less fringe benefits	249.22	PSU_M	110	229.37	Provided it has an element of self-development
	226.20	PSU_NM	110	217.03	
	212.57	PVT_M	110	203.78	
	194.01	PVT_NM	110	231.82	
		Total	440		

Birthplace: K Sample K-W test Mean Rank Score

	Mean Rank	Birthplace Starta	N	Mean Rank	
Even if I need to put extra effort	220.33	Rural	113	233.88	Provided I am comfortable to do so
	211.06	Semi Urban	87	208.57	
	224.00	Urban	240	218.53	
		Total	440		
Even if my area of responsibility is increased	225.25	Rural	113	219.78	Unless it will have impact on my career
	209.78	Semi Urban	87	200.94	
	222.15	Urban	240	227.93	
		Total	440		
Even if I get Slightly less fringe benefits	241.23	Rural	113	212.49	Provided it has an element of self-development
	189.17	Semi Urban	87	215.52	
	222.10	Urban	240	226.08	
		Total	440		

Annexure 15. Preffered Thrust Aears of Training

One-Sample Statistics

	N	Mean	SD	SEM
Technical	440	4.02	.930	.044
Administrative	440	3.82	.906	.043
Soft skills	440	3.90	.926	.044
Managerial	440	4.16	.880	.042
Leadership	440	4.12	.881	.042

Mean rank Score: Sector

Sector	N		Mean Rank		Mean Rank		Mean Rank
PSU_M	110	Technical	225.16		205.99	Leadership	220.83
PSU_NM	110		215.85		244.00		213.85
PVT_M	110		235.79	Soft skills	225.36		215.30
PVT_NM	110		205.20		206.65		232.03
Total	440						
PSU_M	110	Administrative	224.31		210.52		
PSU_NM	110		250.15		224.25		
PVT_M	110		220.15	Managerial	215.01		
PVT_NM	110		187.39		232.23		
Total	440						

Annexure 16: Perception about Characteristics of a Team

One-Sample Statistics: Perception about Characteristics of a Team

	N	Mean	Std. Deviation
Gen Y	440	3.9072	.63887

Group Statistics: Perception about Characteristics of a Team

	Category	N	M	SD	SEM
Gender	Male	356	3.9213	.64025	
	Female	84	3.8472	.63331	
Gen Y Category	Early Born	288	3.9323	.62388	.03676
	Late Born	152	3.8596	.66587	.05401
Level of Education	UG	224	3.8943	.65782	.04395
	PG	216	3.9205	.61986	.04218
Level of Management	Lower Mgmt	304	3.8580	.65251	.03742
	Middle Mgmt	136	4.0172	.59500	.05102

Group Statistics: Sector and Industry

	N	M	SD	SE	95% C. I.	
					LL	LL
PSU_M	110	3.7121	.76922	.07334	3.5668	3.8575
PSU_NM	110	4.0758	.58552	.05583	3.9651	4.1864
PVT_M	110	3.8758	.57710	.05502	3.7667	3.9848
PVT_NM	110	3.9652	.55212	.05264	3.8608	4.0695
Total	440	3.9072	.63887	.03046	3.8473	3.9671

Group Statistics: Birthplace

Rural	113	4.0206	.60755	.05715	3.9074	4.1339
Semi Urban	87	3.8429	.62844	.06738	3.7090	3.9768
Urban	240	3.8771	.65279	.04214	3.7941	3.9601
Total	440	3.9072	.63887	.03046	3.8473	3.9671

Multiple Comparisons

Dependent Variable: Team player							
	(I) Sector	(J) Sector	MD (I-J)	SE	Sig.	95% CI	
						LL	UL
Games-Howell	PSU_M	PSU_NM	-.36364*	.09217	.001	-.6024	-.1249
		PVT_M	-.16364	.09169	.284	-.4012	.0739
		PVT_NM	-.25303*	.09028	.028	-.4869	-.0191
	PSU_ NM	PSU_M	.36364*	.09217	.001	.1249	.6024
		PVT_M	.20000	.07839	.055	-.0029	.4029
		PVT_NM	.11061	.07673	.475	-.0881	.3093
	PVT_M	PSU_M	.16364	.09169	.284	-.0739	.4012
		PSU_NM	-.20000	.07839	.055	-.4029	.0029
		PVT_ NM	-.08939	.07615	.644	-.2865	.1078
	PVT_ NM	PSU_M	.25303*	.09028	.028	.0191	.4869
		PSU_ NM	-.11061	.07673	.475	-.3093	.0881
		PVT_M	.08939	.07615	.644	-.1078	.2865
*. The mean difference is significant at the 0.05 level.							

Annexure 17. Feelings of Gen Y Leading to Distraction in Work

One-Sample Statistics

Characteristic indicating Distracted Nature	N	M	SD	SEM
	440	2.6627	.88782	.04233

Group Statistics: Gender

		N	M	SD	SEM
Distraction	Male	356	2.6511	.89050	.04720
	Female	84	2.7119	.87995	.09601

Group Statistics: Gen Y Cat

		N	M	SD	SEM
Distraction	Early Born	288	2.6660	.91504	.05392
	Late Born	152	2.6566	.83671	.06787

Group Statistics: Education

		N	M	SD	SEM
Distraction	UG	224	2.6446	.84819	.05667
	PG	216	2.6815	.92873	.06319

Group Statistics: Designation

		N	M	SD	SEM
Distraction	Lower Mgmt	304	2.7092	.84051	.04821
	Middle Mgmt	136	2.5588	.98074	.08410

Descriptives: Sector & Industry

	N	M	SD	SE	95% CI for Mean LL	95% CI for Mean UL
PSU_M	110	2.4218	.75921	.07239	2.2783	2.5653
PSU_NM	110	2.4200	.89932	.08575	2.2501	2.5899
PVT_M	110	2.9655	.85407	.08143	2.8041	3.1269
PVT_NM	110	2.8436	.90356	.08615	2.6729	3.0144
Total	440	2.6627	.88782	.04233	2.5795	2.7459

Post Hoc Tests Multiple Comparison: Sector & Industry

	(I) Sector	(J) Ind	MD (I-J)	SE	Sig.	95% CI LL	95% CI UL
	PSU_M	PSU_NM	.00182	.11542	1.000	-.2959	.2995
		PVT_M	-.54364*	.11542	.000	-.8413	-.2460
		PVT_NM	-.42182*	.11542	.002	-.7195	-.1241
	PSU_NM	PSU_M	-.00182	.11542	1.000	-.2995	.2959
		PVT_M	-.54545*	.11542	.000	-.8431	-.2478
Tukey		PVT_NM	-.42364*	.11542	.002	-.7213	-.1260
HSD	PVT_M	PSU_M	.54364*	.11542	.000	.2460	.8413
		PSU_NM	.54545*	.11542	.000	.2478	.8431
		PVT_NM	.12182	.11542	.717	-.1759	.4195
	PVT_NM	PSU_M	.42182*	.11542	.002	.1241	.7195
		PSU_NM	.42364*	.11542	.002	.1260	.7213
		PVT_M	-.12182	.11542	.717	-.4195	.1759

*. The mean difference is significant at the 0.05 level.

Homogeneous Subsets

	Sector	N	Subset for alpha = 0.05 1	Subset for alpha = 0.05 2
	PSU_NM	110	2.4200	
	PSU_M	110	2.4218	
Tukey HSDª	PVT_NM	110		2.8436
	PVT_M	110		2.9655
	Sig.		1.000	.717

Annexure 18: Perception towards Trade Unions

One-Sample Statistics

	N	M	SD	SEM
Opinion about Trade Unions	440	3.4750	.73699	.03513

Group Statistic: Gender

		N	M	SD	SEM
Trade Unions	Male	356	3.4504	.74243	.03935
	Female	84	3.5794	.70828	.07728

Group Statistics: Gen Y Cat

		N	M	SD	SEM
Trade Unions	Early Born	288	3.4878	.75011	.04420
	Late Born	152	3.4507	.71328	.05785

Group Statistics: Education

		N	M	SD	SEM
Trade Unions	UG	224	3.5409	.71425	.04772
	PG	216	3.4066	.75545	.05140

Group Statistics: Level of Mgmt

		N	M	SD	SEM
Trade Unions	Lower Mgmt	304	3.4638	.72362	.04150
	Middle Mgmt	136	3.5000	.76819	.06587

Oneway Descriptives: Sectors and Industry together

	N	M	SD	SEM
PSU_M	110	3.3788	.76089	.07255
PSU_NM	110	3.6242	.65643	.06259
PVT_M	110	3.3258	.75060	.07157
PVT_NM	110	3.5712	.74209	.07076
Total	440	3.4750	.73699	.03513

Post Hoc Tests: Multiple Comparisons

Dependent Variable: Opinion about Trade Unions

	(I) Sector and Industry	(J) Sector and Industry	SE	SE	Sig.	95% CI LL	95% CI UL
		PSU_NM	-.24545	.09826	.062	-.4989	.0079
	PSU_M	PVT_M	.05303	.09826	.949	-.2004	.3064
		PVT_NM	-.19242	.09826	.206	-.4458	.0610
		PSU_M	.24545	.09826	.062	-.0079	.4989
	PSU_NM	PVT_M	.29848*	.09826	.013	.0451	.5519
Tukey		PVT_NM	.05303	.09826	.949	-.2004	.3064
HSD		PSU_M	-.05303	.09826	.949	-.3064	.2004
	PVT_M	PSU_NM	-.29848*	.09826	.013	-.5519	-.0451
		PVT_NM	-.24545	.09826	.062	-.4989	.0079
		PSU_M	.19242	.09826	.206	-.0610	.4458
	PVT_NM	PSU_NM	-.05303	.09826	.949	-.3064	.2004
		PVT_M	.24545	.09826	.062	-.0079	.4989

*. The mean difference is significant at the 0.05 level.

Homogeneous Subsets

	Ownership and Industry	N	Subset for alpha = 0.05 — 1	Subset for alpha = 0.05 — 2
	PVT_M	110	3.3258	
Tukey HSD[a]	PSU_M	110	3.3788	3.3788
	PVT_NM	110	3.5712	3.5712
	PSU_NM	110		3.6242
	Sig.		.062	.062

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 110.000.

Annexure 19: Preferences for Utilization of ICT and Mobile Gadgets

Gender

	MALE			MALE		
	N	M	Mdn	SD	N	M	Mdn	SD
Keeping in touch with friends and family	356	2.02	2.00	1.153	84	1.77	1.00	1.079
online shopping and entertainment	356	3.45	4.00	1.261	84	3.46	4.00	1.124
information access and study purpose	356	2.89	3.00	1.337	84	2.99	3.00	1.217
professional accomplishment	356	2.87	3.00	1.366	84	2.82	3.00	1.390
social media	356	3.77	4.00	1.288	84	3.95	4.50	1.260

Gen Y category

	Early Born				Late Born		
	N	M	Mdn	SD	N	M	Mdn	SD
Keeping in touch with friends and family	288	2.09	2.00	1.167	152	1.85	1.00	1.106
online shopping and entertainment	288	3.42	4.00	1.263	152	3.49	4.00	1.206
information access and study purpose	288	2.92	3.00	1.313	152	2.90	3.00	1.319
professional accomplishment	288	2.75	3.00	1.371	152	2.97	3.00	1.361
social media	288	3.82	4.00	1.317	152	3.79	4.00	1.250

Education

	UG				PG		
	N	M	Mdn	SD	N	M	Mdn	SD
Keeping in touch with friends and family	224	1.98	2.00	1.146	216	1.96	1.50	1.141
online shopping/ entertainment	224	3.43	4.00	1.244	216	3.48	4.00	1.227
information access and study purpose	224	2.89	3.00	1.333	216	2.93	3.00	1.298
professional accomplishment	224	2.88	3.00	1.353	216	2.85	3.00	1.388
social media	224	3.83	4.00	1.273	216	3.78	4.00	1.295

Level of Management

	Lower Mgmt				Middle Mgmt		
	N	M	Mdn	SD	N	M	Mdn	SD
Keeping in touch with friends and family	304	1.83	1.00	1.100	136	2.28	2.00	1.178
online shopping and entertainment	304	3.45	4.00	1.220	136	3.46	4.00	1.270
information access and study purpose	304	2.98	3.00	1.301	136	2.74	3.00	1.333
professional accomplishment	304	2.87	3.00	1.339	136	2.83	3.00	1.438
social media	304	3.86	4.00	1.233	136	3.69	4.00	1.385

Sector & Ind.

