CHAPTER 4- DATA ANALYSIS

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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.

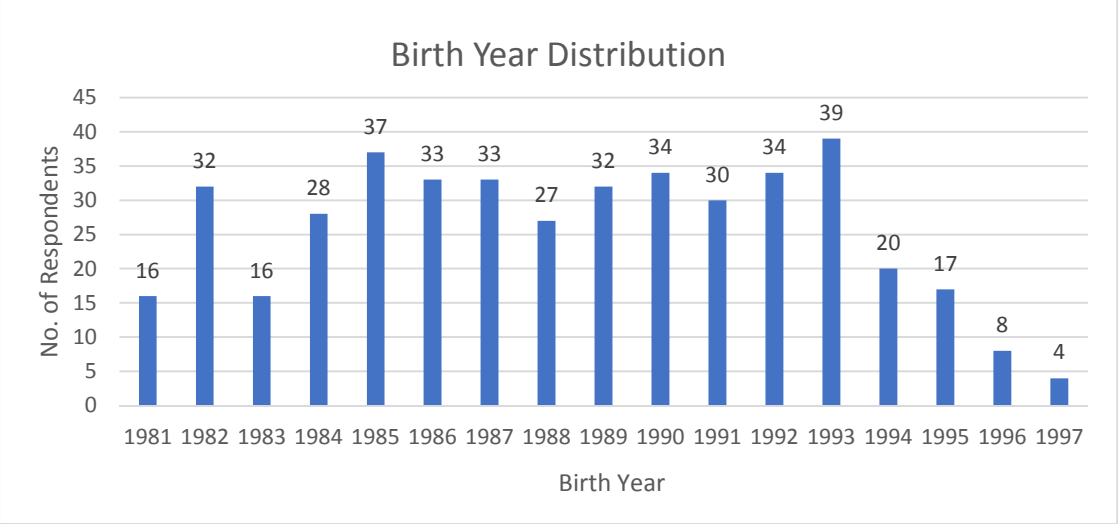

Fig. 9: Distribution of the respondents according to birth year.

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

		Male			Female			Significance
		f	% (Category) (n/ 356)	% (total) (n/ 440)	*f*	% (Category) (n/ 84)	% (total) (n/ 440)	
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), t*here 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, $\chi 2\ (45) = 784.27$, $p < .001$. 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

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	2.880	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: $\bar{X} = \mu$ H_a: $\bar{X} \neq \mu$

Table 14

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

	Test Value = 3					
	t	df	Sig. (2-tailed)	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: $\mu_{Male} = \mu_{Female}$ H_a: $\mu_{Male} \neq \mu_{Female}$

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: $\mu_{\text{Early born}} = \mu_{\text{Late born}}$ H_a: $\mu_{\text{Early born}} \neq \mu_{\text{Late born}}$

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

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: $\mu_{PSU\,M} = \mu_{PSU\_NM} = \mu_{Pvt\,PSU\_M} = \mu_{Pvt\_NM}$

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, * $p < 0.05$*

H_0: $\mu_{Rural} = \mu_{Semi\ urban} = \mu_{Urban}$ H_a: 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: $\bar{X} = \mu$ H_a: $\bar{X} \neq \mu$

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

Table 30

One-Sample t Test: Gen Y

	Test Value = 3					
	t	df	Sig. (2-tailed)	MD	95% CI Lower	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: $F_{(Male)} = F_{(Female)}$ $\quad$ 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* $[(n_1+n_2)/(n_1*n_2)] = .1645$ *Where,* n_1 *(Male) = 356,* n_2 *(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: $\tilde{x}_{\text{Rural}} = \tilde{x}_{\text{Semi Urban}} = \tilde{x}_{\text{Urban}}$ 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: $\bar{X} = \mu$ Ha: $\bar{X} \neq \mu$

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: $F_{(Male)} \neq F_{(Female)}$

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

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.

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

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

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 $\chi^2_{(2)} = 0.85$, $p = .65 > .05$, (ii) decent work environment $\chi^2_{(2)} = 2.94$, $p = .23 > .05$, (iii) courteous boss $\chi^2_{(2)} = 5.71$, $p = .06 > .05$ (iv) recognition $\chi^2_{(2)} = 0.93$, $p = .63 > .05$, (v) job security $\chi^2_{(2)} = 1.56$, $p = .46 > .05$ (vi) flexible work schedule $\chi^2_{(2)} = 4.00$, $p = .13 > .05$, and (vii) opportunity for personal development $\chi^2_{(2)} = .88$, $p = .64 > .05$. 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, $\chi 2$ (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	95% CI 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 Equality of Variances	F		.389		.121	
	Sig.		.533		.728	
t-test for Equality of Means	t		-.954	-.921	-2.685	-2.936
	df		438	120.444	438	140.376
	Sig. (2-tailed)		.341 *(ns)*	.359	.008**	.004
	MD		-.06215	-.06215	-.26184	-.26184
	SE Diff		.06515	.06746	.09754	.08917
	95% CI	LL	-.19020	-.19571	-.45353	-.43813
		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: $\mu_{\text{Early Born}} = \mu_{\text{ Late Born}}$ H_a: $\mu_{\text{Early Born}} \neq \mu_{\text{ Late}}$

