CHAPTER 5- FINDINGS AND DISCUSSION

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Biographical representation of Gen Y Respondents

Female representation at middle and lower management is 1/5th of their male counterparts. Female at management category are more in PSUs than in Private sector. Their representation is more in non-manufacturing units than the manufacturing units. However, there is no significant difference in number of subordinates working under male or female Gen Y. The number of subordinates working under early born Gen Y are significantly higher than no.of subordinates working under late born Gen Ys.

Personal and Professional Characteristics Found in Gen Y

Factors considered While Opting for First Job

Gen Ys are found to be significantly influenced by 'work condition' and not by 'work comfort' while opting for the first job. Work condition consists of good pay and perks, hierarchical position, nature of the job, and the image of the organisation for which they are going to work. Though, Gen Ys are significantly influenced by opportunity for personal development and family needs, but opportunity for personal development is found more influencing than family needs. These findings are consistent with previous research findings and studies (Robert Half International, 2009; McGinnis, 2011; Global Workplace Innovation, 2010). Gen Y is indifferent to the factors related to work comfort (i.e. less responsibilities in the job, nearness to hometown and work-life balance) while opting for their first job. This finding is against common belief and findings of the previous studies (Karefalk et al., 2007; Brown et al., 2009; Carlson Study, 2009 & Global Workplace Innovation, 2010) that Gen Y look for work comfort in job.

'Work condition' and 'opportunity for personal development' significantly influence female Gen Y more than their male counterparts while opting for the first job. However, family needs significantly influenced male Gen Y more than their female counterparts. Factor 'family needs' influenced rural Gen Ys the most, followed by semi urban then lastly urban ones while opting for the first job. Conversely, 'work condition' influenced urban Gen Ys the most, followed by semi urban and lastly rural ones. Moreover, the difference between urban and rural is significant. However, there could not be found any difference based on other biographical categories viz., Year of their birth (early born/ late born Gen Y), Education level and Level of management.

Factors influencing choice of profession

It is found that factors viz., interest in current profession, salary and fringe benefits, qualification match, and employment opportunity in the profession significantly influenced Gen Ys while opting their profession. Such findings are corresponding to preceding studies (Blain, 2008; Global Workplace Innovation, 2010; McGinnis, 2011). There could not be found any role of family guidance for opting their profession. Although family guidance does not influence Gen Y's choice of the profession as a whole but female Gen Ys consider family guidance for opting their profession. In the chronological order 'interest in the profession' influenced Gen Ys working in Pvt Sector than PSU counterparts. Gen Ys of PSUs are influenced by salaries and fringe benefits more than their Pvt Sector counterparts. Gen Ys of NMfg industries are influenced by employment/career opportunity than Gen Ys of Mfg industries. However, there could not be found any difference based on other biographical categories viz., Early/ late born Gen Y, Education level, Level of management and Birthplace strata.

Motivating factors to continue in the Present Job

In chronological order, Gen Ys consider a decent work environment, courteous boss, and flexible work schedule, opportunity for personal development, recognition, job security, and pay and perks to continue in their present job. These findings are consistent with findings of previous studies for few or more motivating factors as mentioned (Brown, 2004; Robert Half International, 2008; Volkert, 2009a; Ethics Resource Centre, 2010**;** McGinnis, 2011; Angeline, 2011).

Gen Ys of non-manufacturing industries (irrespective of sector) consider 'courteous boss' as a motivating factor to continue in their present job than Gen Ys of manufacturing industry. Gen Ys of PSU prefer 'job security' as a motivating factor to continue in the present more than their private sector counterparts. 'Flexible work schedule' and 'opportunities for personal development' are preferred motivating factors by Gen Ys of private sector (irrespective of the industry they belong to) than Gen Ys of PSUs. However, there could not be found any difference based on other biographical categories viz., Early born/ late born Gen Y, Education level, Level of management and Birthplace strata for the preferences of motivating factors.

Decisive Factors to switch over jobs in future

In order of chronology all the factors viz., job condition (i.e. increased salary and fringe benefits, appointment at higher position and career development opportunities), ethics and values, and lifetime employment are found to be decisive for Gen Ys to switch over their jobs in future. Preference of 'job condition' by Gen Y is in line with the earlier studies (Volkert, 2009b; Brown et al., 2009; Carlson Study, 2009 & Global Workplace Innovation, 2010). Findings on consideration of 'ethics and values' by Gen Ys is in line with the findings of Allen (2004) However seeking 'lifetime employment' by Gen Y was not reported in any preceding studies.

