

Issues and Challenges in Managing Generation Y Employees

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ABSTRACT

This article lays a foundation for thinking about various Generations, issues in managing Generation Y employees, and share of Generation Y in total work force. It lists out various research findings relating to Generation Y. The article also analyzes the challenges in managing Generation Y employees and provides tips for managing this Generation in an organization.

Key words: Generation, Generation Y, Workforce, Challenges, Issues, Organizations

1. Introduction

Organizations have increasingly recognized the need to lend primacy to the people aspects of management. The burgeoning growth of industry is transforming the landscape and globalization has further fuelled the need to embrace the boundarylessness of the workforce and the immense possibilities it opens up. Now there is a serious new problem in the workplace, and it has nothing to do with downsizing, global competition, pointy-haired bosses, stress or greed. Instead, it is the problem of distinct Generations with the entry of Generation Y- persons, born between 1981-1990, to the working world. Their needs and demands are different. The Generation Y demands not just a high paying job but look at total rewards, they do not want just promotions but opportunities for career progression and a career path, not just a brand name but a great place to work and a more open and fair culture. They need an environment which recognizes their work, fosters innovation and promote ideas to improve work & bringing about a revolution. The impetus for this is their inner drive to excel and be a step ahead of their peers. This Generation has been freeing on the principles of equality and the power of merit to get recognized and rewarded accordingly. It is important to ensure that one can match their expectations and offer them a conducive and friendly workplace.

1.1 Need for the study

This Generation Y is a huge and diverse group, but they bring some common expectations with them ranging from competitive compensation and recognition to faster career

growth and instant feedback to inclusive culture and flexible working hours. India today boasts as one of the largest available workforces in the world. This is a telling and powerful demographic truth. Even more powerful is the fact that a large segment of this demographic belongs to the Generation Y cohort, those either just entering the workforce or who have been working for one or two years. How this cohort makes the transition into the workforce either from school or otherwise, and how organizations develop and engage them to move up and become business leaders are extremely important questions for Indian organizations today.

India's large Generation Y cohort is young and eager to learn and advance. Managing this workforce through robust talent identification and development plans will be the only way that organizations will reap the benefits of the dividend promised by Young India. Managers will learn what they and their organizations must do to help this cohort realize its potential. This paper identifies the importance of managing Generation Y in the organization, lists the issues and challenges in managing such employees. and also provides tips for managing Generation Y employees.

1.2 Objectives and Presentation of the Study

The main objective of this study is to know the issues and challenges in managing Generation Y employees. It gives traces of research findings relating to this Generation and also gives tips for effective management of this Generation. The study is divided into seven sections. First section presents introduction, need for the study, and

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Classification of workforce. World demographics and Generations in India are presented in the Section two. Personal and workplace characteristics of Generation Y are presented in Section three. Various research findings on issues in managing Generation Y employees are presented in Section four. Section five presents the challenges of Generation Y and Gaps in expectation of this Generation. Section Six presents the role of HR manager in Managing Generation Y. Section seven provides important tips for managing Generation Y, and the last section presents the conclusion.

1.3 Classification of Workforce

Howe and Strauss, in their books on the Generations of America, classified the world working population in to five Generations namely veterans, Baby boomers, Generation X, E-Generation and Generation Y. Veterans or Traditionalists were born between 1920 and 1945. Now in their 60s, 70s and 80s about 95% of them are retired from the workforce. Those who remain in the workplace are at or near retirement age and many of them work for reduced hours. This Traditionalist in the legal workplace is largely aging partners, managers, and senior support staff and of counsel to law firms. A case to point is the so-called baby boomer segment, born in between 1945 to 1960. The western-born baby boomers grew up in an affluent, prosperous world where thousands of industries were being set up, innovation was rampant and income levels zoomed up to never before numbers. Generation X are the older cohort born in between 1961-1970. This

segment saw the upswing of the economy, focused all energies on a respectable white-collar job and gradually began developing the confidence that India could indeed hack the economic puzzle. The younger half of the group (as per the western description of Generation X), are what we call the E-Generation or the electronic Generation. This group born in between 1971-1980, this cohort brings a very international approach to work and in most organizations this is the group which is snapping at the heels of top management.