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: $\mu_{UG} = \mu_{PG}$ 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-test for Equality of Means	T		.235	.220	1.217	1.204
	Df		438	224.891	438	253.428
	Sig. (2-tailed)		.814 *(ns)*	.826	.224 *(ns)*	.230
	MD		.01303	.01303	.10159	.10159
	SE Diff		.05546	.05911	.08349	.08435
	95% CI	LL	-.09598	-.10346	-.06250	-.06454
		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: $\mu_{PSU\_M} = \mu_{PSU\_NM} = \mu_{Pvt\_M} = \mu_{Pvt\_NM}$

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.
Job conditions	Between Groups	.126	2	.063	.218	.804 *(ns)*
	Within Groups	126.491	437	.289		
	Total	126.617	439			
Ethics and values	Between Groups	6.052	2	3.026	4.693	.010**
	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: $\bar{X} = \mu$ Ha: $\bar{X} \neq \mu$

Table 56

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	MD	95% CI LL	95% CI 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: $F_{(Male)} = F_{(Female)}$ H_a: $F_{(Male)} \neq F_{(Female)}$

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

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: $F_{(UG)} \neq F_{(PG)}$

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: $F_{(\text{Lower Mgmt})} = F_{(\text{Middle Mgmt})}$ H_a: $F_{(\text{Lower Mgmt})} \neq$ (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 $\chi^2_{(3)} = .86$, $p = .83 > .05$. 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 $\chi^2_{(2)} = 4.29$, $p = .12 > .05$. 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: $\bar{X} = \mu$ Ha: $\bar{X} \neq \mu$

Table 63

One-Sample Test: Gen Y

	Test Value = 3					
	t	df	Sig. (2-tailed)	MD	95% CI LL	UL
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.

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

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: $F_{(UG)} \neq F_{(PG)}$

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

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 $\chi^2_{(3)} = 3.76$, $p = .29$, and (iv) provided it has an element of self-development $\chi^2_{(3)} = 4.10$, $p = .25 > .05$. 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 $\chi^2_{(3)} = 11.89$, $p < .01$, and (ii) provided I am comfortable to do so $\chi^2_{(3)} = 27.75$, $p < .001$. 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: $\bar{X} = \mu$ $\quad$ H_a: $\bar{X} \neq \mu$

Table 70

One-Sample Test: Gen Y

	Test Value = 3					
	t	df	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	Prop	Cum% Prop	Prop	Cum% Prop	D_{Stat}: Cum% Prop (M-F)
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* $[(n_1+n_2)/(n_1*n_2)] = .1645$ *Where,* n_1 *(Male) = 356,* n_2 *(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: $F_{(UG)} = F_{(PG)}$ 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: $F_{(\text{Lower Management})} = F_{(\text{Middle Management})}$ H_a: $_{(\text{Lower Management})} \neq F_{(\text{Middle Management})}$

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- H_1: $F_{(Lower\ Management)} > F_{(Middle\ Management)}$.

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 [$(n_1+n_2)/(n_1*n_2)$] = .1402 Where, n_1 (lower mgmt.)= 304, n_2 (lower mgmt.) = 136*

The directional alternative hypothesis for preferred thrust area viz., administrative, soft skills and managerial H_1: $F_{\text{(Lower management)}} > F_{\text{(Middle Management)}}$ 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.

H_0: $\tilde{x}_{PSU\_M} = \tilde{x}_{PSU\_S} = \tilde{x}_{Pvt\_M} = \tilde{x}_{Pvt\_S}$ H_a: 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, $\chi^2_{(2)} = 1.42$, $p = .49 > .05$, (ii) administrative, $\chi^2_{(2)} = 1.95$, $p = .38 > .05$, (iii) soft skills $\chi^2_{(2)} = 1.56$, $p = .46 > .05$, (iv) managerial $\chi^2_{(2)} = .28$, $p = .87 > .05$, and (v) leadership $\chi^2_{(2)} = .95$, $p = .62 > .05$. 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: $\bar{X} = \mu$ Ha: $\bar{X} \neq \mu$

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

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

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

Table 81

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

			Equal variances assumed	Equal variances 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: $\mu_{\text{PSU\_M}} = \mu_{\text{PSU\_NM}} = \mu_{\text{PVT\_M}} = \mu_{\text{PVT\_NM}}$

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: $\mu_{Rural} = \mu_{Semi\ urban} = \mu_{Urban}$

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

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

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

Table 88

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

			Equal variances assumed	Equal variances 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: $\mu_{UG} = \mu_{PG}$ H_a: $\mu_{UG} \neq \mu_{PG}$

Table 89

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

			Equal variances assumed	Equal variances 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.