	Mean Rank	N	Sector	Mean Rank	
Keeping in touch with friends and family	219.49	110	PSU_M	225.33	professional accomplishment
	211.31	110	PSU_NM	235.63	
	216.93	110	PVT_M	251.34	
	234.27	110	PVT_NM	169.70	
		440	Total		
Personal use like online shopping and entertainment	228.67	110	PSU_M	251.19	social media
	203.51	110	PSU_NM	209.69	
	232.66	110	PVT_M	196.87	
	217.16	110	PVT_NM	224.25	
		440	Total		
information access and study purpose	177.93	110	PSU_M		
	243.39	110	PSU_NM		
	206.45	110	PVT_M		
	254.23	110	PVT_NM		
		440	Total		

Annexure 20: Factors Preferred By Gen Y to Feel Sense of Belongingness

Gender	MALE				FEMALE			
	N	M	Mdn	SD	N	M	Mdn	SD
Organisational culture	356	2.82	3.00	1.59	84	2.57	2.00	1.51
Employee's overall development	356	2.90	2.00	1.66	84	3.18	3.00	1.56
Social security	356	3.55	4.00	1.57	84	3.52	3.00	1.75
Welfare activities	356	3.87	4.00	1.48	84	3.65	4.00	1.66
Recognition at workplace	356	3.92	4.00	1.76	84	4.05	4.50	1.76
Amenities/ facilities	356	3.95	4.00	1.76	84	4.02	4.00	1.56

Gen Y category	Early Born				Late Born			
	N	M	Mdn	SD	N	M	Mdn	SD
Organisational culture	288	2.76	3.00	1.58	152	2.78	3.00	1.58
Employee's overall development	288	3.04	3.00	1.64	152	2.87	3.00	1.65
Social security	288	3.41	3.00	1.61	152	3.68	4.00	1.59
Welfare activities	288	3.85	4.00	1.52	152	3.80	4.00	1.53
Recognition at workplace	288	3.95	4.00	1.75	152	3.94	4.00	1.78
Amenities/ facilities	288	3.99	4.00	1.75	152	3.94	4.00	1.59

Education	UG				PG			
	N	M	Mdn	SD	N	M	Mdn	SD
Organisational culture	224	2.75	3.00	1.56	216	2.79	2.00	1.60
Employee's overall development	224	2.99	3.00	1.65	216	2.91	2.00	1.65
Social security	224	3.50	4.00	1.65	216	3.59	4.00	1.56
Welfare activities	224	3.82	4.00	1.53	216	3.83	4.00	1.51
Recognition at workplace	224	3.86	4.00	1.76	216	4.03	4.00	1.74
Amenities/ facilities	224	4.07	4.00	1.67	216	3.86	4.00	1.78

Level of Management	Lower Mgmt				Middle Mgmt			
	N	M	Mdn	SD	N	M	Mdn	SD
Organisational culture	304	2.80	3.00	1.55	136	2.71	2.00	1.64
Employee's overall development	304	3.02	3.00	1.66	136	2.80	2.00	1.61
Social security	304	3.46	4.00	1.65	136	3.73	4.00	1.50
Welfare activities	304	3.82	4.00	1.49	136	3.83	4.00	1.58
Recognition at workplace	304	3.96	4.00	1.78	136	3.90	4.00	1.72
Amenities/ facilities	304	3.94	4.00	1.74	136	4.02	4.00	1.70

Sector		Mean Rank	N	Sector	Mean Rank	
amenities and facilities		204.76	110	PSU_MFG	232.31	organisational culture
		210.77	110	PSU_NM	201.75	
		229.98	110	PVT_MFG	223.07	
		236.49	110	PVT_NM	224.86	
social security		245.85	110	PSU_MFG	206.06	employees overall development
		209.24	110	PSU_NM	246.14	
		229.06	110	PVT_MFG	203.46	
		197.84	110	PVT_NM	226.34	
welfare activities		232.60	110	PSU_MFG	200.16	recognition at workplace
		221.36	110	PSU_NM	238.81	
		230.29	110	PVT_MFG	203.63	
		197.75	110	PVT_NM	239.39	
amenities and facilities	Birthplace	223.83	113	Rural	224.38	organisational culture
		211.75	87	Semi Urban	222.68	
		222.10	240	Urban	217.88	
social security		229.41	113	Rural	206.09	e employees overall development
		217.05	87	Semi Urban	202.27	
		217.56	240	Urban	233.89	
welfare activities		209.52	113	Rural	224.84	recognition at workplace
		232.97	87	Semi Urban	236.44	
		221.15	240	Urban	212.68	
			440	Total		

Annexure 21: Perception about Factors Affecting Morale at Workplace

	M	N	S,D.	Mdn	M	N	SD.	Mdn
Gender		Male				Female		
justice and equity	2.51	356	1.460	2.00	2.32	84	1.272	2.00
physical amenities at workplace	3.96	356	1.149	4.00	4.13	84	1.095	4.00
work life balance	2.62	356	1.172	3.00	2.32	84	1.253	2.00
freedom at workplace	3.38	356	1.283	4.00	3.63	84	1.190	4.00
pay and perks	2.53	356	1.373	2.00	2.60	84	1.233	2.00
Gen Y Category		Early Born				Late Born		
justice and equity	2.50	288	1.433	2.00	2.46	152	1.424	2.00
physical amenities at workplace	3.94	288	1.186	4.00	4.04	152	1.090	4.00
work life balance	2.57	288	1.190	3.00	2.55	152	1.197	3.00
freedom at workplace	3.43	288	1.271	4.00	3.43	152	1.268	4.00
pay and perks	2.56	288	1.361	2.00	2.52	152	1.334	2.00
Education		UG				PG		
justice and equity	2.37	224	1.408	2.00	2.59	216	1.441	2.00
physical amenities at workplace	4.03	224	1.144	4.00	3.95	216	1.136	4.00
work life balance	2.49	224	1.160	2.50	2.64	216	1.223	3.00
freedom at workplace	3.51	224	1.246	4.00	3.34	216	1.288	3.00
pay and perks	2.60	224	1.309	2.00	2.48	216	1.384	2.00
Level of Management		Lower Mgmt				Middle Mgmt		
justice and equity	2.45	304	1.416	2.00	2.54	136	1.455	2.00
physical amenities at workplace	4.00	304	1.124	4.00	3.96	136	1.176	4.00
work life balance	2.54	304	1.205	3.00	2.62	136	1.167	3.00
freedom at workplace	3.51	304	1.221	4.00	3.25	136	1.354	3.00
pay and perks	2.50	304	1.335	2.00	2.62	136	1.372	2.00

Mean Rank Score: Kruskal Wallis

Mean Rank	N	Birthplace		Sector	N	Mean Rank
225.11	113	Rural		PSU_M	110	199.71
223.51	87	Semi Urban	justice and equity	PSU_S	110	220.30
217.24	240	Urban		PVT_M	110	218.12
	440	Total		PVT_S	110	243.88
223.12	113	Rural		PSU_M	110	252.54
220.28	87	Semi Urban	physical amenities at workplace	PSU_S	110	215.84
219.35	240	Urban		PVT_M	110	200.08
	440	Total		PVT_S	110	213.55
216.27	113	Rural		PSU_M	110	215.31
234.97	87	Semi Urban	work life balance	PSU_S	110	201.70
217.25	240	Urban		PVT_M	110	270.98
	440	Total		PVT_S	110	194.01
202.67	113	Rural		PSU_M	110	190.62
235.48	87	Semi Urban	freedom at workplace	PSU_S	110	243.78
223.46	240	Urban		PVT_M	110	218.92
	440	Total		PVT_S	110	228.68
233.64	113	Rural		PSU_M	110	252.43
192.27	87	Semi Urban	pay and perks	PSU_S	110	220.10
224.55	240	Urban		PVT_M	110	195.21
	440	Total		PVT_S	110	214.26

Annexure 22: Openness in communication, Socially Networked and Egalitarianism

One-Sample Statistics

	N	M	SD	SEM
Openness in communication	440	4.0085	.58460	.02787
Socially Networked	440	3.3568	.80782	.03851
Egalitarianism	440	2.6739	.88643	.04226

Group Statistics: Gender

Openness in communication	Male	356	4.0154	.58872	.03120
	Female	84	3.9792	.56931	.06212
Socially Networked	Male	356	3.4157	.80224	.04252
	Female	84	3.1071	.78798	.08598
Egalitarianism	Male	356	2.7093	.89073	.04721
	Female	84	2.5238	.85695	.09350

Group Statistics: Gen Y Cat

Openness in communication	Early Born	288	4.0495	.56574	.03334
	Late Born	152	3.9309	.61318	.04974
Socially Networked	Early Born	288	3.3854	.78580	.04630
	Late Born	152	3.3026	.84798	.06878
Egalitarianism	Early Born	288	2.6493	.86266	.05083
	Late Born	152	2.7204	.93095	.07551

Group Statistics: Edn Level

Openness in communication	UG	224	3.9922	.61892	.04135
	PG	216	4.0255	.54766	.03726
Socially Networked	UG	224	3.3438	.82568	.05517
	PG	216	3.3704	.79056	.05379
Egalitarianism	UG	224	2.6942	.88536	.05916
	PG	216	2.6528	.88910	.06050

Group Statistics: Level of Management

Openness in communication	Sup to SO	304	3.9663	.56425	.03236
	Mgr to GM	136	4.1029	.61949	.05312
Socially Networked	Sup to SO	304	3.2878	.82166	.04713
	Mgr to GM	136	3.5110	.75637	.06486
Egalitarianism	Sup to SO	304	2.7155	.89117	.05111
	Mgr to GM	136	2.5809	.87182	.07476

Descriptives

		N	M	SD	SE	95% CI LL	95% CI UL
Openness in communication	PSU_M	110	3.9523	.61002	.05816	3.8370	4.0676
	PSU_NM	110	3.9250	.51083	.04871	3.8285	4.0215
	PVT_M	110	4.0545	.59565	.05679	3.9420	4.1671
	PVT_NM	110	4.1023	.60606	.05779	3.9877	4.2168
	Total	440	4.0085	.58460	.02787	3.9537	4.0633
Socially Networked	PSU_M	110	3.1273	.87900	.08381	2.9612	3.2934
	PSU_NM	110	3.3364	.66052	.06298	3.2115	3.4612
	PVT_M	110	3.3727	.75552	.07204	3.2300	3.5155
	PVT_NM	110	3.5909	.85986	.08198	3.4284	3.7534
	Total	440	3.3568	.80782	.03851	3.2811	3.4325
Egalitarianism	PSU_M	110	2.5636	.89624	.08545	2.3943	2.7330
	PSU_NM	110	2.5182	.78672	.07501	2.3695	2.6669
	PVT_M	110	2.8273	.88420	.08431	2.6602	2.9944
	PVT_NM	110	2.7864	.94203	.08982	2.6083	2.9644
	Total	440	2.6739	.88643	.04226	2.5908	2.7569

Annexure 22: Openness in communication, Socially Networked and Egalitarianism

Descriptives

		N	M	SD	SE	95% CI	
						LL	UL
Openness in communication	Rural	113	3.9889	.56239	.05291	3.8841	4.0938
	Semi Urban	87	3.9885	.54173	.05808	3.8730	4.1040
	Urban	240	4.0250	.61100	.03944	3.9473	4.1027
	Total	440	4.0085	.58460	.02787	3.9537	4.0633
Socially Networked	Rural	113	3.4912	.74696	.07027	3.3519	3.6304
	Semi Urban	87	3.3448	.79720	.08547	3.1749	3.5147
	Urban	240	3.2979	.83453	.05387	3.1918	3.4040
	Total	440	3.3568	.80782	.03851	3.2811	3.4325
Egalitarianism	Rural	113	2.7788	.89127	.08384	2.6126	2.9449
	Semi Urban	87	2.5805	.82078	.08800	2.4055	2.7554
	Urban	240	2.6583	.90555	.05845	2.5432	2.7735
	Total	440	2.6739	.88643	.04226	2.5908	2.7569

Multiple Comparisons

Dependent Variable	(I) Sector and Industry	(J) Sector and Industry	MD (I-J)	SE	Sig.	95% CI	
						LL	UL
Socially Networked (Games-Howell)	PSU_M	PSU_NM	-.20909	.10483	.193	-.4807	.0625
		PVT_M	-.24545	.11051	.121	-.5316	.0407
		PVT_NM	-.46364*	.11724	.001	-.7672	-.1601
	PSU_NM	PSU_M	.20909	.10483	.193	-.0625	.4807
		PVT_M	-.03636	.09568	.981	-.2841	.2114
		PVT_NM	-.25455	.10338	.069	-.5223	.0132
	PVT_M	PSU_M	.24545	.11051	.121	-.0407	.5316
		PSU_NM	.03636	.09568	.981	-.2114	.2841
		PVT_NM	-.21818	.10914	.192	-.5008	.0644
	PVT_NM	PSU_M	.46364*	.11724	.001	.1601	.7672
		PSU_NM	.25455	.10338	.069	-.0132	.5223
		PVT_M	.21818	.10914	.192	-.0644	.5008
Egalitarianism (Tukey HSD)	PSU_M	PSU_NM	.04545	.11854	.981	-.2603	.3512
		PVT_M	-.26364	.11854	.118	-.5693	.0421
		PVT_NM	-.22273	.11854	.239	-.5284	.0830
	PSU_NM	PSU_M	-.04545	.11854	.981	-.3512	.2603
		PVT_M	-.30909*	.11854	.046	-.6148	-.0034
		PVT_NM	-.26818	.11854	.109	-.5739	.0375
	PVT_M	PSU_M	.26364	.11854	.118	-.0421	.5693
		PSU_NM	.30909*	.11854	.046	.0034	.6148
		PVT_NM	.04091	.11854	.986	-.2648	.3466
	PVT_NM	PSU_M	.22273	.11854	.239	-.0830	.5284
		PSU_NM	.26818	.11854	.109	-.0375	.5739
		PVT_M	-.04091	.11854	.986	-.3466	.2648

*. The mean difference is significant at the 0.05 level.