As a decisive factor to switch over job in future, female Gen Ys consider 'ethics and values' significantly higher than their male counterparts. Similarly Gen Ys of PSU-Mfg will consider 'ethics and values' significantly greater than their private sector counterparts. Gen Ys of PSU-NMfg sector will follow the path of PSU-Mfg, however, they would not be significantly different than any other category. Rural Gen Ys will also consider 'ethics and values' significantly greater than their semi-urban and urban colleagues. However, there could not be found any difference based on other biographical categories viz., early born/ late born Gen Y, Education level and Level of management.

Attitude towards Learning New Skills

It is found that Gen Ys are ready to learn new skills even if they need to put extra effort to learn, even if their area of responsibility is increased, if the learning has an element of self-development and have impact on their career. However, they want to feel comfortable while learning new skills, and disagree to get slightly less fringe benefits in lieu of learning new skills. Such findings are in line with the findings of Robert Half International (2008), Global Workplace Innovation (2010), and NAS (2014). To learn new skills, female Gen Y considerably think about an element of self-development than their male counterparts. Though Gen Ys are not willing to accept slightly less fringe benefits, but Gen Ys of PSU (irrespective of the industry i.e. manufacturing / non-manufacturing units) are found to be less rigid than their Pvt Sector counterparts however they would like to feel comfortable too. Non acceptance of slightly less fringe benefits to learn new skills is found to be in semi urban Gen Ys the most, followed by urban and lastly in rural ones. However, there could not be found

any difference based on other biographical categories viz., Early born/ late born Gen Y, Education level and Level of management.

Preferred Thrust Areas of Training and Development

In chronological order Gen Y's preferred thrust areas of training and development are found as managerial, leadership, technical, soft skills and administrative area. Lower management Gen Ys are found to be more desirous than their middle management colleagues for training in administrative, soft skills and managerial thrust areas. UG Gen Ys reflect an inclination to enrich their technical capability than their PG counterparts. Similarly female more than their male Gen Y counterparts and Gen Ys of PSU-NMfg units more than their other sector and industry Gen Y counterparts are found more desirous to enhance their administrative skills. However, there could not be found any difference based on other biographical categories viz., Early born/ late born Gen Y and Birthplace strata.

Perception about characteristics of a 'team' at the workplace

Gen Ys are found to be possessing a positive perception about given characteristics of their team. They perceive that their team has free flow of communication, coordination and collaboration, trust, freedom and adaptability, which is consistent with previous studies for few or more factors (Karefalk et al., 2007; Global Workplace Innovation, 2010; Angeline, 2011). Therefore, it is assumed that Gen Ys work better in teams, which is explained in earlier studies (Blain, 2008; Angeline, 2011; NAS, 2014). It is found that middle management Gen Ys possess a significantly higher positive perception about given characteristics of their team than lower management cadre. Such perception was found more among Gen Ys of non-manufacturing industries than their manufacturing counterparts. However, there could not be found any difference based on other biographical categories viz., Early born/ late born Gen Y, Education level, Level of management and Birthplace strata.

Feelings of Gen Y Leading to Distraction in Work

Gen Ys do not reflect any negative feelings at workplace viz., helplessness, anxiety, emotional imbalance, short attention span or lack of attention which leads to distraction in work. Such findings negate findings of previous study related to Gen Y's characteristics labelling them distracted and destructible (Ethics Resource Centre, 2010). It is found that Gen Ys of PSU (irrespective of industry) are significantly less

distracted than their Pvt Sector counterparts. However, there could not be found any difference based on other biographical categories viz., Gender, Early born/ late born Gen Y, Education level, Level of management and Birthplace strata.

Perception towards Trade Unions

Gen Ys found to be advocating that TUs play a constructive role in Indian economy, and are not the hurdle to productivity. They opine that TUs are necessary to protect the interest of employees, and TUs educate members about their duties and responsibilities. Gen Ys feel that TUs are neither politically influenced nor provoke their members unnecessarily. Non-reflection of Gen Ys' opinion towards trade unions in literature leads to a common perception that Gen Ys do not depend upon TUs for fulfillment of their demands, and are detached from TUs. Positive perception towards trade unions is possessed by Gen Ys of non-manufacturing industry more than their manufacturing industry counterparts. However, there could not be found any difference based on other biographical categories viz., Gender, Early born/ late born Gen Y, Education level, Level of management and Birthplace strata.

Preferences for Utilization of ICT and Mobile Gadgets

In addition to varied usages of ICT highlighted in previous studies, the order of preference of such usages was asked. The chronological order of utilization of such gadgets by Gen Ys is found as 'to keep in touch with friends and family' 'utilising professional accomplishment', 'information access and study purpose', 'personal use like online shopping and entertainment, and 'social media'. Therefore, it is found that Gen Ys integrate ICT for their professional accomplishment and to get information which is consistent with previous studies (Brown, 2009; Carlson Study, 2009; Ethics Resource Centre, 2010).