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

Table 90

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

			Equal variances assumed	Equal variances 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: $\mu_{PSU\_M} = \mu_{PSU\_NM} = \mu_{PVT\_M} = \mu_{PVT\_NM}$

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: $\mu_{Rural} = \mu_{Semi\ urban} = \mu_{Urban}$
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: $\bar{X} = \mu$ Ha: $\bar{X} \neq \mu$

Table 95

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

	Test Value = 3					
	t	df	Sig. (2-tailed)	MD	95% CI LL	95% CI 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: $\mu_{Male} = \mu_{Female}$ Ha: $\mu_{Male} \neq \mu_{Female}$

Table 96

Independent Samples Test of Perception towards Trade Unions: Gender

			Equal variances assumed	Equal variances not assumed
Levene's Test for Equality of Variances	F		.757	
	Sig.		.385 *(ns)*	
t-test for Equality of Means	t		-1.445	-1.487
	df		438	129.580
	Sig. (2-tailed)		.149 *(ns)*	.139
	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	Equal variances 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	Equal variances 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: $\mu_{\text{Lower Mgmt}} = \mu_{\text{Middle Mgmt}}$ H_a: $\mu_{\text{Lower Mgmt}} \neq \mu_{\text{Middle Mgmt}}$

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: $\mu_{\text{PSU\_M}} = \mu_{\text{PSU\_NM}} = \mu_{\text{PVT\_M}} = \mu_{\text{PVT\_NM}}$

H_a: At least one of the group differs significantly.

Table 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: $\eta_{Male} = \eta_{Female}$ Ha: $\eta_{Male} \neq \eta_{Female}$

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: $\eta_{Early\ born} = \eta_{Late\ born}$ H_a: $\eta_{Early\ born} \neq \eta_{Late\ born}$

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: $\eta_{UG} = \eta_{PG}$ Ha: $\eta_{UG} \neq \eta_{PG}$

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: $\eta_{Lower\ Mgmt} = \eta_{Middle\ Mgmt}$ Ha: $\eta_{Lower\ Mgmt} \neq \eta_{Middle\ Mgmt}$

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', χ^2 (3) = 2.27, p =.52 > .05, and (ii) online shopping and entertainment χ^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 χ^2 (3) = 26.18, p < .001, (ii) professional accomplishment χ2 (3) = 26.86, p < .001, and (iii) utilization for social media χ^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 χ2 (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: $\eta_{Early\ born} = \eta_{Late\ born}$ H_a: $\eta_{Early\ born} \neq \eta_{Late\ born}$

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)*

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

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: $\eta_{UG} = \eta_{PG}$ Ha: $\eta_{UG} \neq \eta_{PG}$

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: $\eta_{Lower\ Mgmt} = \eta_{Middle\ Mgmt}$ Ha: $\eta_{Lower\ Mgmt} \neq \eta_{Middle\ Mgmt}$

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,

$N_{Middle\ Mgmt}$ = 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 ($N_{Lower\ Mgmt}$ = 304, $N_{Middle\ Mgmt}$ = 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.

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 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: $\tilde{x}_{\text{Rural}} = \tilde{x}_{\text{Semi urban}} = \tilde{x}_{\text{Urban}}$ 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.

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

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: $\eta_{Early\ born} = \eta_{Late\ born}$ Ha: $\eta_{Early\ born} \neq \eta_{Late\ born}$

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: $\eta_{UG} = \eta_{PG}$ Ha: $\eta_{UG} \neq \eta_{PG}$

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: $\eta_{Lower\ Mgmt} = \eta_{Middle\ Mgmt}$ Ha: $\eta_{Lower\ Mgmt} \neq \eta_{Middle\ Mgmt}$

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

Table 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 $\chi^2_{(3)} = 7.19$, *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 $\chi^2_{(3)} = 12.24$, *p* < .01 (ii) work life balance $\chi^2_{(3)} = 26.21$, *p* < .001, (iii) freedom at workplace $\chi^2_{(3)}$ = 11.81, *p* = *.01* < .05, and (iv) physical amenities at workplace $\chi^2_{(3)} = 11.61$, *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 (1^{st}) to fifth (5^{th}).

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.