Annexure 23. Delegation of Authority and Job Engagement

One-Sample Statistics

		N	M	SD	SEM
Delegation of Authority	Delegates authority	440	3.51	.778	.037
	Free rein style	440	3.85	.759	.036
	Enjoys job in organisation.	440	3.93	.852	.041
	Puts extra effort	440	4.04	.796	.038
Job Engagement	Follows nonconventional way	440	3.93	.939	.045
	Feels productive	440	4.16	.755	.036
	Desires immediate feedback	440	3.74	.826	.039
	Seeks help to know-how n know-why	440	4.14	.714	.034

Ranks Job Engagement: Sec & Ind., and Birthplace

Sector and Industry	N	Mean Rank		Mean Rank	N	Birthplace Starta
PSU_M	110	234.56		231.46	113	Rural
PSU_NM	110	224.09	Enjoys job in organisation.	213.57	87	Semi Urban
PVT_M	110	199.97		217.85	240	Urban
PVT_NM	110	223.38			440	Total
Total	440					
PSU_M	110	202.02		235.65	113	Rural
PSU_NM	110	179.60		219.02	87	Semi Urban
PVT_M	110	222.56	Puts extra effort	213.90	240	Urban
PVT_NM	110	277.82			440	Total
Total	440					
PSU_M	110	236.64		217.79	113	Rural
PSU_NM	110	204.13	Follows nonconventional way	237.90	87	Semi Urban
PVT_M	110	221.68		215.47	240	Urban
PVT_NM	110	219.55			440	Total
Total	440					
PSU_M	110	222.86		207.73		Rural
PSU_NM	110	203.77		221.92	113	Semi Urban
PVT_M	110	233.77	Feels productive	226.00	87	Urban
PVT_NM	110	221.60			240	Total
Total	440				440	
PSU_M	110	199.44		217.21	113	Rural
PSU_NM	110	202.18	Desires immediate feedback	227.13	87	Semi Urban
PVT_M	110	250.38		219.65	240	Urban
PVT_NM	110	230.01			440	Total
Total	440					
PSU_M	110	236.27		224.53	113	Rural
PSU_NM	110	203.05	Seeks help to know-how n know-why	242.51	87	Semi Urban
PVT_M	110	226.25		210.63	240	Urban
PVT_NM	110	216.44			440	Total
Total	440					

Annexure 24

i.   Technology Adaptability
ii. Awareness about Jobs, Job Trends, and Entrepreneurial Desire
iii. Perception and Behaviour about Organisation, Bosses' Authority and Trend Follower

One-Sample Statistics

		N	M	SD	SEM
Technology Adaptability	Accustomed to technology	440	3.88	.777	.037
	Comfort with technology	440	4.33	.686	.033
	Acceptance of new tech	440	4.53	.595	.028
Awareness about Jobs, Job Trends, and Entrepreneurial Desire	Awareness about employee welfare rules	440	3.76	.892	.043
	Awareness about job trends	440	3.86	.816	.039
	Entrepreneurial Desire	440	3.04	1.102	.053
Perception and Behaviour about Organisation, Bosses' Authority and Trend Follower	Compliant organisation	440	3.86	.835	.040
	Acceptance of bosses' authority	440	2.73	1.102	.053
	Trend follower	440	3.86	.861	.041

Ranks Sector and Industry

Category	N		Mean Rank		Mean Rank		Mean Rank
PSU_M	110		231.97		218.88		173.14
PSU_NM	110	Accustomed to technology	201.11	Awareness about employee welfare rules	212.11	Compliant organisation	213.56
PVT_M	110		231.02		230.85		227.99
PVT_NM	110		217.90		220.16		267.31
Total	440						
PSU_M	110		249.48		207.74		198.77
PSU_NM	110	Comfort with technology	205.49	Awareness about job trends	171.97	Acceptance of bosses' authority	229.40
PVT_M	110		203.18		257.63		224.09
PVT_NM	110		223.85		244.67		229.75
Total	440						
PSU_M	110		239.25		191.65		216.45
PSU_NM	110	Acceptance of new tech	217.95	Entrepreneurial Desire	203.93	Trend follower	213.20
PVT_M	110		212.32		244.67		231.49
PVT_NM	110		212.49		241.75		220.86
Total	440						

Birthplaces Starta

	Category	N	Mean Rank
Awareness about employee welfare rules	Rural	113	225.63
	Semi Urban	87	213.94
	Urban	240	220.46
	Total	440	
Awareness about job trends	Rural	113	229.27
	Semi Urban	87	211.09
	Urban	240	219.78
	Total	440	
Entrepreneurial Desire	Rural	113	231.38
	Semi Urban	87	222.32
	Urban	240	214.72
	Total	440	

Annexure 25. Job Hopping

One-Sample Statistics

	N	M	SD	SEM
No. of Job Changed During Professional Career	440	1.49	1.549	.074

Correlations: Descriptive Statistics

	M	SD	N
Total Experience	1.94	.802	440
No. of Job Changed During Professional Career	1.49	1.549	440

Gender

		N	M	SD	SD
No. of Job Changed During Professional Career	Male	356	1.63	1.606	.085
	Female	84	.89	1.109	.121

Edn Level

No. of Job Changed During Professional Career	UG	224	1.42	1.622	.108
	PG	216	1.56	1.471	.100

Level of Management

No. of Job Changed During Professional Career	Lower Mgmt	304	1.16	1.327	.076
	Middle Mgmt	136	2.21	1.760	.151

Sector and Ind

	N	M	SD	SE	95% CI LL	95% CI UL
PSU_M	110	.75	1.215	.116	.52	.98
PSU_NM	110	.97	1.036	.099	.78	1.17
PVT_M	110	2.32	1.734	.165	1.99	2.65
PVT_NM	110	1.91	1.554	.148	1.62	2.20
Total	440	1.49	1.549	.074	1.34	1.63

Multiple Comparisons

	(I) Sector and Industry	(J) Sector and Industry	MD (I-J)	Std. Error	Sig.	95% CI LL	95% CI UL
	PSU_M	PSU_NM	-.227	.152	.443	-.62	.17
		PVT_M	-1.573*	.202	.000	-2.10	-1.05
		PVT_NM	-1.164*	.188	.000	-1.65	-.68
	PSU_NM	PSU_M	.227	.152	.443	-.17	.62
		PVT_M	-1.345*	.193	.000	-1.84	-.85
		PVT_NM	-.936*	.178	.000	-1.40	-.47
Games-Howell	PVT_M	PSU_M	1.573*	.202	.000	1.05	2.10
		PSU_NM	1.345*	.193	.000	.85	1.84
		PVT_NM	.409	.222	.256	-.17	.98
	PVT_NM	PSU_M	1.164*	.188	.000	.68	1.65
		PSU_NM	.936*	.178	.000	.47	1.40
		PVT_M	-.409	.222	.256	-.98	.17

*. The mean difference is significant at the 0.05 level.

Homogeneous Subsets

	Ownership and Industry	N	Subset for alpha = 0.05 (1)	Subset for alpha = 0.05 (2)
	PSU_M	110	.75	
	PSU_NM	110	.97	
Games-Howell[a]	PVT_NM	110		1.91
	PVT_M	110		2.32
	Sig.		.631	.139

Means for groups in homogeneous subsets are displayed.   a. Uses Harmonic Mean Sample Size = 110.

Descriptives

	N	M	SD	SE	95% CI for Mean LL	95% CI for Mean UL
Rural	113	1.47	1.642	.155	1.16	1.78
Semi Urban	87	1.79	1.526	.164	1.47	2.12
Urban	240	1.38	1.504	.097	1.19	1.57
Total	440	1.49	1.549	.074	1.34	1.63

Annexure 26: Results at a Glance

Analysis	Univariate		Bivariate								Multivariate			
Independent Variables	Gen Y		Gender		Gen Y cat		Education		Mgt. Level		Sec & Ind		Birthplace	
Results	*Sig.*	*ns*	*Sig.*	*ns*	*Sig.*	*ns*	*Sig.*	*ns*	*Sig.*	*ns*	*Sig.*	*ns*	*Sig.*	*ns*
Component/Construct — Factor/Item														

Q.20 Factors considered While Opting for First Job

Component/Construct Factor/Item	Gen Y	Gender	Gen Y cat	Education	Mgt. Level	Sec & Ind	Birthplace
Work Condition	One-t Positive	Ind-t Female > male	Ind-t	Ind-t	Ind-t	Oneway-ANOVA	Oneway-ANOVA Urban > SU> Rural Rural & Urban: *Sig*
Work Comfort	One-t	Ind-t	Ind-t	Ind-t	Ind-t	Oneway-ANOVA Pvt_M > Pvt_NM> PSU_NM> PSU_M PSU_M & Pvt_M: *Sig*	Oneway-ANOVA
Opportunity for personal development	One-t Positive	Two-KSZ F > M	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H
Family needs	One-t Positive	Two-KSZ M > F	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H Rural > SU > Urban

Q.21 Factors influencing choice of profession

Component/Construct Factor/Item	Gen Y	Gender	Gen Y cat	Education	Mgt. Level	Sec & Ind	Birthplace
Because of interest in this profession	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H Pvt_M > Pvt_NM > PSU_M > PSU_NM	KW-H
According to my family Guidance	One-t	Two-KSZ F > M	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H
Salary and fringe benefits	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H PSU_NM > PSU_M > Pvt_NM > Pvt_M	KW-H
My qualification matches to this profession	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H

Annexure 26: Results at a Glance

Employment/ Career opportunities	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H Pvt_NM > PSU_NM > Pvt_M > PSU_M	KW-H
Q22. Motivating factors to continue in the job							
Pay and perks	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H
Decent work Environment	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H
Courteous Boss	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H PSU_NM> Pvt_NM > Pvt_M > PSU_M	KW-H
Recognition	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H
Job Security	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H PSU_NM > PSU_M > Pvt_M > Pvt_NM	KW-H
Flexible work schedule	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H Pvt_NM > Pvt_M > PSU> NM> PSU_M	KW-H
Opportunity for personal development	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H Pvt_NM > Pvt_M > PSU > NM > PSU_M	KW-H
Q23. Factors that may be decisive to switch over jobs in future							
Job Conditions	One-t Positive	Ind-t	Ind-t	Ind-t	Ind-t	Oneway ANOVA	Oneway ANOVA

Annexure 26: Results at a Glance

						Oneway ANOVA	Oneway ANOVA
Ethics and Values	One-t Positive	Ind-t Female > male	Ind-t	Ind-t	Ind-t	PSU_M > PSU_NM > Pvt_M > Pvt_NM PSU_M & Pvt_M: *Sig* PSU_M & Pvt_NM: Sig	Rural > Urban > SU Rural & SU: *Sig* Rural & Urban: *Sig*
Seeking lifetime employment	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H
Q24. Attitude towards Learning New Skills							
Even if I need to put extra effort	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H
Even if my area of responsibility is increased	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H
Even if I get Slightly less fringe benefits	One-t	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H PSU_M > PSU_NM >Pvt_M > Pvt_NM	KW-H: Rural > Urban > SU
Provided I am comfortable to do so	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H PSU_M > PSU_NM > Pvt_M > Pvt_NM	KW-H
Unless it will have impact on my career	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H
Provided it has an element of self-development	One-t Positive	Two-KSZ F > M	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H
Q25. Preferred Thrust Areas of Training and Development by Gen Y							
Technical	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ UG> PG	Two-KSZ	KW-H	KW-H
Administrative	One-t Positive	Two-KSZ F > M	Two-KSZ	Two-KSZ	Two-KSZ Lower > Middle	KW-H PSU_NM > PSU_M > Pvt_M > Pvt_NM	KW-H
Soft skills	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H

Annexure 26: Results at a Glance

					Lower > Middle		
Managerial	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ Lower > Middle	KW-H	KW-H
Leadership	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW-H	KW-H

Q26.   Perception about characteristics of a 'team' at the workplace

Team Perception	One-t Positive	Ind-t	Ind-t	Ind-t	Ind-t Middle > Lower	Oneway ANOVA PSU_NM > Pvt_NM > Pvt_M > PSU_M PSU_M & PSU_NM: *Sig* PSU_M & Pvt_NM: *Sig*	Oneway ANOVA

Q27.   Feelings of Gen Y Leading to Distraction in Work

Distraction	One-t Negative	Ind-t	Ind-t	Ind-t	Ind-t	Oneway ANOVA All Negative side PSU_M = PSU_NM < Pvt_NM < Pvt_M< **Neutral** PSU_M & Pvt_M: *Sig* PSU_ NM &Pvt_M: *Sig* PSU_NM & Pvt_NM: *Sig*	Oneway ANOVA

Q28.   Perception towards Trade Unions

Opinion towards TUs	One-t Positive	Ind-t	Ind-t	Ind-t	Ind-t	Oneway ANOVA PSU_NM > Pvt_NM > PSU_M > Pvt_M PSU_NM & Pvt_M: *Sig*	Oneway ANOVA

Annexure 26: Results at a Glance

Q23. Preferences for Utilization of ICT and Mobile Gadgets							
Keeping in touch with friends and family	1	MWU	MWU	MWU	MWU LM > MM	KW_H	KW_H
Utilising for professional accomplishment	2	MWU	MWU	MWU	MWU	KW_H Pvt_NM > PSU_M > PSU_NM > Pvt_M	KW_H
information access and study purpose	3	MWU	MWU	MWU	MWU	KW_H PSU_M > Pvt_M > PSU_NM > Pvt_NM	KW_H
Online Shopping and entertainment	4	MWU	MWU	MWU	MWU	KW_H	KW_H
Social media	5	MWU	MWU	MWU	MWU	KW_H Pvt_M > PSU_NM > Pvt_NM > PSU_M	KW_H
Q30. Factors Preferred By Gen Y to Feel Sense of Belongingness							
Organisational culture	1	MWU	MWU	MWU	MWU	KW_H	KW_H
Employee's overall development	2	MWU	MWU	MWU	MWU	KW_H Pvt_M > PSU_M > Pvt_NM > PSU_NM	KW_H SU > Rural > Urban
Social security	3	MWU	MWU	MWU	MWU	KW_H Pvt_NM > PSU_NM > Pvt_M > PSU_M	KW_H
Welfare activities	4	MWU	MWU	MWU	MWU	KW_H	KW_H