Lower management Gen Ys use such gadgets significantly higher than middle management Gen Ys to keep in touch with friends and family. Utilization of such gadgets for professional accomplishment is done by Gen Ys of Pvt-NMfg the most, followed by PSU-Mfg then PSU-NMfg and lastly Pvt-Mfg ones. Its utilization for information access and study purpose is done by Gen Ys of manufacturing industries more than non-manufacturing ones. Use of these gadgets for social media is done by Gen Ys of Pvt-Mfg the most, followed by PSU-NMfg then Pvt-NMfg and lastly by PSU-Mfg ones. However, there could not be found any difference based on other

biographical categories viz., Gender, Early born/ late born Gen Y, Education level, and Birthplace strata.

Factors to be considered by organisations for creating a Sense of Belongingness Suggested by Gen Y

It is found that Gen Y suggested to consider organisational culture, opportunity for overall development, social security, welfare activities and, recognition at workplace in chronological order to feel a sense of belongingness. Though the order of precedence for factors affecting sense of belongingness was not highlighted in previous studies, but most of the factors were studied discretely (Brown, 2004; Carlson Study, 2009; Global Workplace Innovation, 2010).

As a factor to feel sense of belongingness, 'employees' overall development' is preferred by Gen Ys of manufacturing industry more than their non-manufacturing industry counterparts. Furthermore, 'employees' overall development' is preferred by semi urban Gen Ys the most, followed by rural and lastly by urban ones. Social security is preferred by Gen Ys of non-manufacturing industries more than manufacturing ones. Preference for 'recognition at the workplace' is more in Gen Ys of Mfg industries than Gen Ys of NMfg ones. However, there could not be found any difference based on other biographical categories viz., Gender, Early born/ late born Gen Y, Education level, and Level of management.

Factors Affecting Morale at Workplace

In order of preference of factors affecting morale of respondents at workplace are justice and equity, pay and perks, work-life balance, freedom and amenities at workplace. Findings related to factors affecting Gen Y's morale viz., pay and perks, work-life balance and freedom at workplace are consistent with literature for few or more factors (Volkert, 2009b; Brown et al., 2009; Carlson Study, 2009 & Global Workplace Innovation, 2010; Karefalk et al., 2007), however, order of factors affecting Gen Y's morale was not highlighted in literature.

Female Gen Ys consider 'work life balance' significantly more than their male counterparts as a factor affecting their morale at the workplace. Likewise 'work life balance' affects morale of Gen Ys of Mfg industries more than their non-manufacturing counterparts. Likewise, semi urban Gen Ys followed by urban and lastly by rural ones' morale gets affected by 'pay and perks' in chronological order. Lastly, 'physical

amenities at the workplace' affects morale of Gen Ys of private sector more than PSU ones. However, there could not be found any difference based on other biographical categories viz., Early born/ late born Gen Y, Education level, and Level of management.

Openness in communication, Social Networking and Egalitarianism

Gen Ys are found communicating with others easily. They demonstrate a characteristic of 360^0 communication by directly communicating to their superiors, peers of other departments and subordinates, which is consistent with previous studies (Carlson, 2009; Global Workplace Innovation, 2010). It is found that Gen Ys seek and provide immediate feedback. They are highly socially networked at workplace and in their social life. Such findings conform findings of preceding studies for few or more factors (Robert Half International, 2008; Blain, 2008; Angeline, 2011; NAS, 2014). Gen Ys found to be comfortable with organisational hierarchy and working within the rules of the organisation. They do not demonstrate impatience for egalitarianism in their behaviour, which is against common belief and findings of previous study (NAS, 2014).

Early born Gen Ys, and middle management Gen Ys have considerably more openness in communication than late born Gen Ys and lower management Gen Ys respectively. Male Gen Ys, and middle management Gen Ys are found significantly more socially networked than female Gen Ys and lower management Gen Ys respectively. Gen Ys of private sector are more socially networked than their PSU counterparts. Gen Ys are not found to be seeking for egalitarianism. However, Gen Ys of Pvt-Mfg, followed by Pvt-NMfg then PSU ones seek egalitarianism in descending order. Further, the difference between Gen Ys of Pvt-Mfg and PSU-NMfg is found to be significant. However, there could not be found any difference based on other biographical categories viz., Level of management and Birthplace strata.