H_0: $\tilde{x}_{\text{Rural}} = \tilde{x}_{\text{Semi urban}} = \tilde{x}_{\text{Urban}}$

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 (1^{st}) to fifth (5^{th}). 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

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 $\alpha > .70$, 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 ($\alpha > .70$) 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)	**.752**
2.	I communicate directly to my peers of other departments.		
3.	I have open and direct communicate with superiors.		
4.	I provide immediate feedback to my subordinates.		
5.	I have a large no. of friends and acquaintances inmy social life.	Socially networked (2 items)	**.705**
6.	I am highly socially networked at workplace.		
7.	I am not comfortable with organisational hierarchy in my organisation.	Egalitarian (2 items)	**.713**
8.	I am uncomfortable with such type of strictness in my organisation.		

Table 127a
Grouping of Items for Non-parametric Analysis (Customised)

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.	Job Engagement	N/A
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.		
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.	Technology adaptability (3 items)	N/A .
17.	I am willing to accept advanced version of technical infrastructure and endeavour to learn new technology.		
18.	I am comfortable to cope up with technology at workplace.		
19.	I am used to digital technology for mypersonal commitments.		
20.	I keep myself updated regarding rules and regulations imposed by government for welfare of employees.	Awareness about jobs and trends and Entrepreneurial desire	N/A
21.	I keep myself updated regarding industrial trends and present job market.		
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.	Compliant Organisation	N/A
24.	I hesitate to question my boss even if there is a deviation from standard operating procedure		
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: $\bar{X} = \mu$ H_a: $\bar{X} \neq \mu$

Table 128

One-Sample Test: Gen Y

	Test Value = 3					
	t	df	Sig. (2-tailed)	MD	95% CI LL	95% CI 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: $\mu_{Male} = \mu_{Female}$ H_a: $\mu_{Male} \neq \mu_{Female}$

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
		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.

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

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
		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.

H_0: $\mu_{Rural} = \mu_{Semi\ urban} = \mu_{Urban}$ H_a: 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: $\bar{X} = \mu$ H_a: $\bar{X} \neq \mu$

Table 137

One-Sample Test of Delegation of Authority: Gen Y

	Test Value = 3					
	t	df	Sig. (2-tailed)	MD	95% CI LL	95% CI 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: $F_{(Male)} \neq F_{(Female)}$

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.

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

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.

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

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.

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

Table 141

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

	Most Extreme Differences			Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
	Absolute	Positive	Negative		
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- *H_1: 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: $F_{(\text{Middle Mgmt})} > F_{(\text{Lower mgmt})}$ 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', $\chi 2\ (3) = 2.67$, $p = .45 > .05$, 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 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.

H_0: $\tilde{x}_{Rural} = \tilde{x}_{Semi\ Urban} = \tilde{x}_{Urban}$ 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.

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

Table 144

One-Sample Test of Job Engagement: Gen Y

	Test Value = 3					
	t	df	Sig. (2-tailed)	MD	95% CI LL	95% CI 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: $F_{(\text{Early born})} = F_{(\text{Late born})}$ H_a: $F_{(\text{Early born})} \neq F_{(\text{Late born})}$

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

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.

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

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 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 $\chi 2_{(3)} = 41.89$, $p < .001$, 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.

H_0: $\tilde{x}_{Rural} = \tilde{x}_{Semi\ Urban} = \tilde{x}_{Urban}$ Ha: At least one of the $\tilde{x}$ 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 $\chi 2_{(2)} = 2.63$, $p = .27 > .05$, (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.

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

Table 151

One-Sample Test

	Test Value = 3					
	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

***: *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.

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

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.

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

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.

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

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.

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

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 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 technology$\chi^2_{(3)} = 5.08$, $p = .17 > .05$, and (ii) acceptance of new tech$\chi^2_{(3)} = 4.41$, $p = .22 > .05$. 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' $\chi^2_{(3)} = 11.48$, $p < .01$ 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.

H_0: $\tilde{x}_{\text{Rural}} = \tilde{x}_{\text{Semi Urban}} = \tilde{x}_{\text{Urban}}$ 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 technology$\chi^2_{(2)} = 1.02$, $p = .60 > .05$, (ii) comfort with technology $\chi^2_{(2)} = 2.30$, $p = .32 > .05$, and (iii) acceptance of new tech $\chi^2_{(2)} = 3.56$, $p = .17 > .05$. 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: $\bar{X} = \mu$ H_a: $\bar{X} \neq \mu$

Table 158

One-Sample Test of Awareness about Jobs, Job Trends, and Entrepreneurial Desire: Gen Y

	Test Value = 3					
	t	df	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* $[(n_1+n_2)/(n_1*n_2)] = .1645$ *Where,* n_1 *(Male) = 356,* n_2 *(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.

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

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.

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

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'* $\chi^2_{(3)} = 1.40$, 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' $\chi^2_{(3)} = 35.66$, $p < .001$, and 'entrepreneurial desire' $\chi^2_{(3)} = 15.96$, $p < .01$ 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.