The latest segment the Generation Y is possibly the only segment whose mainstreaming into the global classification is accurate to some extent. Born between 1981-1990, the term Generation Y first appeared in an August 1993 Maxim editorial to describe teenagers of the day, which it defined, at that time, as separate from Generation X. Generation Y has been referred to as the Millennial Generation, Millennial Generation Next, Net Generation etc. Generation Y people are the newest and youngest members of the work force. Their presence is felt like never before due to their distinct characteristics and inherent power. The characteristics of Generation Y vary from region to region depending on the prevailing socio-economic conditions. However, the core essence of Generation Y is marked by profound communications and technological impact through the use of computers, social media, cell phones and other digital technology products. Table 1 provides the classification of Generations and their share in today's work force.

Table 1. Classification of Workforce

Veterans	Free-Generation	Generation X	E-Generation	Generation Y
<ul style="list-style-type: none"> • Born: 1920-1945 • Pre independence cohort • Unsure and wary • Very rarely in active employment today 	<ul style="list-style-type: none"> • Born: 1945-1960 • Post independence cohort • Believe in concept of life-time employment • 20% of today's work force • Interim seniors 	<ul style="list-style-type: none"> • Born:1961-1970 • Socialism to liberalization transitional cohort • Saw the upswing of economy and hastened to catch up with younger cohorts • Believe in the power of change • Accounts for about 25 % of the work force 	<ul style="list-style-type: none"> • Born: 1971-1980 • Confident India cohort • Comfortable with change significant cause of attraction at the Indian work place • Constitutes 29% of the work force in India today • Has seen the sharpest trajectory of success, in spite of 2 large downturns 	<ul style="list-style-type: none"> • Born:1981 -1990 • Constitutes about 26 % of workforce • Feels less guilt in being an aggressive consumer • Has seen one significant big recession of 2008

Source: Saundarya Rajesh (2011), Unlocking the Value, The Hindu Survey of Indian Industry 2011, the Hindu, pages 313-317.

2. World Demography

As economies and businesses become more knowledge-intensive, knowledge and skills are at a premium. The fact that there are not enough of them only makes their talents even more attractive. Apparently, there is a dearth of Generation Y entering the work force in Western Europe. In the UK, for example, they are the smallest of the Generations in the current total population. Increasing numbers of them are highly educated and talented, and in the rest of the world, are in demand. In 2009, if we consider the wider definition of the Generation Y (15-29 years old) and rely on current statistical database of the US Census Bureau, the wider Generation Y represents 25.47% of the world population, the wider Generation X (30 to 44) represents 21.32% of the population. The first of the Baby Boomers (45-64 years old) represent 18.56% of the world population and are due to retire in large numbers, starting in 2004, taking their knowledge and experience with them (Table 2). Countries such as Canada, Australia, and the United States could lose more than a third of their government employees by 2014-15. Worldwide, within the age group, which we research, there are more males than females, especially amongst the young Generation (below 25 years old), while the older Generation (above 50 years old) has more females than males.

Table 2. World Demographics

Generations	Population	% of World Population
Generation Y: 15-29 years old	1,723,911,077	25.47
Generation X: 30-44 years old	1,442,951,791	21.32
Baby Boomers:45-64 years old	1,233,836,150	18.56
Traditionalists: 65-74 years old	316,330,067	4.67

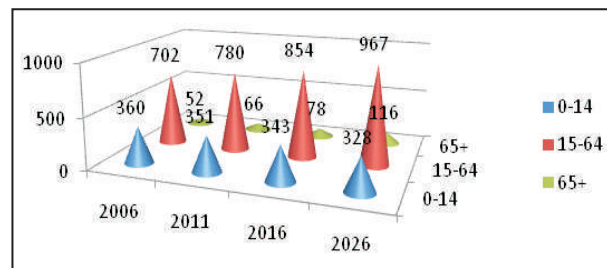
Source: Age structure of the world 2006 CIA World Factbook