Delegation of Authority and Job Engagement

It is found that whenever possible Gen Ys practise delegation of authority and free rein style of leadership, which conforms their leadership characteristics as mentioned in previous studies (Carlson Study, 2009; Volkert, 2009a). They are found to be innovative and inquisitive as explained in previous studies (Karefalk et al., 2007; Saleh, n.d.). They are found accomplishing their job in a non-conventional manner, and crave for know-how and know-why by seeking help from superiors and colleagues. It is found that Gen Ys perceive themselves more productive after delegation of some

authority by their boss. All these findings are in accordance with findings of previous study (Ethics Resource Centre, 2010).

Middle management Gen Ys practice delegation of authority and free rein style significantly more than their lower management colleagues. Gen Ys of private sector are found putting extra efforts to succeed in their job and having a characteristics of immediate feedback seeker more than their PSU counterparts. However, there could not be found any difference based on other biographical categories viz., Gender, Early/ late born Gen Y, Education level, and Birthplace strata.

Technology adaptability, Awareness and Entrepreneurial Characteristics

It is found that Gen Ys are accustomed to technology, comfortable to cope up with technology at workplace, and are technology adaptive, which conforms findings of previous studies **(**Blain, 2008; Volkert, 2009a; Angeline, 2011**).** They reflect a characteristic of awareness because they keep themselves aware about employee welfare rules and job trends, which is in accordance with findings of Ethics Resource Centre (2010) and Global Workplace Innovation (2010).Gen Ys are not found considering to start their own venture after getting industry experience, which is against their highlighted characteristics as an entrepreneurial generation found by Global Workplace Innovation (2010).

Gen Ys of PSU-Mfg, followed by Pvt-NMfg, then PSU-NMfg and lastly pvt-Mfg ones are found to be very comfortable with the new technology. Awareness about job trends is found in Gen Ys of private sector more than their PSU counterparts. Indian Gen Y managers do not possess an entrepreneurial desire as a whole. However, such desire was found comparatively more in Gen Ys of private sector than PSU ones and it was more in male Gen Ys than female ones. However, there could not be found any difference based on other biographical categories viz., Gender, Early/ late born Gen Y, Education level, Level of management, and Birthplace strata.

Perception about Organisation, Bosses' Authority and Trend Follower

Gen Ys perceive that they are working in a compliant organisation and reflect a behaviour of trend follower to complete their job. It is found that they never hesitate to question their boss in case of deviation from standard operating procedure which conforms their explained characteristics of 'questioning authority' as highlighted in literature (Tolbize, 2008). Private sector Gen Ys perceive more than their PSU

counterparts that they are working in a compliant organisation. However, there could not be found any difference based on other biographical categories viz., Gender, Early/ late born Gen Y, Education level, Level of management, and Birthplace strata.

Job Hopping

It is found that Gen Y possess a job hopping characteristics, which conforms findings of previous studies (Brown et al., 2009; Global Workplace innovation, 2010). Further there exists a positive correlation (r = .37) between years of experience and no. of jobs changed during professional career. Male Gen Ys changed their jobs considerably more number of times than their female counterparts. Gen Ys of private sector changed more jobs than their PSU colleagues (irrespective of the industry they worked for). However, there could not be found any difference based on other biographical categories viz., Level of education and Birthplace strata.

Findings on Financial Performance of Sampled Companies

It is found that during three financial year period i.e. 2016-17 to 2018-19 the sample companies could achieve a consistent growth rate in sales. Whereas other financial figures show inconsistent performance, viz., PAT, Reserves and EPS on year on year basis.

(i)   Sales growth is found to be highest in Pvt-NMfg industries, followed by PSU-Mfg then PSU-NMfg and lastly in Pvt-Mfg ones.

(ii)   As far as profit after tax (PAT) is concerned only Pvt-NMfg industries could achieve a steady growth. PSU-Mfg industries faced a decline after growth in PAT, and Pvt-Mfg industries stagnated at the level of 2016-17 performance. PSU-NMfg confronted a great fall in PAT, however, managed to reach just below figures of the base year (2016) of the study in recent past.

(iii)   There was stagnation after initial growth of reserves in Pvt-Mfg industries. Manufacturing industries (PSUs and private both) confronted a downfall after growth in reserves, however, managed to keep their reserves on positive side but it was marginal. PSU-NMfg also confronted a great downfall after growth in reserves and was not able to maintain their previous reserves. However, the shrinking was marginal.

(iv)   Only Pvt-Mfg industries maintained a marginal growth in earning per share (EPS). After marginal growth in EPS, there was a decline in PSU-Mfg and Pvt-NMfg.

PSU-NMfg industries faced a stagnation in EPS initially, and confronted a steep decline in following years.