H_0: $\tilde{x}_{Rural} = \tilde{x}_{Semi\ Urban} = \tilde{x}_{Urban}$ Ha: At least one of the $\tilde{x}$ 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: $\bar{X} = \mu$ 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					
	t	df	Sig. (2-tailed)	MD	95% CI	
					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: $F_{(Male)} = F_{(Female)}$ 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: $F_{(\text{Early born})} = F_{(\text{Late born})}$ H_a: $F_{(\text{Early born})} \neq F_{(\text{Late born})}$

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

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

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.

H_0: $\tilde{x}_{Rural} = \tilde{x}_{Semi\ Urban} = \tilde{x}_{Urban}$ 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.

$H_0: \bar{X} = \mu$ $H_a: \bar{X} \neq \mu$ *Where,* $\bar{X}$ *is Hypothesised/ Population mean =0 (No job change)*

Table 172

One-Sample Test of Job Hopping Characteristics: Gen Y

	Test Value = 0					
	t	df	Sig. (2-tailed)	MD	95% CI LL	95% CI 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.

$H_0: \rho = 0$ Ha: $\rho \neq 0$

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.

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

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.

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

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.

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

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

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 ($\alpha = .63$) 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: $\mu_{Rural} = \mu_{Semi\ urban} = \mu_{Urban}$
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.

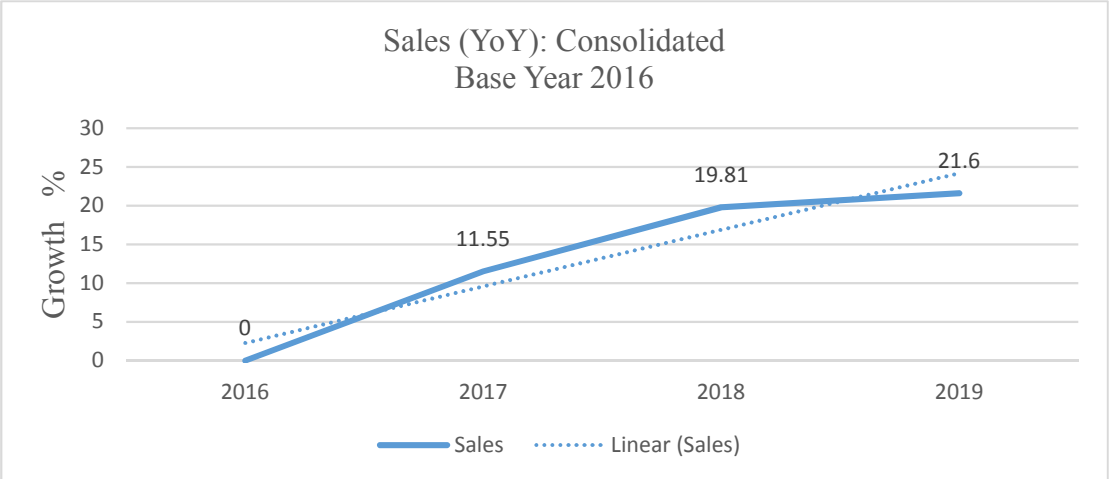

Fig. 10: Growth (%) in Sales (YoY).

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.

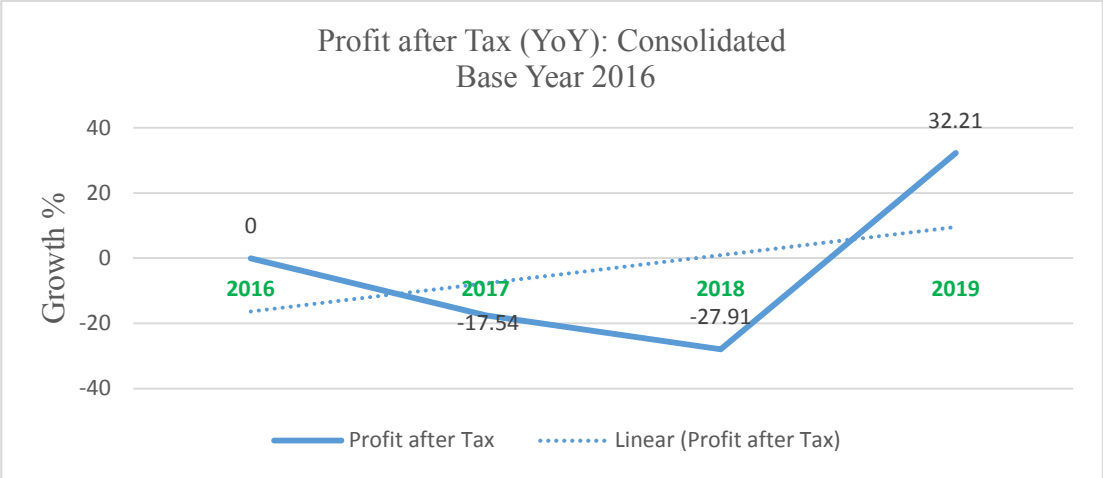

Fig. 11: PAT Growth (%) YoY

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.