2.1 Generation Y in India:

India, today, has over 780 million in the economically productive age group that is 15 to 64 years (Graph 1). Over time literacy rate has grown from 44 per cent in 1950 to 65.38 per cent as per the 2001 census, enabling the inclusion of additional talent pools into the work force. The dependency ratio of unproductive members of the population to those economically productive has fallen sharply to 53 per cent and will continue to dip by an average of 5-8 percentage points till 2026. To give a simple comparison, India is in the same position that China was in the early Eighties with the average age of an Indian today being an enviable 25 years. Contrast this with other countries such as Japan (average age: 44.7), US (average age: 36.6) and Europe (40.1) and you can

imagine the huge potential India has in terms of exporting talent. According to latest estimates the current proportion of population under 25 years in India is 51 per cent and the proportion under 35 is about 66 per cent. This predominance of youth in the population is expected to last until 2050. While the average age of an Indian in 2020 is expected to be 29 years, the average age for China is expected to be 37 years, all of which proclaim that India enjoys the world's most promising demographic dividend.

Graph 1. Age group-wise population (in Million)



Source: Population Bulletin, Washington.

In India, Generation Y population makes up for more than half of the population. Despite the large potential work force, not all are 'employment ready' and therefore, talent is in short supply. The Generation Y people in India are remarkable, are ambitious, optimistic, embrace change and have a clear sense of where they are headed. Most of them are 'entrepreneurial and business savvy, as well as technologically capable and connected. With about half of India's one billion people under the age of 25 years, Generation Y in India is the world's largest. Positioned in a time of exciting and rapid economic growth in the country, they are keen to participate in the country's future and success. Some of the facts about Indian Generation Y are presented below:

- We have the youngest population in the world, nearly half of India's billion-plus people are under the age of 25 years. Economists call it the demographic dividend-an opportunity to harness the skills and talent of young people, in a growing economy, at a time when most countries have ageing populations. A recent study indicates that in the next five years more than a third of the Indian work force will belong to the Net Generation. This growing population of youngsters is giving our work force a demographic shift. And companies, new and old, are realizing that with great diversity comes greater responsibility.
- According to 'The Best Companies to Work For' study, 2001, 73% of the work force in India is less than 35 years of age.

- The average age of employees in Indian IT/ITES sector is between 27-29 years. Sectors such as DTH, VAS, Gaming, Advertising, etc. are thriving on young talent.
- Global report by Ernst & Young (May 2010), 'Managing today's global work force' notes: "The global work force is accommodating an influx of younger workers, causing many companies to implement programmes they had never considered. Recognising the need to uncover talent in every area of the labour market, 56% of respondents said their companies might launch internal diversity or inclusiveness initiatives aimed at Generation X and Generation Y employees (11%), Baby Boomers (6%) or the entire organization (39%)." While the IT/ITES industries have risen up to the challenge earlier, given that nearly 80% of their work force is Generation X and Generation Y, the old school companies like manufacturing and energy are catching up. Public sector oil and gas major, ONGC, is a case in point.
- According to Expedia Survey (2011), India's Generation Y has emerged as the fourth most vacation deprived lot in the world as they are able to take an average of only 22 leave days annually. However, 35 percent of those surveyed were not

able to take more than 15 days of annual leave in a year. Interestingly, over 22 percent Indians said that their bosses were not supportive of employees taking all of their annual leaves. On an average, Indian employees are entitled to 26 annual leave days but are able to take an average of 22 days leave annually, found the survey conducted by Expedia amongst the service class professionals at managerial levels and above in 11 countries in December 2010 with over 1000 respondents per country.