The above discussion leads to understand that financial performance (sales, PAT, Reserves and EPS) of Pvt-NMfg industry was best amongst all. The other sectors did not perform consistently on all parameters. Secondly PSU-Mfg industry performed positively on all parameters but not consistently.

In order to identify challenges and opportunities presented by the entry of Gen Y to work place and exploring their attributes as a decisive factor for formulation of strategies to manage intergenerational implications of Gen Y, findings of Gen Y's personal and professional characteristics have been considered for SWOT analysis.

SWOT Analysis of Empirically Tested Gen Y's Personal and Professional Characteristics

Table 186

SWOT Analysis Format

			Internal	
			Strength	Weakness
			Benefit to the organisation arising out of Gen Y's characteristics	Probable consequences to the organisations due to Gen Y's characteristics
External	Opportunity	Opportunities to the organisation arising out of external situation	Strength-Opportunity Matrix (Maxi-maxi) Strategy (Refer Recommendations)	Weakness-Opportunity Matrix (Mini-maxi) Strategy (Refer Recommendations)
	Threats	Threats to organisations due external situation	Strength -Threat Matrix (Maxi-mini) strategy (Refer Recommendations)	Weakness - Threat Matrix (Mini-mini) strategy (Refer Recommendations)

Table 187

SWOT Matrix: Gen Y's Characteristics

Strength Benefit to the organisation arising out of Gen Y's characteristics	Weakness Probable consequences to the organisations due to Gen Y's characteristics
1. Consideration for opting first job	
Gen Y prefer to start their first job with those organisations that provide better work condition and opportunity for personal development. Gen Ys are indifferent towards work comfort in the job.	Female Gen Y prefer better work conditions and opportunity for personal development while choosing their first job. Gen Y of urban area consider better work conditions. Family needs are considered by rural Gen Ys while opting for first job.
2. Factors influencing choice of profession	
Interest in the profession, followed by salary and fringe benefits, profession as per qualification and employment /career opportunities are the factors considered chronologically by Gen Y while choosing for the profession. Gen Ys are independent decision makers while choosing their profession.	Gen Ys choosing to work in Pvt Sector are guided by their aptitude (i.e. interest), Gen Ys choosing to work in PSUs are guided by 'salary and fringe benefits' and Gen Ys from NMfg industry are influenced by career opportunities more than Gen Ys of Mfg industries. Female Gen Ys seek family guidance while choosing for the profession.
3. Motivating factors to remain in job	
Gen Ys consider a decent work environment, courteous boss, flexible work schedule, opportunity for personal development, recognition, job security, and pay and perks in chronological order are motivating factors to continue in their present job.	Courteous boss is the motivating factor of Gen Y from NMfg-Ind, job security for Gen Y from PSU, and flexible schedule and opportunity for personal development are motivating factors for Gen Ys from Pvt Sector.
4. Decisive factors to switch over jobs in future	
In order of chronology job condition (i.e. increased salary and fringe benefits, appointment at higher position and career development opportunities), ethics and values of the prospective organisation and lifetime employment are decisive factors to switch over their job.	Female Gen Ys, Gen Ys of PSU-Mfg and rural Gen Ys consider ethics and values of prospective organisation more than their respective counterparts to switch over their job.
5. Attitude towards learning new skills	
Gen Ys are ready to learn new skills by putting extra effort to learn, even if their area of responsibility is increased, if the learning has an element of self-development and have impact on their career.	However, they want to feel comfortable while learning new skills, and disagree to get slightly less fringe benefits in lieu of learning new skills. Female Gen Y focus on self-development while learning new skill, Gen Y will not accept less fringe benefit in lieu of learning new skills, however, Gen Ys in PSUs are ready to do so.