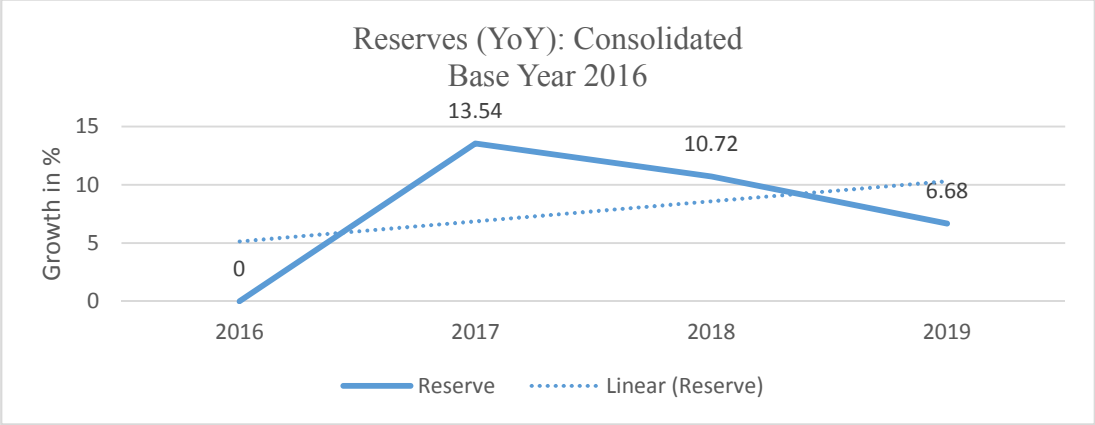

Fig. 12: Growth in Reserves (%) YoY

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.

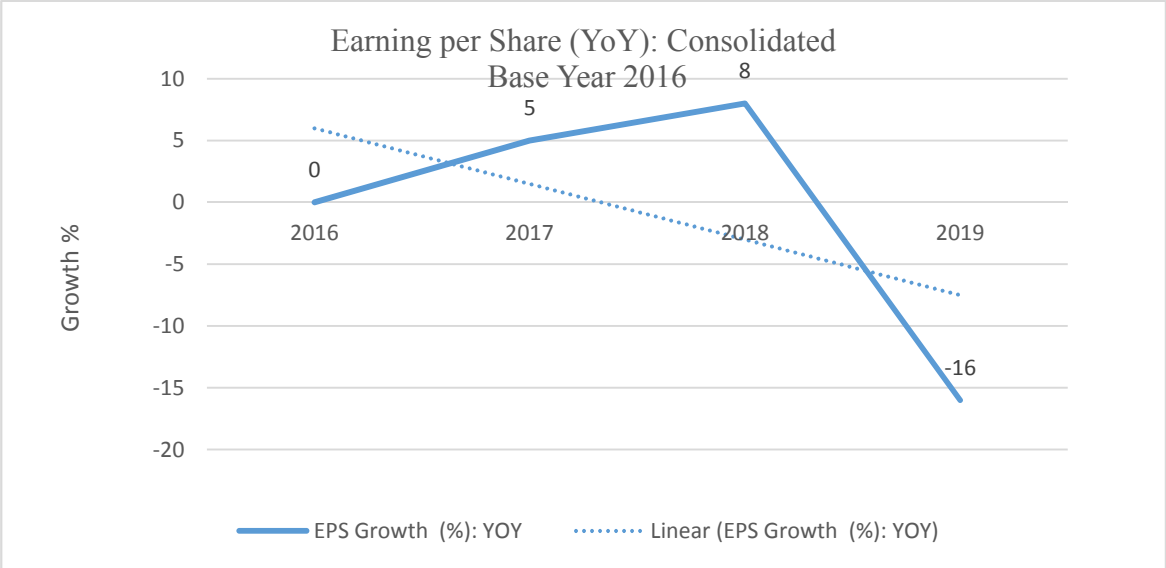

Fig. 13: Earnings per Share (YoY)