Annexure 26: Results at a Glance

Recognition at workplace	5	MWU	MWU	MWU	MWU	KW_H PSU_M > Pvt_M > PSU_NM > Pvt_NM	KW_H
Amenities/ facilities	6	MWU	MWU	MWU	MWU	KW_H	KW_H

Q31. Perception about Factors Affecting Morale at Workplace

Justice and equity	1	MWU	MWU	MWU	MWU	KW_H	KW_H
Pay and perks	2	MWU	MWU	MWU	MWU	KW_H Pvt_M > Pvt_NM> PSU_NM > PSSSU_M	KW_H SU > Urban > Rural
Work life balance	3	MWU F > M	MWU	MWU	MWU	KW_H Pvt_NM > PSU_NM > PSU_M > Pvt_M	KW_H
Freedom at workplace	4	MWU	MWU	MWU	MWU	KW_H PSU_M > Pvt_M > Pvt_NM > PSU_NM	KW_H
Physical amenities at workplace	5	MWU	MWU	MWU	MWU	KW_H Pvt_M > Pvt_NM > PSU_NM > PSU_M	KW_H

Q32. Openness in communication, Social Networking and Egalitarianism

Openness in communication	One-t Positive	Ind-t	Ind-t Early > Late	Ind-t	Ind-t MM > LM	Oneway ANOVA	Oneway ANOVA
Social networking	One-t Positive	Ind-t M > F	Ind-t	Ind-t	Ind-t MM > LM	Oneway ANOVA Pvt_NM > Pvt_M > PSU_NM > PSU_M Pvt_M & PSU_M: *Sig* Pvt_NM & PSU_M: *Sig*	Oneway ANOVA

Annexure 26: Results at a Glance

Egalitarianism	One-t Negative	Ind-t	Ind-t	Ind-t	Ind-t	Oneway ANOVA **Neutral** > Pvt_M > Pvt_NM >PSU_M > PSU_NM Pvt_ M & PSU_NM: *Sig*	Oneway ANOVA

Q32. Delegation of Authority by Gen Y Managers

Delegates authority	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ MM > LM	KW_H	KW_H
Free rein style	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ MM > LM	KW_H	KW_H

Q32. Job Engagement

Enjoys job in organisation.	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H	KW_H
Puts extra effort	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H Pvt_NM > Pvt_M > PSU_M > PSU_NM	KW_H
Follows nonconventional way	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H	KW_H
Feels productive	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H	KW_H
Desires immediate feedback	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H Pvt_M > Pvt_NM > PSU_NM > PSU_M	KW_H
Seeks help to know-how n know-why	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H	KW_H

Q32. Technology adaptability

Accustomed to technology	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H	KW_H
Comfort with technology	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H PSU_M > Pvt_NM > PSU_NM > Pvt_M	KW_H

Annexure 26: Results at a Glance

Acceptance of new tech	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H	KW_H
Q32. Awareness about Jobs, Job Trends, and Entrepreneurial Desire							
Awareness about employee welfare rules	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H	KW_H
Awareness about job trends	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H Pvt_M > Pvt_NM > PSU_M > PSU_NM	KW_H
Entrepreneurial Desire	One-t	Two-KSZ Male > Female	Two-KSZ	Two-KSZ	Two-KSZ	KW_H Pvt_M > Pvt_NM > PSU_NM > PSU_M	KW_H
Q32. Perception and Behaviour of Gen Y about Organisation, Bosses' Authority and Trend Follower							
Compliant organisation	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H Pvt_NM > Pvt_M > PSU_NM > PSU_M	KW_H
Acceptance of bosses' authority	One-t Negative	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H	KW_H
Trend follower	One-t Positive	Two-KSZ	Two-KSZ	Two-KSZ	Two-KSZ	KW_H	KW_H
Q17. Job Hopping Characteristics: Correlation of Years of experience and no. of jobs changed- Positive Correlation of 0.37							
No. of Jobs Changed During Professional Career	One-t Positive	Ind-t M > F	Ind-t Early > Late	Ind-t	Ind-t MM > LM	Oneway ANOVA Pvt_M > Pvt_NM > PSU_NM > PSU_M PSU_M & Pvt_M: *Sig* PSU_M & Pvt_NM: *Sig* PSU_NM & Pvt_M: *Sig* PSU_NM & Pvt_NM: *Sig*	Oneway ANOVA

Annexure 27 Capitaline Plus Data

Rate of Growth (%) YoY

Sales					Profit After Tax			
Mar-16	Mar-17	Mar-18	Mar-19		Mar-16	Mar-17	Mar-18	Mar-19
-14.2	11.4	14	19.63	IOCL	113.2	69.95	11.72	-20.86
-1.82	2.04	19.65	-0.35	GNFC	138.2	201.89	51.45	-6.12
13.46	-13.43	15.2	35.9	GSFC	2.21	2.48	13.4	3.77
-31.65	-16.13	21.03	25.6	GGL	-57.54	16.55	32.74	43.13
7.61	7.02	25.63	10.14	PSB_3	-24.05	5.36	-162.45	113.17
0.62	-5.98	-0.33	13.47	PSB_1	-204.08	139.89	-476.34	108.22
0.36	1.43	0.27	4.03	PSB_2	-24.14	-58.92	-1,045.11	43.83
-11.79	-4.13	23.4	36.74	EIL	-10.32	17.69	16.25	-2.06
14.12	28.36	1.74	8.94	TNIACL	-31.99	7.85	118.36	-73.66
13.69	20.05	6.89	1.89	United India	-26.61	-967.46	152.4	-287.29
3.29	-13.3	-12.64	-1.6	PANS	-7.34	-62.07	56.3	-52.96
-2.07	1.68	6.38	17.02	APOLLO	55.35	-19.9	-22.47	-4.87
-0.05	-3.99	13.64	8.57	MAIL_W	-47.2	72.06	20.38	-20.05
10.71	17.8	5.06	3.35	INOX GROUP	21.84	9.22	4.31	19.06
21.69	5.18	10.44	25.52	INOX LL	227.79	-62.44	276.12	16.43
-39.49	81.39	2.69	6.77	ICICI_P	0.62	1.92	-3.71	-29.58
13.99	27.71	12.14	61.51	ICICI_L	-13.66	38.89	22.78	21.75
68.56	8.02	11.58	20.97	KMBL	11.99	63.25	19.72	19.12
7.43	2.69	1.49	15.35	ICICI_BANK	-12.97	0.77	-30.85	-50.37
-47.82	67.26	0.17	8.8	BALICL	0.31	-4.86	-14.37	-29.92
16.69	7.95	5.03	26.52	TCS	19.83	2.5	6.71	19.11
-15.47	14.8	263.02	137.38	FUTURE	48.78	76.19	260	900
12.73	17.88	9.05	9.76	M_FIN	20.73	45.74	50.66	10.95
1.76 %	11.55%	19.81 %	21.6 %	Average Growth	8.74%	-17.54%	-27.91%	32.21%

Rate of Growth (%) YOY: Converted from Unit currency (Cr.)/ Unit Currency (Rs.) to per cent

Reserves					Earnings per Share			
Mar-16	Mar-17	Mar-18	Mar-19		Mar-16	Mar-17	Mar-18	Mar-19
Base Year	10.65	6.00	-1.2	IOCL	Base Year	36.61	22.52	17.95
	16.78	18.00	12.53	GNFC		33.54	50.8	47.69
	19.7	10.57	0.08	GSFC		10.53	11.94	12.39
	9.87	13.37	19.75	GGL		15.94	21.16	6.06
	30.65	16.39	0.81	PSB_3		13.15	0	0.97
	6.52	5.38	1.58	PSB_1		18.78	0	4.61
	2.44	5.18	3.25	PSB_2		8.08	0	0
	-5.77	-19.97	0.4	EIL		4.82	5.98	5.86
	69.07	-23.42	-1.02	TNIACL		50.4	26.71	3.52
	-34.31	27.35	-40.15	United India		0	66.84	0
	3.85	5.15	-1.71	PANS		8.36	13.06	6.15
	14.6	36.42	5.28	APOLLO		15.77	10.88	10.35
	16.43	8.14	7.04	MAIL_W		6.91	4.16	3.33
	14.09	13.86	14.46	INOX GROUP		241.91	252.32	300.43
	7.04	25.65	50.26	INOX_LL		3.17	11.92	13.01
	36.55	3.87	5.81	ICICI_P		11.72	11.28	7.94
	17.43	24.83	21.01	ICICI_L		14.85	18.98	23.1
	15.85	36.83	13.45	KMBL		18.53	21.43	25.49
	11.53	5.15	3.08	ICICI_BANK		16.84	10.54	5.22
	11.28	8.92	4.8	BALICL		55.49	47.52	33.3
	20.07	-2.76	3.76	TCS		111.01	132.15	80.17
	0	0.37	3.75	FUTURE		0	0.04	0.42
	17.17	21.17	26.71	M_FIN		28.31	44.43	49.22
	13.54%	10.72%	6.68%	Average Growth		5%	8%	-16%

Annexure 27 Capitaline Plus Data

Legends

APOLLO	Apollo Tyres Ltd.
BALICL	Bajaj Allianz Life Insurance (WOS Bajaj Finserv)
EIL	Engineers India Ltd.
FUTURE	Future Group
GFL	Gujarat Fluorochemicals Limited
GGL	Gujarat Gas Ltd.
GNFC	GNFC Ltd.
GSFC	GSFC Ltd.
ICICI_P	ICICI Prudential Life Insurance/ ICICI Lombard
INOX_LL	INOX Leisure Limited
IOCL	Indian Oil Corporation Ltd.
KMBL	Kotak Mahindra Bank
M_FIN	Leading Pvt. Finance Co.
MAIL_W	Leading Auto Parts Industry
MAIL_W	Leading Auto Parts Industry
PANS	Panasonic Energy India Company Limited
PSB_1	Leading Public Sector Bank_1
PSB_2	Leading Public Sector Bank_2
PSB_3	Largest Public Sector Bank_1
TCS	Tata Consultancy Services
TNIACL	The New India Assurance Company Ltd.
United India	United India Insurance Company Ltd.

List of Publication

1. Various Dimensions of Sustainability Reporting in Indian Banking Sector (pp. 307-321)

List of Presentation

1. Analysing New Government Policies with respect to Gen Y's Characteristics so as to Reap Demographic Dividends to India.

Name of the Conference: 70th All India Commerce Conference (12-14 Oct 2017)

The IIS University, Jaipur

2. Multigenerational Workforce: Challenges and Opportunities for Creating World Class Organisations through Human Resource Management

Name of the Conference: National Seminar on Leveraging Human Potential for World Class Organisations.

The Maharaja Sayajirao University of Baroda, Vadodara

Published as an edited chapter of a book titled "Human Resource Management Leveraging Human Potentials"

IndianJournals.com (ijor.aspx)
A Product of Diva Enterprises Pvt. Ltd.

(42.111.200.45)

Users online: (onlineusersinfo.aspx) 923   [ij] [ij] [ij]   (ijor.aspx

Home (ijor.aspx)   About us (ijor.aspx?target=about_us)   My Profile (ijor.aspx?target=users_zone)   Registration (ijor.aspx?target=register)   Products

Article Submission (ijor.aspx?target=manuscript_submission)   Usage Statistics (https://www.mpsinsight.com/ijc)   Price List 2021 (../JournalsPriceList.aspx)

Contact Us (ijor.aspx?target=contact_us)   Tutorial   Login/Register (Ijor_homemenucontrol/#)

Email id

ASIAN JOURNAL OF RESEARCH IN BANKING & FINANCE

Journal Home (?target=ijor:ajrbf&type=home)
Current Issue (?target=ijor:ajrbf&type=current_issue)
Archive / Issues (?target=ijor:ajrbf&type=archive)
TOC (?target=ijor:ajrbf&volume=7&issue=7&type=toc)
Registration (?target=register)
Subscribe (?target=ijor:ajrbf&type=subscribe)
Editorial Board (?target=ijor:ajrbf&value=7&issue=7&type=eboard)
Aims & Scope (?target=ijor:ajrbf&type=aimsnscope)
Author Guidelines (?target=ijor:ajrbf&value=7&issue=7&type=for_authors)
Ethics & Malpractice (?target=ijor:ajrbf&type=pubethics)
News & Events (?target=ijor:ajrbf&type=newsnevents)
Subscribe TOC Alerts (?target=ijor:ajrbf&type=toc_alerts)

Article Submission (?target=ijor:ajrbf&type=onlinesubmission)

FREE
Sample Issue (?target=ijor:ajrbf&type=sample_issue)

Trial Access (?target=ijor:ajrbf&type=trialaccess_issue)

Various Dimensions of Sustainability Reporting in Indian Banking Sector

Dr. Sharma Sunita[1], Rajnish[2]
[1]Associate Professor, Faculty of Management Studies, The M.S. University of Baroda, Vadodara, India, sunita.sharma-mgmt@msubaroda.ac.in (mailto:sunita.sharma-mgmt@msubaroda.ac.in?cc=gbehal@indianjournals.com)

[2]Research Scholar, Faculty of Management Studies, The M.S. University of Baroda, Vadodara, India, rajnishindu@gmail.co (mailto:rajnishindu@gmail.co?cc=gbehal@indianjournals.com)

Online published on 17 July, 2017.