6. Preferred Thrust area of training	
In order of chronology the thrust area are managerial, leadership, technical, soft skills and administrative.	Lower mgmt Gen Y prefer training in thrust area of administrative, soft skills and managerial more than middle mgmt Gen Y. Female prefer administrative and UG Gen Ys prefer technical training.
7. Team Characteristics	
Gen Ys possess positive perception about their team characteristics w.r.t. free flow of communication, coordination and collaboration, trust, freedom and adaptability.	Middle Mgmt Gen Ys and Gen Ys of NMfg industries have more positive perception about team characteristics.
8. Distracted Characteristics	
Gen Ys do not reflect any negative feelings at workplace viz., helplessness, anxiety, emotional problems, short attention span or lack of attention.	Gen Ys of PSU (irrespective of industry) are significantly less distracted than their Pvt Sector counterparts.
9. Perception towards TUs	
Gen Ys have a positive perception about TUs (not a hurdle to productivity, necessary to protect the interest of employees, educate members about their duties and responsibilities, not politically influenced, do not provoke their members unnecessarily) and think that TUs play a constructive role for India Inc.	Gen Ys of NMfg industries carry more positive perception about TUs.
10. Usages of ICT	
The chronological order of utilization of ICT by Gen Ys is found as 'to keep in touch with friends and family' 'utilising professional accomplishment', 'information access and study purpose', 'personal use like online shopping and entertainment, and 'social media'.	Usages of ICT by lower Mgmt Gen Y is more to keep in touch with friends and family, by Pvt-NMfg ones for professional accomplishment, and by Gen Ys of Mfg-Ind for information access/ study purpose.
11. Gen Y's Suggestions for creating a Sense of Belongingness	
Gen Ys suggest organisational culture, opportunity for overall development, social security, welfare activities and, recognition at workplace in chronological order to make them feel a sense of belongingness.	Gen Ys of Mfg-Ind as well as semi urban Gen Ys suggest 'employee's overall development' but Gen Ys of NMfg-Ind suggest social security to create a sense of belongingness.
12. Factors Affecting Morale at Workplace	
In chronological order Gen Y's morale is affected by justice and equity, pay and perks, work-life balance, freedom and lastly amenities at workplace.	'Work life balance' affects morale of female Gen Ys and Gen Ys of NMfg-Ind. Freedom at the workplace affect Gen Ys of Mfg-Ind, 'pay and perks' affect semi urban ones and lastly 'physical amenities' affect the morale of Pvt sector Gen Ys the most.
13. Openness in communication, Social Networking and Egalitarianism	
Gen Ys communicate easily with superiors, colleagues and subordinates, are highly socially networked, and respect organisational hierarchy.	Early born Gen Ys have more openness in communication and Gen Ys of Pvt sector show more socially networked characteristics.

	Gen Ys at middle management have openness in communication and are more socially networked than lower Mgmt Gen Ys.
	Gen Ys of PSU-NMfg respect organisational hierarchy the most across sector and industry.

14. Delegation of Authority and Job Engagement

Gen Ys practise delegation of authority and believe in free rein style of leadership.	Middle Mgmt Gen Ys practice delegation of authority and free rein style significantly more than their lower Mgmt colleagues.
They possess innovative and inquisitive characteristics. They perceive themselves more productive when their boss delegates authority to them.	Gen Ys of Pvt sector put extra efforts to succeed in their job and seek immediate feedback more than their PSU counterparts.

15. Tech adaptability, Awareness and Entrepreneurial Characteristics

Gen Ys are accustomed to technology, comfortable to cope up with technology at workplace and are tech adaptive.	Gen Ys of PSU-Mfg are the most comfortable with the new technology.
They are aware about employee welfare rules and job trends. They do not possess entrepreneurial desire.	Gen Ys of Pvt sector are more aware about job trends.

16. Perception about Organisation, Bosses' Authority and Trend Follower

Gen Ys perceive that they are working in a compliant organisation. They are trend follower to complete their job. They never hesitate to question their boss in case of deviation from SOP.	Perception towards organisation as a compliant organisation is more in Gen Ys of Pvt sector.

Opportunity Opportunities to the organisation arising out of Gen Y's Characteristics and external situation	Threat Probable threats to Organisations arising out of Gen Y's Characteristics and external situation
For Recruitment	

1. Work Comfort

Advantage for organisation to utilise Gen Y's (new entrants) to their full potential for expansion of business at other locations as Gen Ys are indifferent towards 'work comfort' (work-life balance, increased area of responsibility, nearness to hometown and freedom at workplace).	Work comfort for aspirations of female Gen Ys need to be taken into account while assigning them new job.

2. Right men at right place

Valid and reliable methods to be used by organisation for recruitment as Gen Ys choose profession as per their aptitude and the jobs that provide career opportunities. Salaries and fringe benefits should be attractive enough.	Guiding force for choosing profession should be aptitude of the person, however people join PSUs for better salary and fringe benefits of their future security and female Gen Ys are guided by their family members but look for career development opportunities.
Introduction of new technology becomes easier for organisation as Gen Ys are tech adaptive and tech savvy.	