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

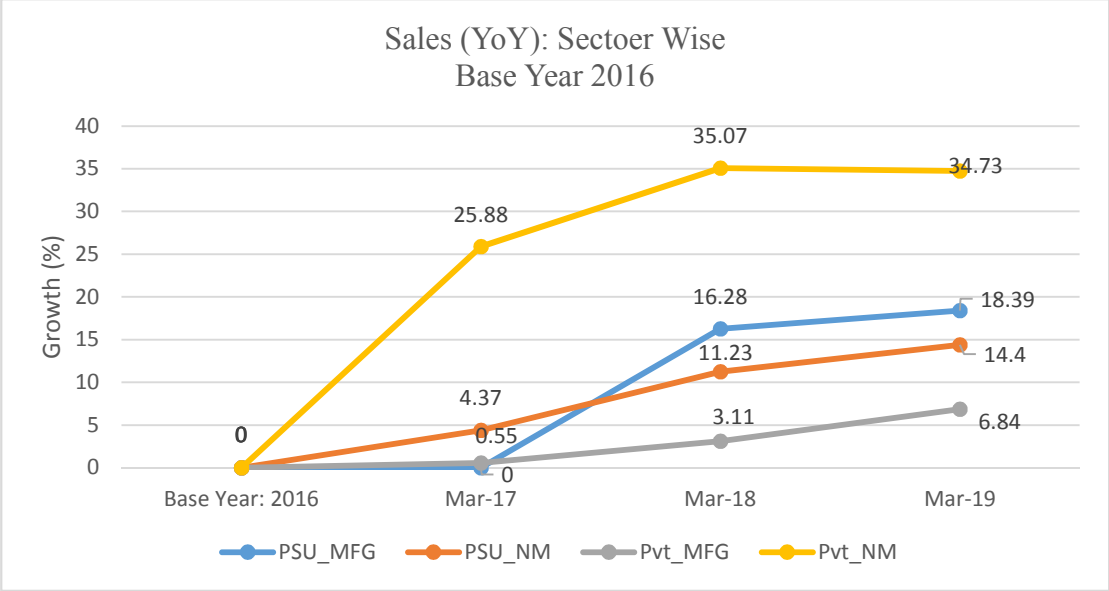

Fig. 14: Sector Wise Sales Growth (%)

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

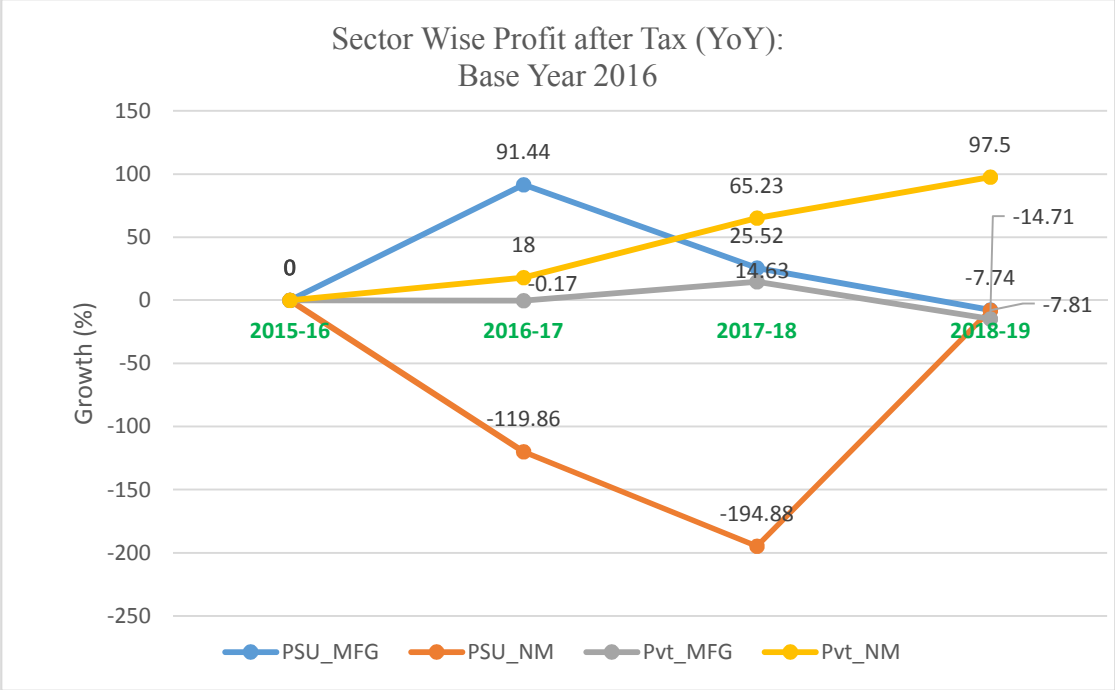

Fig. 15: Sector Wise PAT Growth (%)