Abstract

Liberalization, privatization, globalisation and information highways have been responsible to do business at ease but they also created suspicion about long term sustainability of successful businesses. Though, the foundation of sustainability rests on compliance behaviour of any company, it has been observed that compliance behaviour with the latest mandates from regulators, cannot guarantee the future sustainability. Therefore, this study tries to emphasize on various aspects of sustainability reporting for the NIFTY-FIFTY companies especially the banking sector. The paper explores comparison between sustainability reporting guidelines of GRI, UNGC and BRR, Basel III disclosure made by sample banks, principle-wise information disseminated by banks, various financial ratios and financial data reported in annual reports. After due comparison of various reporting and information in public domain the paper concludes that adopting all the mandatory and non-mandatory reporting guidelines go in vain if the basic pillar of NPA is not strengthened in banking sector.

Top

Keywords

Sustainability, Business Responsibility Reporting, Banking Sector, Mandatory Compliance.

Top

Buy Now (?target=ijor:ajrbf&volume=7&issue=7&article=025&type=subscribearticle)   **PDF** (?target=ijor:ajrbf&volume=7&issue=7&article=025&type=pdf)

Human Resource Management
Leveraging Human Potentials

HUMAN RESOURCES

Prof. (Dr.) Sunita Nambiyar
Editor-in-Chief

Editors
Dr. Jayalaxmi R. Mahanty
Prof. (Dr.) M.N. Parmar
Prof. (Dr.) Jagdish Solanki

Chapter 14
Multigenerational Workforce: Challenges and Opportunities for Creating World Class Organisations through Human Resource Management

Rajnish, Sunita Upendra Sharma

Changing time is responsible to induct new generation in the work force. Globally, business organisations are operating with diversified workforce from various generations. Though they bring in variety of job and individual related attitudes, they throw challenges to human resource managers. However, Challenges faced by organisations due to multigenerational employees can become potential opportunities, if handled sensitively. Organisations have no option but to garner the side-effects of multigenerational work environment, if not handled sensitively. Appropriate understanding of generational similarities and differences, weakness and opportunities, motivators and demotivaters of generational cohorts along with use of optimum exploitation of Information and Communication Technology (ICT) has become crucial in this Volatile, Uncertain, Complex and Ambiguous (VUCA) time. Human resource interventions in the light of generational characteristics and integration of technology at workplace have become essential for sustainability. Hence, this paper seeks to impinge into various characteristics of multigenerational workforce to mitigate the challenges thrown to organisations to make them world class.

To achieve world class characteristics, organisations need to follow principles of human resource management in letter and spirit. Hence, this study was taken up to explore those HR interventions to manage multigenerational cohorts that can make an organisation a world class in true sense.

Objective of the study

Keeping in view the title and various literatures review the objectives of this paper are-

- To explore most favourable and unfavourable characteristics of multigenerational employees for a world class organisation.

- To find out changing nature of HRM functions to leverage human potential for their productive contribution

70 ALL INDIA
COMMERCE
CONFERENCE
of **ICA**
12-14 OCTOBER 2017

Certificate
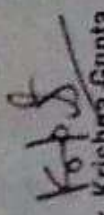
This is to certify that Mr. Rajnish

of The M.S. University of Baroda, Vadodara

presented/contributed a paper entitled

"Analysing New Government Policies with Respect to Generation Y's Characteristics so as to Reap

Demographic Dividends to India"

in the Technical Session III on "Employment and Entrepreneurship : Changing Paradigms".

Prof. V.K. Shrotryia
Chairperson
Session-III

Dr. Balwinder Singh
Secretary
Indian Commerce Association

Dr. Krishna Gupta
Co-Chairperson
Session-III

Prof. Subhash Garg
Conference Secretary
The IIS University, Jaipur

Prof. Arvind Kumar
President
Indian Commerce Association

Faculty of Social Work
The Maharaja Sayajirao University of Baroda
Under GCU Unassigned Grant & UGC DSA

&

IIMT Studies, Ahmedabad

Certificate

This is to certify that Prof/Dr/Mr/Ms. _Rajnish Indu_ from _____ has participated at the National Seminar on "Leveraging Human Potential for World Class Organizations", as a Delegate /Resource Person /Paper Presenter _Multigenerational workforce_ on 2nd & 3rd Feb-2018 held at Faculty of Social Work, The Maharaja Sayajirao University of Baroda, Vadodara.
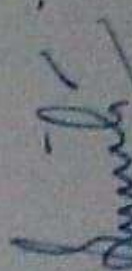
Prof. (Dr.) Jagdish Solanki
Dean & Head

Prof. (Dr.) M N Parmar
Seminar Director

Prof. (Dr.) Sunita Nambiyar
Seminar Convenor

MANAGING GENERATION Y: A STUDY OF VARIOUS DIMENSIONS FOR SUSTAINABILITY OF ORGANISATIONS IN INDIAN CONTEXT

Synopsis of the Ph. D. Thesis

Submitted by

RAJNISH
Research Scholar
Faculty of Management Studies

FOMS/02

Under the guidance of

Dr. Sunita Upendra Sharma
Associate Professor
Faculty of Management Studies

M.S. Patel Institute of Management Studies

Faculty of Management Studies

The Maharaja Sayajirao University of Baroda

Vadodara-390002

NOVEMBER 2019

MANAGING GENERATION Y: A STUDY OF VARIOUS DIMENSIONS FOR SUSTAINABILITY OF ORGANISATIONS IN INDIAN CONTEXT

Synopsis of the Ph. D. Thesis

Submitted by

RAJNISH
Research Scholar
Faculty of Management studies

FOMS/02

(Rajnish)   (Dr. Sunita Upendra Sharma)
Research Scholar   Associate Professor
                                                              Research Guide

M.S. Patel Institute of Management Studies
Faculty of Management Studies
The Maharaja Sayajirao University of Baroda
Vadodara-390002

NOVEMBER 2019

TABLE OF CONTENTS

INTRODUCTION

Managing multigenerational workforces is an art in itself. Young workers want to make a quick impact, the middle generation needs to believe in the mission, and older employees don't like ambivalence (Carlson, Deloitte & Touche, 2009). With the entry of Generation Y (Gen Y) to the workplace, four different generations are working together. Numerous studies have examined core characteristics and management strategy of Gen Y (Brown et al., 2009; Volkert, 2009a, Volkert, 2009b; Carlson et al., 2009; Ethics Resource Centre, 2009). Nowadays, electronic universe has targeted various generations especially Gen Y in connection with not only business development strategies but also managing them for sustainable business strategies. They continue to live 24x7 digitally connected in a globalised world. Gen Y is the most technically literate, educated and ethnically diverse, and tend to have flexibility (Ethics Resource Centre, 2009). At the same time, it is also believed that Gen Y lack basic literacy fundamentals, have very short attention span and lack a strong work ethic. They are not loyal to employing organization (Ethics Resource Centre, 2009).

In India, as Gen Y has entered into economic activity and is going to add substantially in GDP, we find lack of research on how to manage Gen Y. This research gap on Gen Y with HRM aspects motivated this researcher to take research on "Managing Gen Y: A Study of Various Dimensions for Sustainability of Organisations in Indian Context". Sustainability of organisation on the other hand has various meaning to various researchers. In the changing political and economic contours of Indian business it is viable to understand the tenets of organisational sustainability with respect to India. The purpose of the study is to understand Gen Y's professional priorities and mindset that motivates them at work, how they view their roles and

responsibilities and what they want from employers so that those attributes can be decisive factor for the sustainability of the organisation while managing Gen Y.

The problem Statement

Of all the resources in the organisation the human resource is the most valuable resource as this resource alone makes all the assets of the organisation work for productivity. Organisation with thousands of humans with various attributes and characteristics work for common objectives of sustainability with success. Towards this common objective of sustainability of organisation the whole workforce work in tandem irrespective of caste, creed, gender, religion and most importantly the generation they belong to. Though, researchers highlight demographical attributes like age, gender, educational background and work experience to analyse the contribution of human resource in productive contribution to the organisation (Sengupta, 2011), the generational attribute remained as a silent factor mysteriously. In common parlance, we talk of generation gap when the two generations find it difficult to co-exist with common objective then why researchers could ignore such an important aspect with respect to the workforce where multigenerational workforce co-exist. Therefore, the challenges for the HR manager is to walk on two sided sword of organisational sustainability with success on one side and managing Gen Y in multigenerational HRM environment on the other side. The searching question for them is therefore "What are various dimensions of Gen Y that could be utilised for the sustainable success of the organisation?"

Rationale of the study

Human characteristics and human factor have been found as the key to sustainability. Thus, it can be inferred that without moulding human characteristics as

pro sustainability, it is not feasible to achieve sustainability. Therefore, it has become a compulsion to find out both undesirable and desirable generational characteristics of human being. After going through various literature pertaining to Generations, especially Gen Y, their strengths and weakness to make an organisation sustainable has been explored. The purpose of exploring generational characteristics is to strengthen their positive and mitigate negative ones.

Although, Gen Y's characteristics need to be checked empirically so as to utilise their traits for making an organisation sustainable. Thus, the purpose of this study is to collect data related to Gen Y's organisational, technical, professional and personal characteristics. Besides these traits, this study also seeks to explore their social, motivational and ethical orientation, and their values. The tools viz., questionnaire, structured interview and expert opinion to collect such data will be elaborately explained in "Research Methodology" part.

So far, studies have been witnessed that explained various dimensions of employees belonging to Gen Y, but for foreign countries i.e., American, European and Australia. However, only few Indigenous studies have been witnessed concerning Gen Y in India, but not related to Gen Y at workplace. India has one of the youngest workforce in the world and trying to be tagged as " Developed Country" with lots of enthusiasm and young talent boiling to show their prowess in various fields, it is desired to study Gen 'Y' as they are entering the workforce. This study therefore is targeted to explore various dimensions of this Gen 'Y' so that Indian organisations can be benefitted in long run that is going to be witnessed as an era of Gen Y and their contribution in the growth of Indian businesses with sustainable success.

LITERATURE REVIEW

Generations

Generation evolves from Latin word Latin word "Generatio", and dictionary meaning of generation is as, all of the people born and living at about the same time. Various authors and scholars have defined generation from various perspectives, viz., the Saeculum Perspective, Sociocultural and Life Event Perspective and, National and International event perspective.

Working Definition of Generation for this Research

After analysing the genesis of definitions for generation viz., Saecula perspective, Sociocultural and Life Events Perspective, and National and International Event Perspective, the researcher considers that saecula perspective, and national and international perspective definitions as more pertinent to a globalised world. Since scholars have studied generations empirically in different countries, and have labelled generations based on time period, but, not on the basis of specific location. The Generation is defined as "*group of people born in the same period irrespective of their experiences regarding social transformation and common life events*".

G.I. Generation

Abbreviation G.I. stands for "Government Issue" or "General Issue", used to describe the soldiers of the United States Army and airmen of the United States Army Air Forces and also for general items of their equipment (Wilton, 2009). They were born between 1901 and 24 (Strauss and Howe, 1991; Brokaw, 1998). But, according to Fry, Igielnik and Patten (2018) they were born before 1927. In India, it was a period of pre-independence era. In 2009, their population accounted for 0.3 % in India

(Statistical Report, 2009), and their population has remained approximately 1.3 million only in the year 2017 (Population Pyramid, 2017).

Traditionalists

Apart from being called as traditionalists (Murphy, 2007) they are also called Veterans, the Matures (Murphy, 2007) and, the Greatest Generation (Tolbize, 2008; Murphy, 2007). According to Strauss and Howe (1991) they were born between 1925 and 42, between 1925 and 45 (Howe, 2014b), between 1928 and 45 (Erickson, 2008), and before 1946 (Hagevik, 1999). They were brought up in a challenging time with life experiences that included WW II, great depression of 1930s, and in India in a pre-independence era. In India, their population accounted for 2.5% for the year 2009 (Statistical Report, 2009), and in the year 2017 they constitute less than 2% of Indian population (population Pyramid, 2017). People belonging to this generations are represented by Mr. Azim Premji chairman of Wipro Limited, Mr. Naresh Chandra and Mr. Euan McDonald (Non-Executive Director Vedanta Resources).