3. Social Networking	
Organisations can tap the potential of Gen Y's social networking characteristics and free rein leadership style to enhance its employer brand as 'Great Place to Work'.	Though, Gen Y's social networking characteristics is beneficial for organisations but it may become a means of high attrition rate as they are job hoppers and deteriorate organisation's image by posting negative feelings about organisation while leaving it. Therefore, it depends upon organisations to choose the way in which they want to deal with Gen Y's such characteristics.
4. Training and Development	
Organisations may enhance Gen Y's skills by providing them training, which ultimately results in enhanced quality and productivity of product/ service.	The cost incurred by the organisation may be very high as Gen Ys expectations are different on the basis of their biographical attributes. Return over Investment on training and development is uncertain because there is a high positive correlation between experience and job hopping.
5. Motivation	
Motivation leads to organisational efficiency, and Indian Gen Y do not believe in negative feeling. Therefore, Gen Ys may be positively motivated to get benefit of such traits possessed by them.	There are a gamut of factors affecting employees' motivation, which is not equally applicable to Gen Ys of different biographical attributes. Thus, there may arise a need for cafeteria approach to motivate Gen Ys.
6. Trade Unions and Industrial Relations	
Gen Ys have a positive perception about TUs. They are also aware about current job trends and employees rules.	Though, TUs educate the members about duties and responsibilities of its members, however any violation of laws, rules and regulations may create a labour unrest in the organisation.
7. Job Hopping	
Female Gen Ys change less no. of jobs in comparison to male. Therefore, it is easier for organisation to retain female Gen Ys and train them for higher position as they look forward for career opportunities and personal development in organisation.	Though female Gen Ys are less job hoppers but they seek better work condition, work comfort, personal development, work life balance, and ethics and values in the organisation.

Source: Table Based on Findings of Empirical Data

Relationship between Gen Y's Characteristics and Hi-SEM

To explore the relationship between various dimensions of Gen Y and sustainability of companies, empirically tested characteristics of Indian Gen Ys vis-à-vis managerial characteristics needed for sustainability of an organisation have been established.

As Hi-SEM highlights, the need to execute all the activities involved in preceding stage vis-à-vis specific activities of on-going stage. Similarly, characteristics possessed

by Gen Ys compatible for preceding stage are indispensable for succeeding stage. Therefore, Gen Y's characteristics enlisted specifically for various stages are essential above and beyond previous stages.

Stage 1- Existence

Formation of an organisation is decided by top management, and activities are mandatory in nature as per the law of the land at this stage. However, middle and lower management cadre managers execute activities related to organisational affairs as guided by top management. Because the organisation in its initial stage i.e. existence, therefor managers need to face instability in work schedule and work-life balance, communicate, provide feedback, reflect compliance and follow the trends set by top management. Many of empirically examined characteristics possessed by Indian Gen Y have been found favourable to establish and sustain the organisation (*refer fig. 18*) viz., work comfort does not affect Gen Y in the beginning, seek better job conditions, willing to work in compliant organisation, trend followers, aware about laws related to employees' welfare, job and profession as per aptitude etc.

Stage 2- Subsistence

This stage necessities execution of supplementary activities for subsistence of an organisation. Activities related to subsistence highlighted in Hi-SEM model are to enrich employees with skills and attitude, and relationship with business partners and customers. On empirical examination, some of the characteristics possessed by Gen Ys viz., willing to enhance skills, positive team perception, tech adaptive, tech Savvy, believe in transparent and 360^0 communication and highly socially networked etc. are found to be appropriate (*refer fig. 18*) to accomplish such activities.
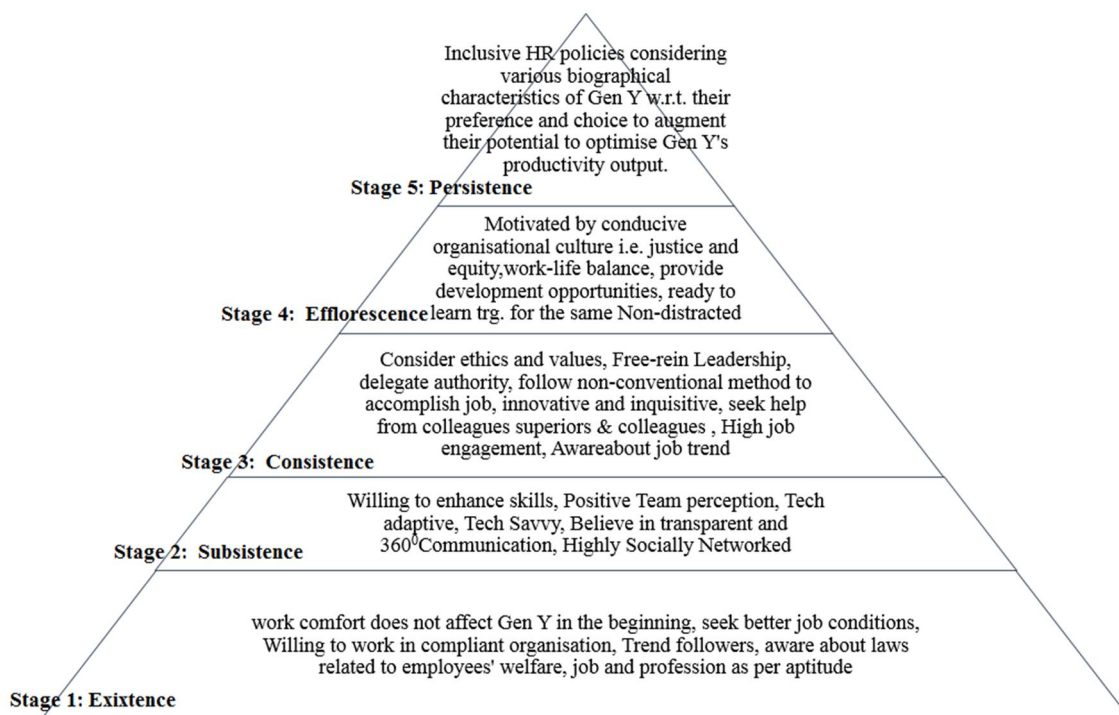
Inclusive HR policies considering
various biographical
characteristics of Gen Y w.r.t. their
preference and choice to augment
their potential to optimise Gen Y's
productivity output.