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

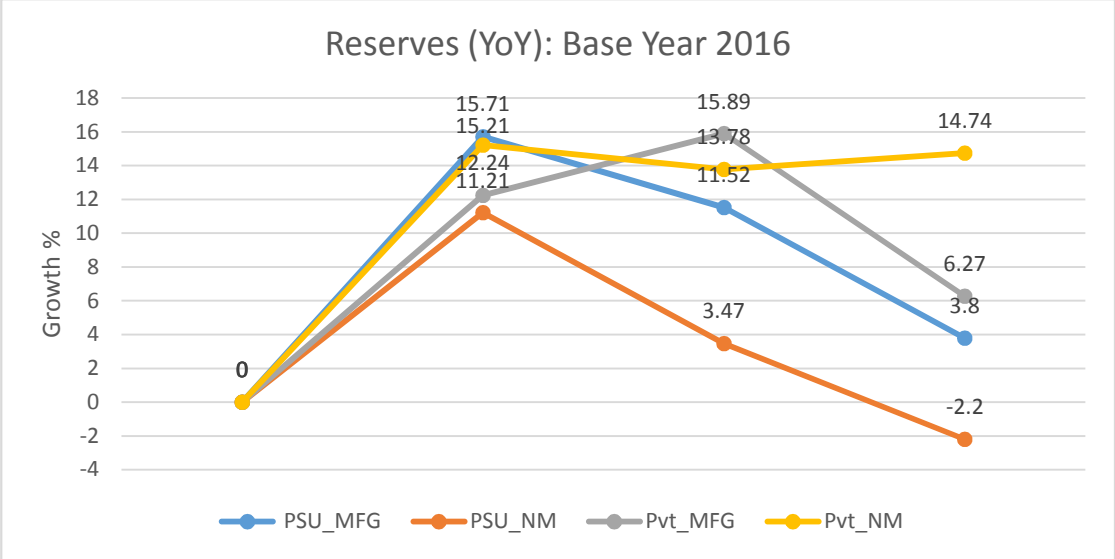

Fig. 16: Sector Wise Reserves Growth (%)

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

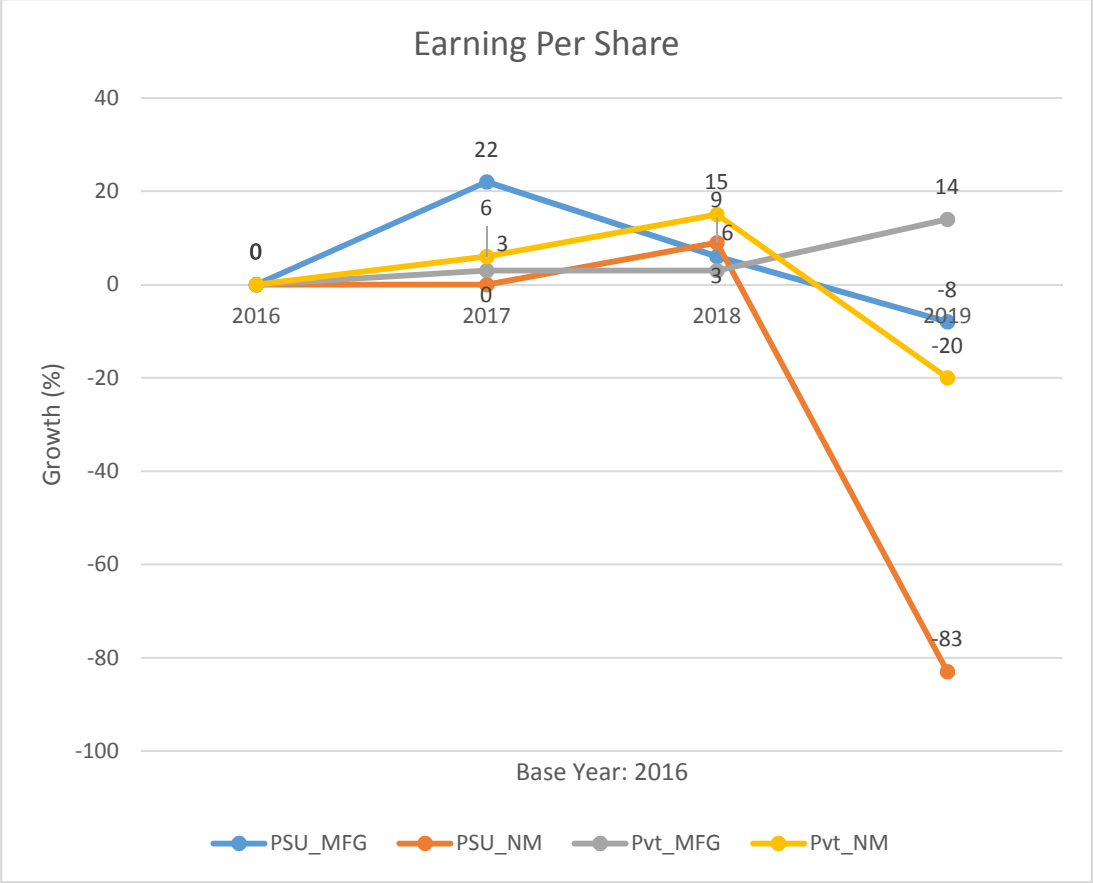

Fig. 17: Sector Wise EPS Growth (%)