CHAPTER 2- LITERATURE REVIEW

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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		
The Great Power Saeculum	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		
Millennial Saeculum	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]

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).

Sustainability

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.
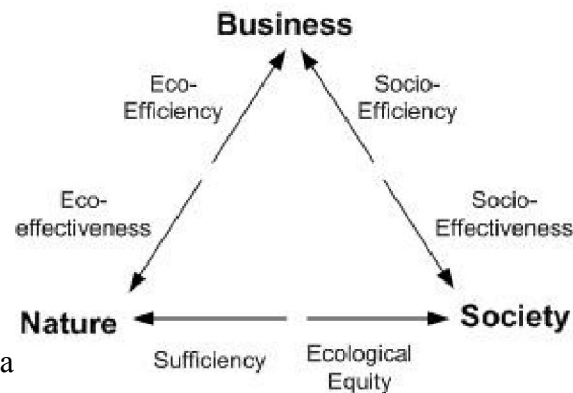

Fig1. Six Criteria
Source: Dyllick and Hockerts (2002)

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.
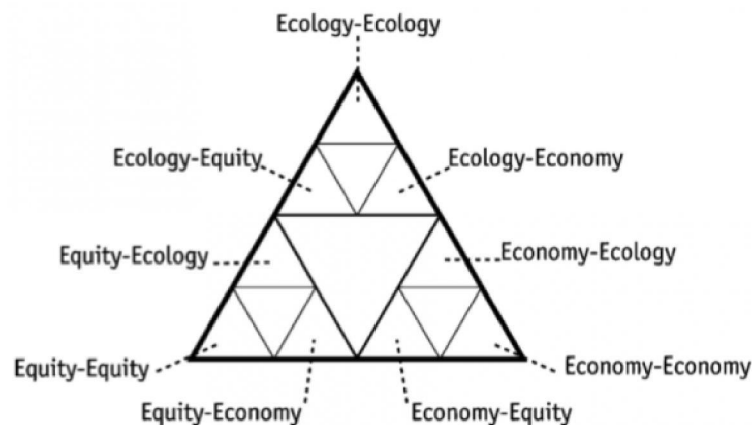
Fig2. Triple Top Line (Fractal Triangle) Model
Source: McDonough and Braungart (2002)

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.
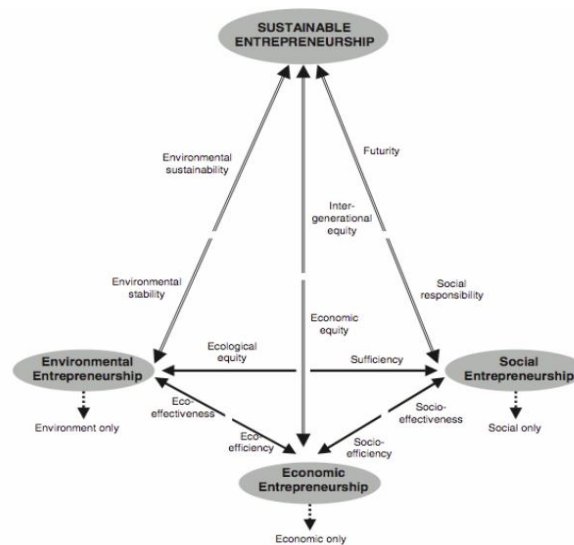