3. Personal and Workplace Characteristics of Different Generations

To begin to understand how individuals in different Generations act and react, one must first start with understanding oneself. Since this timeline represents a conglomeration of many views, the starting and ending dates (birth years) of the Generations are subjective, not scientific or fully agreed-on time spans. However, this subjectivity poses no real problems since the variation of years is not significant enough to impact the big picture of a Generation's description. The first thing to consider is the individual and his or her underlying values, or personal and lifestyle characteristics, which seem to correspond with each Generation, as shown in Table 3.

Table 3. Personal and Lifestyle Characteristics by Generations

	Veterans (1920-45)	Baby Boomers (1946-1960)	Generation X (1961-1980)	Generation Y (1981-2000)
Core Values	Respect for authority, conformers discipline	Optimism Involvement	Skepticism Fun, Informality	Realism Confidence, Extreme fun, Social
Family	Traditional Nuclear	Disintegrating	Latch key kids	Merged families
Education	A dream	A birth right	A way to get there	Incredible expenses
Communication Media	Rotary phones one-on-one, Write a memo	Touch tone phone Call me anytime	Cell phone, Call me only at work	Internet, Picture, phones, E-mail
Dealing with Money	Put it away Pay cash	Buy now, pay later	Cautious, Conservative, Save, save, save	Earn to spend

Source: Gerge hammill (2005), FDU Magazine, winter / spring, 2005.

3.1 Work place Characteristics of Different Generation Employees:

The characteristics listed in the Table 3 are but a very few of those that have been studied and reported by various authors. Not every person in a Generation will share all of the various characteristics shown in this or Table 4 with others in the same Generation. However, these examples are indicative of Generational patterns in the

relationships between and among family members, friends and people in the work place. Individuals born at one end of the date range or the other may see overlapping characteristics with the preceding or succeeding Generation. Understanding these characteristics about individuals makes it easier to look at work place characteristics and how they manifest themselves in business (see Work place Characteristics below).

Table 4. Workplace characteristics

	Veterans(1920-45)	Baby Boomers (1946-1960)	Generation X (1961-1980)	Generation Y (1981-2000)
Work Ethics and Values	Hard work, Respect authority, Sacrifice, Duty before fun, Adhere to rules	Work aholics, Work efficiently, Crusading causes, Personal fulfillment, Desire quality, Question authority	Eliminate the task, self reliance, Want structure and direction, Skeptical	What's next, multitasking tenacity, Entrepreneur, tolerance, Goal oriented
Work is -----	An obligation	An exciting adventure	A difficult challenge, A contract	A means to an end, Fulfillment
Leadership Style	Directive Command and control	Consensual Collegial	Everyone is the same Challenge others, Ask why	TBD*
Interactive Style	Individual	Team player, Loves to have meeting	Entrepreneur	Participative
Communication	Formal memo No	In person	Direct Immediate	E-mail, Voice mail
Feedback and Rewards	News is good news, Satisfaction in a job, Well done	Don't appreciate it, Money, Title recognition	Sorry to interrupt, but how am I doing? Freedom is the best reward	I want it at the push of button, Meaningful work
Messages that Motivate	Your experience is respected	You are valued, You are needed	Do it your way, Forget the rules	Your will work with other bright and creative people
Work and Family Life	Never the twain shall meet	No balance, Work to live	Balance	Balance

* As this group has not spent much time in the workforce, this characteristic is yet to be determined.
 Source: Gerge hammill (2005), FDU Magazine, winter / spring, 2005.

4. Issues in Managing Generation Y

Organizations have had people from different age groups working for them. But never in history, have there been exhaustive discussion on the age groups. So, why is there a sudden interest in Generation Y alone? What is so special about them? Generation Y is a unique Generation in our history. According to S.V. Nathan (2011), article on "Getting HR ready for Generation Y: what should companies do differently" some of the reasons of this are:

- Generation Y members have come of age in a very child focused world. Many of them had Baby boomers as parents; boomers are as competitive for their children as they were for themselves. Boomers have worked long hours and are used to getting their own way, and they have been strong advocates for their children. Thus, Generation Y has grown up in a very structured, busy and over planned world. This has positively impacted their competitive spirit and result orientation.
- Boomers have made sure their children participate in all forms of lessons and activities, when they grew up. This participation in all activities has made them confident and optimistic, and has developed their urge to feel valued and wanted.
- This Generation combines the can-do attitude of veterans, the teamwork ethic of Boomers and the technological savviness of Generation X. For this group, the preferred learning conditions should combine teamwork and technology.
- Global work force solutions leader, Kelly Services has released a white paper on Generation Y. This paper reflects that meaningful work is most important to the Generation Y employee and that mentoring from managers helps a Generation Y employee to align his/her career goals. Once this is established, managers and employers will most likely find their Generation Y employees exhibiting a greater sense of responsibility, applying an "all or nothing" attitude towards the tasks that they are entrusted with.

Oxy Generation.com (2010), collected information from 5375 respondents in the world for its research report on Generation Y and the workplace, and it identified how important the workplace is in attracting, recruiting and retaining Generation Y workers between the age of 18 to 25 years old and what factors contribute to talent management. It identified that:

- The Generation Y values sustainability. The Generation Y is flexible, mobile, collaborative and unconventional.
- The Generation Y prioritizes opportunities to learn, work colleagues and corporate culture and values when it comes to deciding for which job to apply for.
- The Generation Y prefers workplaces in an urbanized location with access to social and commercial facilities, good public Infrastructure and the ability to use public transport or drive to work.
- The Generation Y prioritizes collaboration and interaction in the workplace and requires particularly access to dedicated team spaces as well as ample breakout spaces.
- The working environment of the Generation Y is a place they emotionally engage with, a space where they socialize in with other co-workers and a space which supports their health and well being.
- The Generation Y sees the workplace as a very important factor and values it as a place of learning and development.
- The Generation Y privileges access to their own desk rather than desk sharing or hot desking (hoteling).

While the financial benefits of flexible working are clear to business owners, work will have to be done with Generation Y to help them to trade dedicated desks and personalization for mobility and team oriented spaces. Mobile technology will be an unavoidable support here. The workplace can directly support and influence the Generation Y through a workplace that enables individuals and teams to collaborate and engage with each other, and human resource policies which actively promote flexible working and alternative ways of working. In this context, the following may be noted:

- The workplace is important in attracting and retaining the Generation Y.
- The type of workplace and its location influences the choice of a company.
- The workspace allocation and technological provisions contribute to productivity and creativity.

- The working arrangements must be flexible and adaptable to satisfy a work life balance they demand.
- The workplace must support both formal and informal collaborative engagement and interaction.
- The workplace contributes to the level of emotional engagement of individuals with their work.

5. Challenges of Generation Y

This section provides the detailed challenges in managing Generation Y employees.

5.1 Missing Skills

Today's Generation Y are more qualified than ever before. However, a degree is not enough and the days of a degree being a passport to employability are gone. There is need to focus on enhancing employability skills as most of the Generation Y have low employability skills. The Ashridge research from 2009 highlighted the following skill gaps:

- **Instant gratification:** according to the Pew Research Center (2012), 55 percent of the respondents agreed with a statement that in 2020 the brains of young people would be wired differently from those over 35, with good results for finding answers quickly and without shortcomings in their mental processes. But 42 percent of the respondents were pessimistic, agreeing with a second statement that in 2020 young technology users would be easily distracted, would lack deep thinking skills and would thirst only for instant gratification.
- **Self-awareness:** overall Generation Y seem to lack an understanding of the impact of their behavior and action on those around them and appear more self-centered than previous Generations.
- **Self-management:** Generation Y wants to accept responsibility and be self starters. However, there are some issues around time management, taking criticism on board and making time for reflective learning.
- **Basic numeracy and literacy skills:** consistently English and mathematical skills of Generation Y were highlighted as lacking (e.g. spotting rogue figures, written business communication).
- **Independent thought:** managers find Generation Y requires more support and handholding and do not 'think outside the box' as much as they would like.
- **Problem solving:** Generation Y need to further develop skills in analysis of information and identifying solutions.