Stage 5: Persistence

Motivated by conducive
organisational culture i.e. justice and
equity,work-life balance, provide
development opportunities, ready to
Stage 4: Efflorescence learn trg. for the same Non-distracted

Consider ethics and values, Free-rein Leadership,
delegate authority, follow non-conventional method to
accomplish job, innovative and inquisitive, seek help
from colleagues superiors & colleagues , High job
engagement, Awareabout job trend

Stage 3: Consistence

Willing to enhance skills, Positive Team perception, Tech
adaptive, Tech Savvy, Believe in transparent and
360^0Communication, Highly Socially Networked

Stage 2: Subsistence

work comfort does not affect Gen Y in the beginning, seek better job conditions,
Willing to work in compliant organisation, Trend followers, aware about laws
related to employees' welfare, job and profession as per aptitude

Stage 1: Exixtence

Fig. 18: Hi-SEM and Gen Y Characteristics Relationship

Stage-3 Consistence

Hi SEM model expounds responsible business behaviour as an indispensable aspect at consistence stage. This stage does not specify 'what' to do but specify 'how' to do? Hence, it needs to adopt responsible conduct along with continuation of preceding activities i.e. execution of activities with fairness, transparency and honesty by following ethics. Empirically it has been found that Indian Gen Ys consider 'ethics and values' of the prospective organisation in case they decide to switch over their jobs. Also, they have a characteristics of considerable job engagement which will help the organisation in policy formulation for waste reduction, and cost cutting by inculcating virtues, values, right set of attitude and ethics. As, this stage demands innovation and strategy through green practices which may be catered by Gen Y's characteristics viz., innovative and inquisitive, free-rein leadership style, aware about job trends and welfare rules (*refer fig. 18*).

Stage-4 Efflorescence

As explained in Hi-SEM, organisational policies related to environment, marketing, finance, HR, and product/ service development by R&D etc. at this stage is navigated by the voluntary activities. These activities are desirable but not mandatory.

Though policies are formulated by top management but cannot be executed without lower and middle management Gen Ys' spirit. On experimental examination, some of the characteristics possessed by Gen Ys viz., high job engagement, motivated by conducive organisational culture, considering 'ethics and values' of the prospective organisation, positive team perception, not distracted and innovative etc. (*refer fig. 18*) are found to be appropriate for achievement of efflorescence of the organisation.

Stage-5 Persistence

Hi-SEM expounds activities persistence stage of organisational sustainability are exemplary in nature. All HR policies are guided at this stage towards inclusiveness. Inclusive HR policies can be framed considering various biographical characteristics of Gen Y w.r.t. their preferences and choices to augment their potential to optimise Gen Ys productivity output viz., female Gen Ys look for personal development, ethics and values based organisation, long term employment, work comfort, work condition, work-life balance, seek administrative training; male Gen Ys look for satisfying family needs, high social networking, have high entrepreneurial desire, high job hoppers ; Gen Ys of Pvt Sector seek job as per aptitude, work comfort, seek flexible work schedule, personal development; Gen Ys of PSUs look for salary and fringe benefits, job security etc.; rural Gen Ys look for satisfying family needs, semi urban Gen Ys seek better pay and perks; and urban Gen Ys seek better work condition.