Fig 3. Sustainable Entrepreneurship Model   *Source: Young and Tilley (2006).*

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.
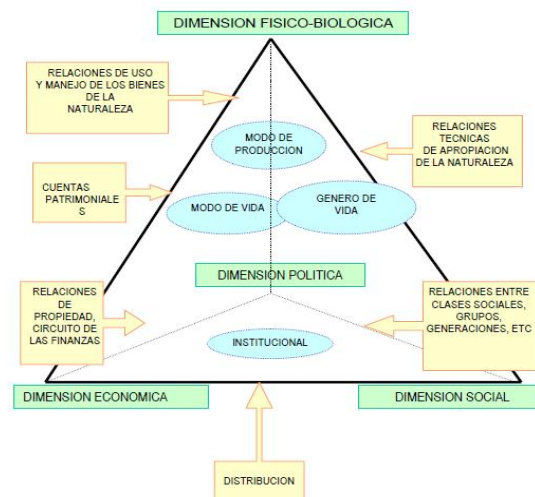
Fig 4. Four Dimensions of Organisational Sustainability
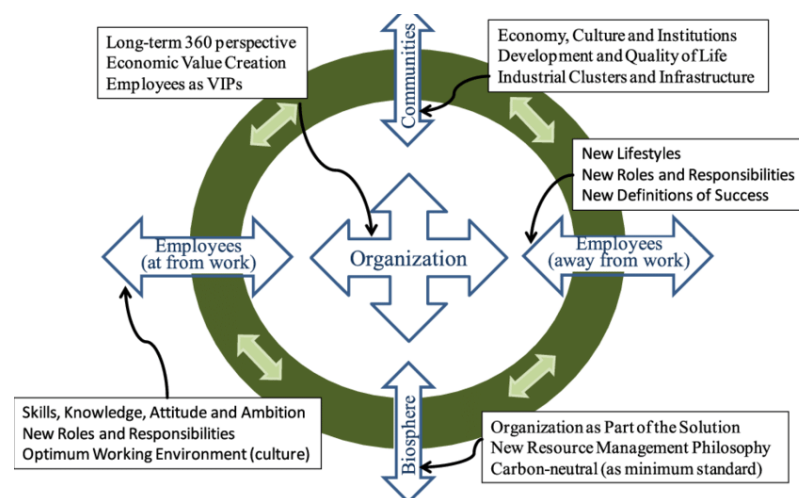*Source: Achkar, M. (2005)*

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.
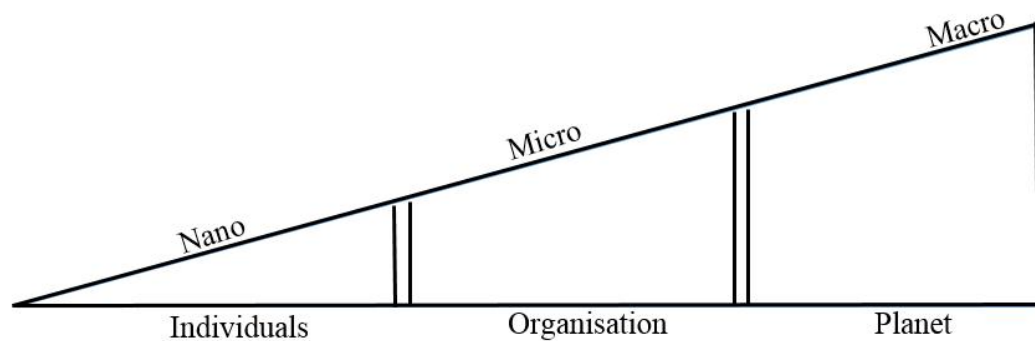
Fig7. Sustainability Steps

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).
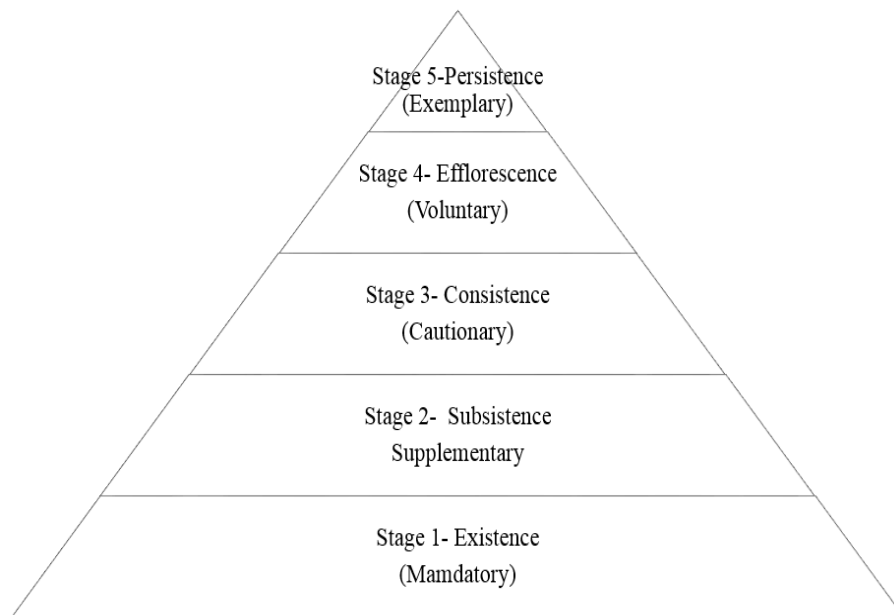
Fig 8. The Hi-SEM
Source: Developed by the researcher for this study

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.