- **Team work :** Generation Y struggle to move from individual marks awarded in university to the team focus of the workplace. They need to learn to work in a team.
- **Business/customer awareness:** Younger Generation had a lack of interest in, and understanding of, the foundations for business success, and building customer loyalty.
- **Communication:** Generation Y graduate struggle with oral communication, especially concerning 'difficult conversations' as well as clear written communications, and need support to develop these skills more than previous generations.
- **Risk awareness and evaluation:** According to managers, graduates seem less able to judge risks in business than their peers from previous Generations.

These skills underpin effectiveness at work. Today's Generations do have many of these employability skills, but they are not universal and not the level that employers are seeking from the group as a whole. Hence, many employers have to invest in expensive remedial training for their new graduates.

5.2 Gaps in Expectation of Generation Y

There are also large gaps in expectations between Generation Y and their managers. According Institute of Leadership and Management, 2011, highlights a number of areas of disconnect:

- Generation Y have high expectations relating to salary, job status and career progression. A significant proportion of our employed graduate respondents stated that salary (45%), Job status (30%), and achievement in work (28%) are below their personal expectations and over half (57%) plan to leave their jobs within two years.
- Work life balance: Despite their high career expectations, Generation Y do not buy into the long working hours culture in the same way their managers do.
- In terms of relationships, Generation Y want a manager who is a coach (56%). Although 75% of managers believe that they are fulfilling the role of a coach, only 25 % of Generation Y agree.
- Generation Y value a high level of freedom and independence. However, managers want Generation Y to gain experience before major work is delegated to them and 50% see regular feedback about performance and 49% see setting clear objectives as the most important managerial behaviors.

6. Role of Managers in Managing Generation Y

The managers need to play a vital role in balancing organizational expectations and employee's expectations and they need use tips for better management, a few tips are listed below.

- A more inclusive and collaborative way of leading; as "command and control" leadership is likely to negatively impact on staff attraction and retention.
- Listening to people in the organization at all levels and from all areas. People want to be heard, especially Generation X and Generation Y.
- Communicating more honestly and regularly with people throughout the organization. They want to know how the organization is doing, not only the good times, but also when things are tough, and what they can proactively do to help.
- Creating highly effective teams where people collaborate and feel a "sense of belonging", and are given the opportunity to demonstrate their true potential.

7. Tips for Managing Generation Y

Generation Y expect, challenging work assignments, accelerated career growth, socially responsible workplaces, flexible work environments, freedom, and collaboration and innovation from their jobs and employers. The management may follow the following tips for managing Generation Y very effectively.

- According to Ms. Savneet Shergill, Head-Talent Acquisition, Dell, "The biggest expectation that students have today is whether the organization will support them with the training required to perform effectively. Another important aspect is to understand their deficiencies and guide them to perform their best. The other expectations are whether the organization will enable them to launch their career successfully, the work culture within the organisation and the ability to move between roles/functions to provide them with an exposure that in turn creates opportunities for them to grow faster."
- Mr. Syed Raza, Head Recruitments, Fiserv India stands by flexible job arrangements. "Today's Generation believes in work hard and party hard! They are better organised to manage work life balance and expect the employer to have processes and policies that encourage this way of working and lifestyle." According to statistics too, about 85% of Generation Y members want to spend 30-70% of their time working from home.

- According to Karanath , MD, Kelly Services India, to attract and retain young talents, companies need to remember that Generation Y do things differently. It is important to take time to explain to a Generation Y employee how his work fits into the bigger scheme of things, and how it will impact the organization. If he achieves or exceeds the desired results using his unique combination of smartness and shortcuts, everyone benefits".

7.1 Other tips for Managing Generation Y Employees:

Based on Business Insider article on "6 tips for managing employees" and some other relevant articles, additional tips for managing Generation Y are given below.