Baby Boomers

They were named as Baby Boomers because of massive increase in US population after end of World War II. It was evident in India too, as the decadal population growth prate accounted for 21.64% for 1951-61 and 24.8% for 1961-71 census (Census of India, 2011). Like previous generation, the birth year of Baby Boomers have been defined with different viewpoints. According to Howe (2014d) they were born between 1943 and 60. Blain (2008) defined their birth years from 1945 to 62, and Hagevik (1999) defined their birth years from 1946 to 60. However, studies viz., Ethics Resource Centre (2010) and Global Workplace Innovation (2010) concluded the birth year of Baby Boomers between 1946 and 64. In 2009, their

population in India accounted for 12.5% (Census of India, 2011) and, in the year 2017 they remained approximately 10% (Population Pyramid, 2017). Elder Baby boomers have already retired from workforce, but younger ones are still part of Indian workforce. They are idealistic (Carlson study, 2009; Millennial Leaders, n.d.), optimistic (Carlson Study, 2009), follow consensual and collegial leadership style (Global Workplace Innovation, 2010), therefore, they are loyal to one organisation (Kaye & Cohen, 2008). They encourage productivity (Kaye & Cohen, 2008) through teamwork (Carlson Study, 2009; Global Workplace Innovation, 2010), take minimum off, and pass their knowledge to succeeding generation (Kaye & Cohen, 2008; Erickson, 2008) to fulfil their personal gratification (Carlson study, 2009) at workplace. They are represented by Sunil Bharati Mittal, Anand Mahindra, Gautam Adani and Indira Nooyi Chanda Kochhar, Udai Kotak and Shikha Sharma.

Gen X

The term Generation X (Gen X) was coined by the Magnum photographer Robert Capa in the early 1950s to label the title for a photo belonging to youth entering their adulthood post WW II (Ulrich, 2003). The term, though coined in the 1950s, became synonymous with children of the 60s and the 70s after author Douglas Coupland used it in his novel Titled " Generation X: Tales of an accelerated culture" (Ulrich, 2013). They were born between 1961and 81 (Strauss and Howe, 1991; Howe, 2014d; Kafil et al., 2012), but, according to Murphy (2007) their birth years range from 1965 to 80. However, Srinivasan (2012) defined their beginning birth year as 1961 or 1964 to 65, and closing as 1975 to 83. In India, their population including male and female in the year 2009 accounted for approximately 17.5 % (Statistical Report, 2009), and in 2017 they constitute approximately the same percentage in total population (Population Pyramid, 2017).

With the expansion of IT industry post 1991 liberalization, and its resulting expansion of computer education, Gen X started becoming technology friendly (Ethics Resource Centre, 2010). Gen X is the first generation to grow up with computers and new age technology. Gen X reflected a shift from a manufacturing economy to a service economy (Kane, n.d.), and a drastic change in employment from the public to the private sector as an outcome of 1990s economic reforms (Bhalotra, 2002) because of job opportunity with high-status remunerations. Migration of Indian Institutes of Technology (IIT) graduates and other high-end professionals (brain drain) to US and western countries (Srivastava, 2015; Erickson, 2009) moulded their mind-set to adapt change and think globally (Carlson Study, 2009). Still, over 75% of 1980s IIT graduates immigrated to the United States (Erickson, 2009). With such opportunities in job market they are less committed to one employer (Ethics Resource Centre, 2010) and more willing to change jobs (Blain, 2008) to get ahead than previous generations. They are self-reliant (Tolbize, 2008; Becton, Walker and Jones, 2014; Blain, 2008), autonomous (Tolbize, 2008) and, more independent than their predecessor (Tolbize, 2008). Since, they have witnessed growth in economy from late 1980s to mid-1990s except 1991-92 (Nayar, 1998) and resulting expansion in job market (Bhalotra, 2002) they are optimistic and have a positive attitude (Carlson Study, 2009). It is during the time period of Gen X that concepts like flexi work hours (Carlson Study, 2009; Ethics Resource Centre, 2010), etc. were developed and implemented as HRM policies.

Gen Z

Like their other predecessor generations, Generation Z (Gen Z) has also been bestowed various names. There are various viewpoints regarding their starting birth year. Maximum age of this generation is 18 years in the year 2018 according to age boundary of Gen Z in this study and they are in schools and colleges. Presently i.e. in

the year 2018, this generational cohort constitutes 36.8% of Indian population and 33.7% of global population (Population Pyramid, 2018).

Gen Y

Gen Y has been bestowed with words like Millennials, Cyberkids, Non-nuclear family generation, 'Nothing is sacred' generation, Digital natives, Do or Die generation and Wannabes (Srinivasan, 2012; Tolbize, 2008). Time period of Gen Y has been a debatable issue for the want of consensus of various scholars. Scholars define the beginning of Gen Y as early as 1977 and as late as 1981 and, ending as early as 1994 and as late as 2002.   Based on various research papers (Erickson, 2008; Carlson Study, 2009; Hagevik, 2009; Blain, 2008; Ethics Resource Centre, 2010) the researcher adopted age range for Gen Y as born between "1981 and 2000". However, for other interpretations and characteristics other studies were also considered in context of Gen 'Y'.

According to Population Pyramid (2018) in 2018, Gen Y constituted more than 33% global population and, in India they represented 36.4% of total population (based on approximate calculation by the researcher), therefore India is known as a Young country (Shivakumar, 2013). According to 2011 census literacy rate of India reached to 74.04 % from 64.8% in comparison to 2001 census because of growth in school enrolment and drastic decreasing dropouts from 2001 to 2014 (MoSPI, n.d.), certainly it was the young adulthood period of Gen Y. In FY 2012-13 they constituted more than 40% of our workforce (Youth Employment-Unemployment Scenario, 2012-13), and, by the year 2020 they will dominate the workplaces (Workforce 2020, n.d.). Gen Y is replacing Baby Boomers, they are going to be the future of the economy.

General Characteristics

Gen Y is confident (Blain, 2008; Carlson Study, 2009), optimistic and creative (Angeline, 2011) and, ambitious and achievement-oriented (Murphy, 2007). They continue to live with 24X7 digitally connected globalised world (Carlson Study, 2009). Gen Y is highly technologically proficient (Volkert, 2009a), as they grew up using personal computers and other digital devices. Gen Y is known for their technology savvy characteristics (Volkert, 2009a; Robert Half International, 2008; Volkert, 2009a & Brown et al., 2009), however, this technological impact may not apply equally to all Millennials. Considered most technically educated (Volkert, 2009a) and ethnically diverse (Blain, 2008; Saleh, n.d.), they tend to have a more flexible lifestyle (Carlson Study, 2009).

Professional Characteristics

Research reveals that Millennials value autonomy (Carlson Study, 2009; Volkert, 2009a), and reinforcement in their jobs. Millennials also crave for work-life balance, flexible work schedule, and are restless searcher for greener professional pasture (Volkert, 2009a). Millennials are adaptable to new technology (Angeline, 2011), excellent at integrating technology into workplace (Blain, 2008), demand immediate feedback and recognition, and expect to have multiple careers (Ethics Resource Centre, 2010; Angeline, 2011).

Gen Y employees consider high salary, good benefits and other compensation (Saleh, n.d.) as a motivational characteristic of their job, and have no problem moving on somewhere that will offer them these traits in a job because they expect it. If not satisfied, they are inclined to change jobs and/or companies more readily than previous generations (Hall, 1996; Arthur and Rousseau, 1996). They have high expectations of

their employers, seek out new challenges and are not afraid to question authority (Tolbize, 2008). Gen Y is highly inquisitive (Saleh, n.d.), wants meaningful and interesting work and a solid learning curve (Global Workplace Innovation, 2010) to utilise their skills and multiple competencies. They work better in team (Blain, 2008; Angeline, 2011) as they are highly socially networked. They are pragmatic (Robert Half International, 2008), and not loyal to employing organisation (Ethics Resource Centre, 2010). A detailed list of characteristics possessed by Gen Y has been attached as Annexure 1.

Organisational Sustainability

Sustainability and Sustainable Development are two different terms, both consisting Resource (the wise use and management of economic and natural resources), and Respect (respect for people and other living things) aiming to long term well-being for society and self (Blackburn, 2007). Organisations depend on limited resources, viz human resource, financial resource and environmental resources, for their success and existence. They manage these resources with time tested successful management practices (Petrini & Pozzebon, 2010), strategies (Wilson, Smith & Dunn, 2007), policies (OECD, 2001) and legal compliances.

In September 2000, during Millennium summit at Un Headquarters, New York, all 191 members of the United Nations committed to achieve eight goals by the year 2015 for sustainable development. These goals viz., eradicate extreme poverty and hunger, achieve universal primary education, promotion of gender equality and women empowerment, reduce child mortality, improve mental health, combat HIV/Aids, malaria and other diseases, environmental sustainability, and global partnership for development are called Millennium Development Goals (MDGs). World Summit on Sustainable Development (2002) with "Johannesburg Declaration

on Sustainable Development" containing reaffirmation towards sustainable development. Further, Conference on Sustainable Development (2012) resulted into focussed political outcome document "The Future We Want" containing 17 SDGs (Sustainable Development Goals). These SDGs are expansion of MDGs, aimed to function as a blueprint to achieve better and more sustainable future for all.

An organization's ability to achieve its goals and increase long-term stakeholder value by integrating economic, environmental and societal opportunities in its strategies (adapted from "Symposium on Sustainability-Profiles in Leadership", NYC Oct 2001). According to Savitz, Andrew and Weber (2007), a company is sustainable when it generates profits for shareholders, protects the environment, and improves the lives of the people with whom it interacts. Peterson (2009) defines "Organizational Sustainability as the ability for a group of persons to endure the internal and external pressures of a culture, through change and innovation, as they endeavour to deliver their specific products". To do that one needs a lens or a model through which you can evaluate the organisation.

Considering all these definitions, economic (Symposium on Sustainability, 2001; Dyllick and Hockerts, 2002; Savitz et al., 2007), environmental and societal (Symposium on Sustainability, 2001; Savitz et al., 2007) concern is found to be significant for organisational sustainability.

Importance of Organisational Sustainability

Constructing "The show me the money model" to attain economic business values through sales and cost factor, Blackburn (2007) highlighted factors viz., (i) Reputation and brand strength, (ii) Competitive, effective and desirable products and services, new markets (iii) Productivity (iv) Operational burden and interferences (v)

Supply chain costs (vi) Cost of capital and, (vii) Legal liability, which affect sustainability programme. Thus, sustainability is necessary for any entity irrespective of its size, sector, nature, location and ownership. It is very difficult to judge the sustainability of an organisation by seeing its financial and technological performance only, as sustainability is an ongoing process and combination of numerous sustainability factors. Each sustainability factor is equally important at appropriate stage according to its priority.

Objectives of the Research

Based on research problem, the main objective of the study is "To explore various dimensions of Gen Y's characteristics for organisational sustainability in Indian context".

To achieve the main objective of the study, the sub-objectives are framed as under-

- To establish new insights into various dimensions that characterise the workforce belonging to Gen Y in India.
- To explore Gen Y's expectations, preferences and attitude towards work and organisations they work for.
- To identify challenges and opportunities presented by the entry of Gen Y to work place and exploring their attributes as a decisive factor for formulation of strategies to manage intergenerational implications of Gen Y.
- To expound various parameters to establish sustainability of an organisation.
- To explore the relationship between various dimensions of Gen Y and sustainability of companies.
- To recommend the ways and means to utilise various dimensions of Gen Y to increase sustainability of organisations.

Hypotheses

To explore the above objectives and in consultation with the review of literature following hypotheses were framed.

$H_0 1$:   There is no association between Gen Y working in various sectors and their consideration while opting first job.

$H_a 1$:   There is an association between Gen Y working in various sectors and their consideration while opting first job.

$H_0 2$:   There is no association between gender of Gen Y and their consideration while opting first job.

$H_a 2$:   There is an association between gender of Gen Y and their consideration while opting first job.

$H_0 3$:   There is no association between birthplace strata of Gen Y and their consideration while opting first job.

Ha3:   There is an association between birthplace strata of Gen Y and their consideration while opting first job.

$H_0 4$:   There is no association between state/ UT of Gen Y they belong to and their consideration while opting first job.

Ha4:   There is an association between state/ UT of Gen Y they belong to and their consideration while opting first job.

$H_0 5$:   There is no association between   Gen Y's education level and their consideration while opting first job.

$H_a 5$:   There is   an association between Gen Y's education level   and their consideration while opting first job.

H_06:   There is no association between branch/ discipline of study of Gen Y and their consideration while opting first job.

H_a6:   There is an association between branch/ discipline of study of Gen Ys and their consideration while opting first job.

H_07:   There is no association between years of experience of Gen Ys and their consideration while opting first job.

H_a7:   There is an association between years of experience of Gen Ys and their consideration while opting first job.

H_08:   There is no association between designation of Gen Ys and their consideration while opting first job.

H_a8:   There is an association between designation of Gen Ys and their consideration while opting first job.

H_09:   There is no variation among various sectors on various factors for consideration of first job.

H_a9:   There is a variation among various sectors on various factors for consideration of first job.

H_010:   There is a correlation of 1.0 among all the factors for consideration of first job by Gen Y.

H_010:   The correlation among all the factors is less than 1.0 for consideration of first job by Gen Y.

For independent variables viz., sector, gender, birth place strata, the state/ UT they belong to, education level, branch/ discipline of study, their experience and designation, hypotheses have been framed and tested for all other factors, preferences and characteristics mentioned in the objective of the research.

Such hypotheses related to consideration for opting current profession, motivating factors considered by them to continue their present job, and factors considered for switching over their job has been framed.

Further, hypotheses related to their consideration of factors to learn new skills and attitude, and types of training they want has been framed. Hypotheses related to characteristics of their professional team, their feelings at workplace, and their opinion towards trade unions has also been framed. Again, hypotheses to find their order of preference w.r.t usages of ICT and mobile gadgets, factors considered for creating a sense of belongingness and, factors affecting their morale has also been framed. Hypotheses related their job satisfaction at workplace, seeking and providing autonomy, their dependency on digital technology, comfort with such technology and willingness to learn new technology has been framed. To find out characteristics such as innovative, inquisitiveness, entrepreneurial, awareness, highly socially networked, questioning authority, seeking and providing immediate feedback and, communicates easily hypotheses has been framed. All the hypotheses will be tested after getting appropriate no. of responses from each strata.