- **Be flexible:** The busiest Generation ever isn't going to give up its activities just because of jobs. A rigid schedule is a sure-fire way to lose your Generation-Y employees. Take advantage of the lessons already learned by many startups, who have flexible work weeks, flexible start times, and work at home opportunities.
- **Show respect to everyone:** Generation Y expects their approaches and ideas to be treated with respect, even though they are new and inexperienced. Assign projects to teams of people who are measured as a group for specific goals. They love praise as the highest sign of respect, so use it constructively.
- **Make the workplace fun and enjoyable:** A little humor, a bit of silliness, even a little irreverence will make your work environment more attractive. Lay out the office so that Generation Y finds it easy to interact with peers and share ideas.
- **Give feedback quickly:** Due to the role of technology in their lives, Generation Y expects both immediate and constant feedback. Tell them how they are doing on a regular basis don't wait until review time.
- **Watch out for itchy feet:** Nearly 90% of Generation Y describe themselves as loyal to their employer, but that doesn't mean they will stick with you forever. They don't believe in or expect a 'job for life'. On top of that, Generation Y are highly adept at reinvention so if their needs are not met, they will reinvent themselves and move on.
- **Provide challenges:** Their expectations of what a job is have changed significantly, and they are not content to turn up, work 8 hours and go home. Check that the Generation Y in your department are significantly challenged.
- **Make work fun:** Generation Y want to enjoy their work. Again, this is about different perceptions of what work means: spending more time with colleagues than with family and friends means that work people become friends. The environment at the office is crucially important to this Generation, so make it welcoming and fun.
- **Be family friendly:** Both Generation Y women and men expect to remain in employment once starting a family. Make it easy for them, and the family friendly policies will also improve the working lives of your older employees. Generation Y believe they have more choice about work-life balance than previous Generations, and if they don't have it at your company they are likely to look for it elsewhere.
- **Encourage technology:** Companies need to allow Generation Y to leverage their technology skills. That's Twitter, Facebook, LinkedIn and so on. Don't restrict access to these sites because you think this is 'socialising or time away from work. Generation Y often does not have sharp boundaries between work and social and often integrate work into their social experience and thus help grow grass-roots company visibility.
- **Offer personal and professional development:** Generation Y women (and men) are interested in continually improving and developing themselves. They want the autonomy to shape their own careers, and that means providing the tools to allow them to develop personally and professionally, so they have options around where they want to go.
- **Allow international mobility:** International assignments are sometimes seen as the preserve of older, more experienced employees most notably, men. Generation Y employees are highly mobile, which is partly due to the sense that jobs are not for life, any more. They go where the work is, and often as a result of university and online connections have friends and contacts overseas. Generation Y see themselves as part of the global village and will appreciate being considered for international assignments.
- **Provide real leadership:** This Generation has grown up with parents who were role models, and provided structure and supervision. Generation Y is expecting to find leaders with honesty and integrity. It's not that they don't want to be leaders themselves; they'd just like some great role models first.
- **Foster family relationship with workers:** Generation Y says they want to work with people they click with. They like being friends with coworkers. Consider setting up a mentoring and

reverse mentoring program to foster relationships between workers of different Generations.

8. Conclusion

Generation Y expect challenging work assignments, accelerated career growth, socially responsible workplaces, flexible work environments, freedom, and collaboration and innovation from their jobs and employers. In order to improve retention and encourage more productive working relationship, there is an urgent need to bridge the gaps between what Generation Y expect and what organizations provide. The organizations need to review their recruitment strategy and to match the recruits to the internal culture as well as articulate more clearly on career development and expectations of work. The primary drivers through which we can retain this young employee segment is by providing the right set of value propositions like personalised attention through their assigned mentors, operational freedom, respect, care and inclusiveness as an organisational DNA, adequate reward and recognition both for performance and behavioural demonstration, learning opportunities through exposure in diverse business environment early in their career, and value based organisation culture, which keeps them excited at the workplace.

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