RESEARCH METHODOLOGY

Research Design

Descriptive research enables to get insights into a phenomenon and sanctions a basis for decision-making. Further, it deals with the study of status and is widely used in education, and the behavioural sciences. Thus, considering the objective of the study to describe characteristics of Gen Y cohort aimed to specific predictions, features and narration of their characteristics at workplace and, methods of data collection, analysis and inferences, a descriptive research design has been adopted.

Sampling Frame

Target Population

In this study, Gen Y managerial cadre employees presently working in both public and private sector has been considered as respondents. For selection of these respondents, a stratified purposive sampling technique has been adopted. Further, target respondents have been selected by sample organisation according to organisation's convenience.

Basis of Stratification

The stratification of target population in this study is being carried out on the basis of type of organisations they are working for. In this sampling frame, preference of selecting sample companies is based on company's market capitalisation, and their consent for study.

	Public Sector Companies (BSE/ NSE Listed)	Private Sector Companies (BSE/ NSE Listed)
Manufacturing	Sample Companies (HO/ RO or major operation in Gujarat)	Sample Companies (HO/ RO or major operation in Gujarat)
Service	Sample Companies (HO/ RO or major operation in Gujarat)	Sample Companies (HO/ RO or major operation in Gujarat)

Table 1: Stratification of Population

Sample Size Determination

To determine sample size statistical formulae have been used. Population is finite for such companies, further there is a homogeneity in terms of their socioeconomic background. To conduct such studies in social science, significance level is .05 i.e., 5% margin of error is considered (Ary, Jacobs, and Razavieh, 1996). With the help of statistical formulae at 5% margin of error, Krejcie and Morgan (1970) suggested following sample size.

Finite population Continuous measurement	117.09
Finite population Categorical measurement	277.56
Infinite population Continuous measurement	2964
Infinite population Categorical measurement	384 .16

Table 2: Determination of Sample Size

Thus, considering this table for a finite population 278 is appropriate sample size for this study. To avoid incomplete/ invalid responses, 20% oversampling will be carried out. Therefore, approximately 330 responses are required to conduct this study. However, a sample size of 400 will be considered for this study.

Data Collection

Data Source

To conduct this study both primary and secondary data have been considered. The Source of primary data is responses from Gen Y managerial cadre employees from both public and private sector industries. In addition, expert interviews with industry expert is being conducted to explore and compare employer's viewpoint. Further, secondary data have been collected from government websites, government reports, books, journals and dallies.

Tools for data Collection

To conduct this study a questionnaire has been administered to the target population. In data collection instrument both measurement scales, continuous (Summated Rating Scale) and categorical (Binary, MCQs and Rank Order Scale) have been used. The mode of data collection is a hard copy form distributed among target population. In addition to this form of data collection method, a google link has been sent through e-mail or with the help of other Information and Communication Technology (ICT) devices as per respondents' choice. Further, expert interviews for qualitative analysis is being carried out to get more insight into Gen Y characteristics.

Instrument Validation Procedures

Validity

To validate the Data Collection Instrument, expert opinion in addition to guiding teacher and departmental research committee has been sought. Because, this study is about Gen Y characteristics at workplace, expert from Faculty of Education and Psychology (Prof. Urmi Biswas), Prof. R.S. Srivastava (Department of Statistics) and, industry expert (Mr. Sudhir Sethi) have been consulted. This instrument of data collection fulfils all the validity criteria i.e., content, construct and criterion. A content validity table has been attached as annexure 1, which enlist all items pertaining to Gen Y's characteristics affecting organisational sustainability. All the items enlisted in annexure 1 have been covered in the instrument. For Sampling validity, statistical method of sample selection has been considered. Construct validity has been verified by experts.

Reliability

Reliability denotes the consistency of a measurement. There are various ways to measure consistency, but, test-retest reliability (over time), internal consistency (across time) and, split half are key methods. To measure the internal consistency of constructs, Cronbach Alpha has been carried with the help of received responses as a pilot test. Responses were selected randomly from bunch to find out internal consistency in pilot study. For such test, SPSS software has been used. Cronbach α normally ranges between 0 and 1, however, George and Mallery (2003) suggested a rule of thumb as "α >0.9- Excellent, α >0.8-Good, α >0.7- Acceptable, α >0.6-Questionable, α >0.5-Poor and, α <0.5-Unacceptable". Table 1 shows the internal consistency of constructs used in instrument.

Construct	No. of Variables	Instrument	Cronbach's Alpha
Team player	6	Likert Summated Rating Scale	0.902
Distracted and Destructible	5	Likert Summated Rating Scale	0.906
Opinion towards Trade Unions	5	Likert Summated Rating Scale	0.856

Table3: Internal Consistency of Constructs

To check internal consistency of construct Opinion towards Trade Unions, reverse coding has been done for item_4 Provoke their members unnecessarily, and Item_5 are hurdle to productivity as follows, 1 as 5, 2 as 4, 4 as 2, and 5 as 1. Further, coding for item_1 play a constructive role, item_2 are necessary to protect their rights, and item_3 educate their members have been done directly.

* Please refer annexure 2 for Internal Consistency Reports.

Statistical Tools and Techniques

While carrying out data analysis descriptive statistics has been used to reveal respondents profile. Scales like nominal, ordinal, interval and ratio were used to get responses from respondents. Hence, inferential tests like t-test for conducting pilot study of 30 samples has been carried out.

Parametric tests like z- test, ANOVA, Multiple Regression Analysis, Factor Analysis and Principal Component Analysis and, nonparametric tests viz., K-S test, χ^2 test, and other appropriate statistical tests will be conducted. Further, Pearson's r and Spearman ρ will be carried out to establish correlation for parametric and non-parametric tests respectively. After getting all the responses, other appropriate statistical tools and techniques may be applied in addition to above said.

Limitations

This study is related to Gen Y employees only of BSE/ NSE listed public and private sector companies engaged in manufacturing/ non-manufacturing (service) activities. This study excludes those government organisations which are not engaged in profit maximisation business. Thus, characteristics of Gen Y managerial cadre employees of such organisation may vary. This study is limited to organisations having Registered/Head Office or major operation in Gujarat state only, however sample consists of employees from other states too. Managerial cadre employees have been considered as target population and this study excludes shop floor employees.

Future Scope of Study

This study shows the various dimensions of Gen Y. Such studies can be conducted to find Gen Y's characteristics w.r.t. various segments viz., unemployed youth, potential employees and college students as potential job aspirants. Further,

similar studies can be carried out for other generations, and a correlation with other generations can be established. Apart from finding out characteristic of workforce, studies for college students may be carried out to find out their expectations from their institutions.

DATA ANALYSIS

Based on same data for pilot study, the researcher conducted t-test for the construct 'Team player characteristics', as a question "My professional team at workplace has following characteristics".

Construct	Items	Score	Max/ Min Score
Team player characteristics	1. Free flow of communication 2. Coordination 3. Collaboration 4. Trust 5. Freedom 6. Adaptability	1: SA 2: A 3: N 4: D 5: SD	No. of items* Score 6*5=30/ 6*1=6

Table 4: Team player characteristics

To find out Team-player characteristics among Gen Y at workplace null hypothesis and alternate hypothesis is formulated as follows

Null hypothesis: H_o: $\mu = \mu_0 = 3$

Alternate Hypothesis H_a: $\mu \neq \mu_0$ (i.e. $\mu < \mu_0 / \mu > \mu_0$)

Where, μ is sample mean, and μ_0 is hypothesised mean.

Population Mean (test value/ hypothesised mean: 3 (Neutral)

T-Test

One sample statistics

	N	Mean	Std. Deviation	Std. Error Mean
Mean	30	2.2222	.77600	.14168

One Sample t-test

	Test value=3					
					95% Confidence Interval of the difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Mean	-5.490	29	.000	-.77778	-1.0675	-.4880

Table 5: One Sample t-test Output

Here, population mean (μ_0): 3   Sample Mean (μ) 2.2222   Std. Deviation: .776

Sig. (2-tailed): 0 .000   α: 0.05   α/2: 0.025

Result

Considering the Sig. (2-tailed)i.e., p-value and α/2,   .000 < 0.025, Null Hypothesis is rejected. Thus, Gen Ys demonstrate team player characteristics. Comparing Sample mean (2.2222) and Neutral value (3), it can be inferred that Gen Ys demonstrate agreement towards construct Teamwork effectiveness.

* Please refer annexure 3 for SPSS variable view, data view, and output view.

REFERENCES

Angeline, T. (2011). Managing generational diversity at the workplace: expectations and perceptions of different generations of employees. *African Journal of Business Management*, 5(2), 249-255. doi: 10.5897/AJBM10.335

Arthur, M.B. & Rousseau, D.M. (1996). *The Boundaryless Career: A New Employment Principle for New Organizational Era*, Oxford University Press, NY.

Ary, D., Jacobs, L.C. and Razavieh, A. (1996). Introduction to Research in Education. *Harcourt Brace College Publishers*, Fort Worth.

Becton, J.B., Walker, H.J. & Jones, A. (2014). Generational Differences in Workplace Behaviour. *Journal of Applied Social Psychology*. 44, pp. 175–189

Bhalotra, S. (2002). The Impact of Economic Liberalization on Employment and Wages in India. *University of Bristol, UK* International Policy Group, International Labour Office, Geneva.

Blackburn, W. R. (2015). *The sustainability handbook*. London: Routledge Taylor & Francis Group. ISBN 978-1-138-99009-8

Blain, A. (2008). The Millennial Tidal Wave: Five Elements That Will Change the Workplace of Tomorrow. *Journal of the Quality Assurance Institute*, 22(2), 11-13.

Brokaw, T. (1998). The Greatest Generation. *Penguin Random House LLC*. United States of America.

Brown, S., Carter, B., Collins, M., Gallerson, C., Giffin, G., Greer, J., Richardson, K. (2009). "*Generation Y in the Workplace*." Retrieved August 16, 2014 from www.bushdev.tamu.edu/.../2009 GenerationYintheWorkplace.pdf

Carlson, C., Deloitte & Touche Study. (2009). Traditionalists, Baby Boomers, Generation X, Generation Y (and Generation Z) Working Together- What Matters and How They Learn? How Different Are They? Fact and Fiction. *United Nations Joint Staff Pension Fund Article*. Retrieved August 16, 2014

from www.un.org/.../Designing%20Recruitment,%20Selection%20&%20Tale.

Census of India. (2011): *Provisional Population Totals*, Paper-1 of 2011, Registrar General, India.

Dyllick, Thomas. & Hockerts, Kai. (2002). Beyond the Business Case for Corporate Sustainability. *Business Strategy and the Environment;* Mar/Apr 2002; Published online in Wiley Inderscience (www.wileyinterscience.com). DOI: 10.1002/bse.323.

Erickson, T. (2009). Generational Differences between India and the U.S. Harvard Business Review. Retrieved July 25, 2017 from https://hbr.org/.

Erickson, T.J. (2008). *Plugged in: The Generation Y Guide to Thriving at Work*. Boston, MA: Harvard Business Press

Ethics Resource Centre, (2010). Millennials: Gen X and Baby Boomers: Who's Working at Your Company and What Do They Think about Ethics?" *Supplemental Research Brief*, Retrieved August 16, 2014 from www.ethics.org/files/u5/Gen-Diff.pdf.

George, D. & Mallery, P. (2003). *SPSS for Windows Step by Step: A Simple Guide and Reference. 11.0 Update (4th ed.).* Boston: Allen and Bacon

Global Workplace Innovation. (2010). *Generation Y and the Workplace Annual Report.* Johnson Control. Retrieved August 16, 2014 from, www.johnsoncontrols.in/...workplace.../oxygenz/Oxygenz_Report_-_20

Hagevik, S. (1999). From Ozzie and Harriet to the Simpsons, generations in the workplace. *Environmental Health* 61 (9): 39.

Howe, N. (2014a). *The G.I. Generation and the "Triumph of the Squares" (Part 2 of 7).* Retrieved May 22, 2017 from https://www.forbes.com/

Howe, N. (2014b). *The Silent Generation, "The Lucky Few" (Part 3 of 7).* Retrieved May 22, 2017 from https://www.forbes.com/

Howe, N. (2014c). *The Boom Generation, "What a Long Strange Trip" (Part 4 of 7).* Retrieved May 22, 2017 from https://www.forbes.com

Howe, N. (2014d). *Generation X: Once Xtreme, Now Exhausted (Part 5 of 7).* Retrieved May 22, 2017 from https://www.forbes.com/

Howe, N. (2014e). *The Millennial Generation, "Keep Calm and Carry On" (Part 6 of 7).* Retrieved May 22, 2017 from https://www.forbes.com/

Howe, N. (2014f). *Introducing the Homeland Generation (Part 1 of 2).* Retrieved May 22, 2017 from https://www.forbes.com/

Kafil, B.A., Wageeh, A.N., Khanfar, N.M. & Kafil, N.M. (2012). A Multi-Generational Workforce: Managing and Understanding Millennials. *International Journal of Business and Management, 7 (24).*

Kane, S. (n.d). *The Multigenerational Workforce: Getting Along with All Generations.* Retrieved from July 30, 2014 from http://legalcareers.about.com/od/practicetips/a/GenerationX.htm

Kaye, B. & Cohen, J. (2008). Safe Guarding The intellectual Capital of Baby Boomers: When Transitioning Boomers into Retirement, *Loyalty Begets Loyalty. T+D* 62 (4), 30-33.

Krejcie, R.V. & Morgan, D.W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement, 30,* 607-610

Millennial Leaders, (n.d.). *Generation Y: Everything You Ever Wanted to Know About the Millennials.* Retrieved May 10, 2014 from http://www.millennialleaders.com/Gen_Y_Brownson.pdf

Murphy, S.A. (2007). Leading a Multigenerational Workforce. *AARP Project.* NW, Washington. Retrieved July 12, 2017 from http://assets.aarp.org/www.aarp.org_/cs/misc/leading_a_multigenerationalworkforce.pdf

Nayar, B. (1998). Political Structure and India's Economic Reforms of the 1990s. *Pacific Affairs,* 71(3), pp. 335-358. Retrieved August 10, 2018 from https://www.jstor.org/stable/2761414

Organisation for Economic Co-operation and Development. (2001). *Policies to Enhance Sustainable Development.* Retrieved June 3, 2015 from www.oecd.org/greenworth/1869800.pdf.
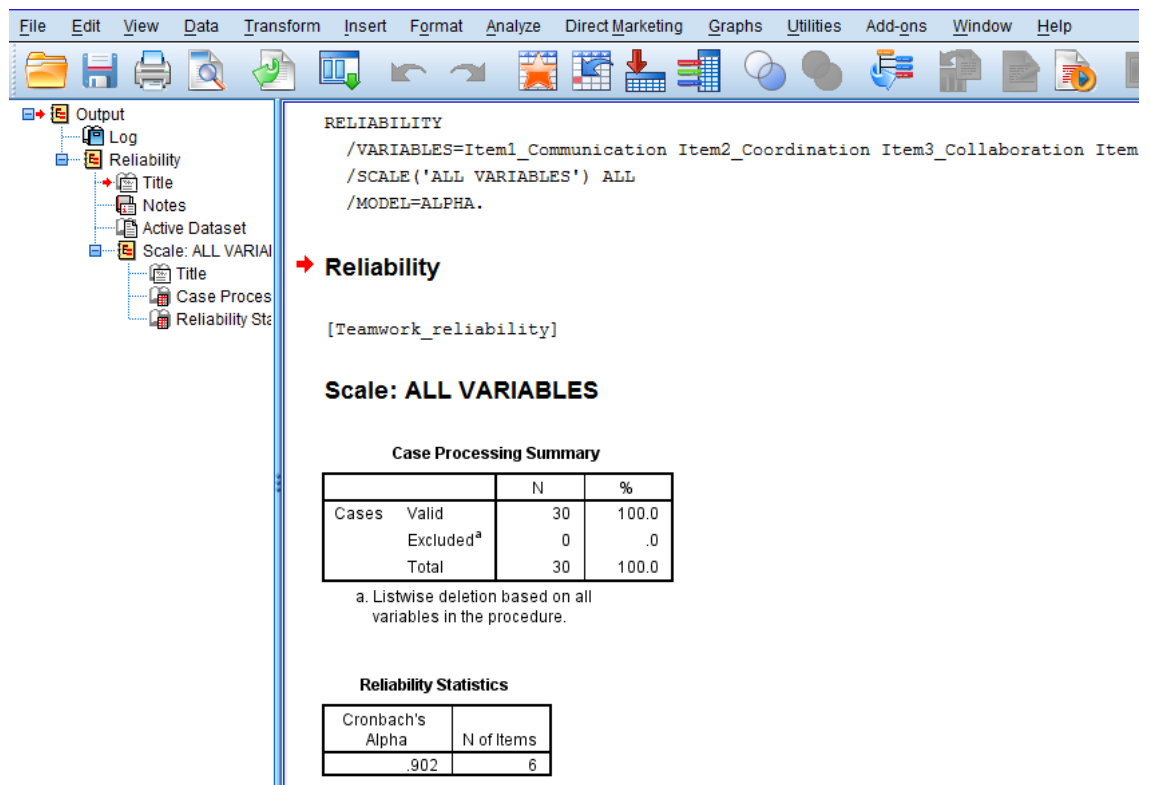
Peterson, E. W. (2009). *Taming the squid: organizational sustainability--surviving the 21st century*. Greeley, CO: Chambers College Press.

Petrini, M. & Pozzebon, M. (2010). *Integrating Sustainability into Business Practices: Learning from Brazilian Firms.* Retrieved Jun 22, 2014 from www.anpad.org.br/periodicos/arq-pdf/a-1119.pdf.

Population Pyramid (2017….2019). Retrieved March 1, 2017 onwards from https://www.populationpyramid.net

Robert Half International, (2008).What Millennials Workers Want: How to Attract and Retain Gen Y employees. Retrieved July 30, 2016 from www.rhi.com.

Saleh, L. K. (n.d.): Managing to Manage Across Generations at Work, Retrieved from www.desjardinsfinancialsecurity.com, site visited on Aug, 12 2014.

Savitz, Andrew. W. & Weber, K. (2007). The Sustainability Sweet Spot. *Environmental Quality Management*. Wiley Periodicals, Inc. Published online in Wiley InderScience www.interscience.wiley.com, site visited on September 23, 2014.

Sengupta, S. (2011). An Exploratory Study on Job and Demographic Attributes Affecting Employee Satisfaction in the Indian BPO Industry. *Strategic Outsourcing: An International Journal*, 4(3), pp.248 273.

Shrivastava, P. (2010). Pedagogy of Passion for Sustainability. *Academy of Management Learning & Education*, 9 (3). pp. 443-455

Srinivasan, V. (2012). Multigenerations in the Workforce: Building Collaboration. *IIMB Review,* 24(1), 3-4. DOI: 10.1060/j.iimb.2012.01.009

Statistical Report, (2009). Census of India Website: Office of the Registrar General & Census Commissioner, India. Retrieved from July 12, 2015 from http://www.censusindia.gov.in/

Strauss, W., & Howe, N. (1991). *Generations: The history of America's future, 1584 to 2069*. New York: William Morrow.

Symposium on Sustainability-Profiles in Leadership, (2001). Retrieved December 10, 2017, from http://www.corporatecomm.org/pdf/1001_morefield.pdf

Tolbize, A. (2008, August 16). Generational Difference in the Workplace. Retrieved December 30, 2015, from https://rtc.edu/docs/2_Gen_diff_workplace.pdf.

Ulrich, J. (2003). "Introduction: A (Sub) cultural Genealogy". In Andrea L. Harris. *GenXegesis: Essays on Alternative Youth*. p. 3. ISBN 9780879728625.

Volkert, Charles A. Esq. (2009a). *How to Manage and Motivate Generation Y Employees?* Robert Half International. Retrieved September 10, 2014 from https://www.alanet.org/careers/articles/How_to_Manage_and_Motivate_Generation_Y_Employees.pdf.

Volkert, Charles A. Esq. (2009b). *Managing a Cross-Generational Legal Workforce*. Retrieved September 10, 2014 from www.legal.rhi.mediaroom.com/file.../ACC_07_15_09_Managing+cross+gen. p.

Wilson, C., Smith, B. & Dunn, P. (2007). *A Guide to Developing a Sustainability Strategy and Action Plan.* Retrieved June 5, 2015from rpd- mohesr.com/uploads/custompages/Guide_to_sus_strategy.pdf.

Wilton, D. (2009). G.I. Retrieved July 30, 2018 from http://www.wordorigins.org/index.php/more/310/

Workforce 2020. (n.d.). Retrieved August 1, 2018 from https://www.forbes.com/workforce-2020/

World Summit on Sustainable Development. Background Release. (2002, August 24). Retrieved November 10, 2017, from http://www.un.org/events/wssd/summaries/envdevj1.htm

Youth Employment-Unemployment Scenario. (2012-13). *Labour Bureau.* Ministry of Labour & Employment, Government of India.

Annexure1:   Gen Y Characteristics: Content Validity

Organisational:	
o Expectations for all-round development o interaction among colleagues o Wants less Red tapism and organisational hierarchy o High expectations of their employers o Open and direct communication o Job satisfaction at workplace	o Teamwork o Job hoppers o Likes interesting work o Question authority o Demands immediate feed back o Feel more productive o Not loyal to employer
Technical:	
o Most technically educated o Technology savvy	o Technology dependent o Access information easily
Professional:	
o Integrate technology into workplace o Perceived high skills and multiple competencies o Looking for career advancement opportunities	o Achievement oriented o Multi-tasking o Entrepreneurial o Career flexibility o Learning and personal growth
Motivational:	
o Lured towards increased pay o Want a boss with pleasant personality o Utilise free time for own requirement o Associate more the type of work they do	o o Recognition o Decent work environment o Want to learn different skills and competencies o Mutual respect and trust
Social:	
o Interconnected o Ethnically diverse o Highly socially networked o Empathetic	o Collaborative o Tolerant o Communicates easily o Flexibility
Values:	
o Value autonomy o Equality o Work-life balance	o Justice o Freedom o Social responsibility
Personal:	
o Accept challenges o Inquisitiveness o Pragmatic o Leadership traits o Lacks basic literacy fundamentals	o Daring o Innovative o Confident o Ambitious o Distracted o Destructible o Impatient

Annexure2:   Instrument Reliability (Internal Consistency) Report

```
File   Edit   View   Data   Transform   Insert   Format   Analyze   Direct Marketing   Graphs   Utilities   Add-ons   Window   Help
```

```
RELIABILITY
  /VARIABLES=Item1_play Item2_Necess Item3_Edu Item4_Provk Item5_Hrdl
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA.
```

→ Reliability

[Distracted_Reliability]

Scale: ALL VARIABLES
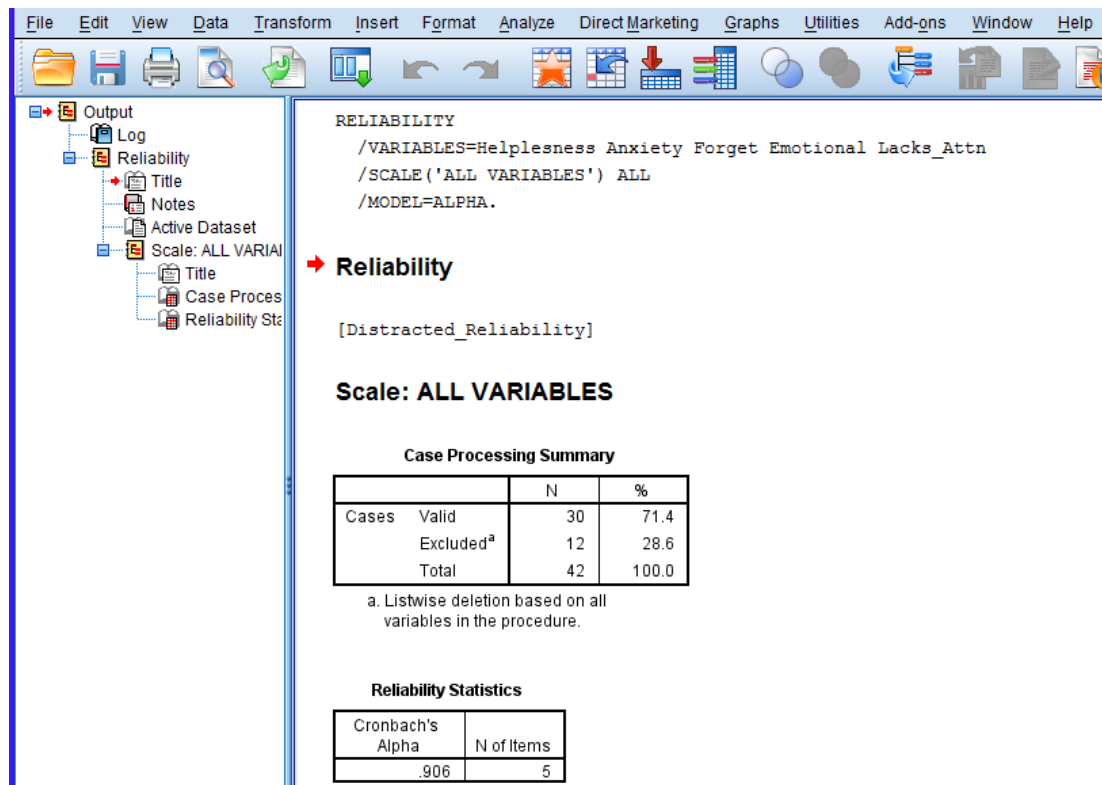
Case Processing Summary

		N	%
Cases	Valid	30	71.4
	Excluded[a]	12	28.6
	Total	42	100.0

a. Listwise deletion based on all
variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.856	5

DATASET NAME TU_Opinion_Reliability.

Annexure 3: One sample t-test (team player)

SPSS: Variable View

SPSS: Data View

SPSS: T-test output

T-TEST
  /TESTVAL=3
  /MISSING=ANALYSIS
  /VARIABLES=Mean
  /CRITERIA=CI(.95).

T-Test

[OS_t_test_teamwork]

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Mean	30	2.2222	.77600	.14168

One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Mean	-5.490	29	.000	-.77778	-1.0675	-.4880