

**MEASURING THE RELATIONSHIP BETWEEN  
JOB RESOURCES AND EMPLOYEE TURNOVER  
BEHAVIOUR: A STUDY OF GENERATION  
Y EMPLOYEES IN INDIAN IT  
ORGANIZATIONS**

**SUBMITTED IN FULFILMENT OF THE REQUIREMENTS  
FOR THE AWARD OF THE  
DOCTOR OF PHILOSOPHY**

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## **CANDIDATE’S DECLARATION**

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I, hereby certify that the thesis titled “**Measuring the relationship between Job Resources and Employee Turnover Behaviour: A study of Generation Y employees in Indian IT organizations**” and submitted in fulfilment of the requirements for the award of the degree of Doctor of Philosophy is an authentic record of my research work carried out under the guidance of Dr. Shikha N. Khera. Any material borrowed or referred to is duly acknowledged.

The matter presented in this thesis has not been submitted elsewhere in part or fully to any other University or Institute for the award of any degree.

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## **SUPERVISOR'S CERTIFICATE**

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This is to certify that the thesis titled “**Measuring the relationship between Job Resources and Employee Turnover Behaviour: A study of Generation Y employees in Indian IT organizations**”, submitted in fulfilment of the requirements for the award of the degree of Doctor of Philosophy is an original research work carried out by Mr. Sahil Malik, under my supervision. The matter presented in this thesis has not been submitted elsewhere in part or fully to any other University or Institute for the award of any degree, to the best of our knowledge.

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## **LIST OF ABBREVIATIONS**

Intrinsic	–	Intrinsic Job Characteristics
Extrinsic	–	Extrinsic Job Characteristics
SSP	–	Supervisor Support
CoW S	–	Coworker Support
Climate	–	Organizational Climate
HRD	–	Human Resource Development Practices
EE	–	Employee Engagement
Quit	–	Intentions to Quit
JCT	-	Job Characteristics Theory
SET	-	Social Exchange Theory
POS	-	Perceived Organizational Support
LPG	-	Liberalization, Privatizations & Globalization

## EXECUTIVE SUMMARY

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A philosophical thought about human nature states that humans as a resource act as a catalyst for growth and prosperity of the nation provided they are inspired and motivated. It is also stated that building institutions and for achieving excellence, organizations have to orchestrate with their stakeholders' requirements. Organizations have been served by different generation of employees that come together and work towards the achievement of organizational objectives. A generation is a group of people which are born and lived around the same time and till date there are four generation of employees that have been explored. The most eldest generation is that of veterans followed by Baby Boomers and generation X. The recent generation of employees to join the workforce are the members of generation Y. Research pertaining to generation Y – also known as Millennials – is relatively new and additional research and literature continues to surface. However, certain characteristics that remain common throughout the literature includes is multitasking and technologically savvy generation Y (Meister & Willyerd, 2010). In terms of workplace attitudes, Tulgan (2009) states that millennials prefer flexibility in their work schedules and positions as well as they also possess they ability to maintain a substantial work-life balance. Millennials desire constant feedback from their superiors and seek knowledge from older generations in the workplace (Gilbert, 2011). In comparison with the literature available in western context, limited studies are available on engagement and retention of generation Y in Indian context.

The purpose of the current study is to seek answers to certain questions raised in the study pertaining to level of engagement and intentions to quit of generation Y working in Indian



IT sector organizations. Study also figures out on the question of the perceived availability and engagement potential of job resources that are helpful to engage and retain Indian generation Y IT workforce. Job resources are the offerings from the organization to the employees and are related to either content or context of the job. The important thing about job resources is the motivational capability both intrinsic and extrinsic and upon receiving at task, social and organizational level, employees tend to show high levels of engagement and reduced intentions to quit the organization.

In the similar vein, job resources like intrinsic job characteristics, extrinsic job characteristics, supervisor support, coworker support, organizational climate and HRD practices has been identified from literature review in the present study. Firstly, the perceived availability of the job resources in the jobs by generation Y employees has been noted. Secondly, the level of engagement and intentions to quit of generation Y employees has been measured. Thirdly, the relationship between job resources and engagement and intentions to quit is executed to ascertain the significant among the identified job resources and the strength with which engagement reduces employee's intentions to quit. The study is executed with the help of questionnaire to collect primary data from generation Y employees working in tier 1 and tier 2 type of Indian IT organizations. Data analysis has been done using statistical software SPSS and AMOS. SPSS is used to conduct test of differences like t-test & Anova and AMOS is used to conduct Structural Equation Modelling to examine the relationship between job resources as independent variable and intentions to quit as dependent variables. Engagement is also studied as mediating variable between job resources and intentions to quit.

Results from data analysis revealed that job resources such as supervisor support, coworker support and HRD practices are found to have positive relationship with engagement. It has also been found out that engagement is significantly reducing generation Y intentions to quit. Engagement has also been found out to mediate the relationship between supervisor support and intentions to quit. Furthermore, this study add to the literature by explaining the role of different job resources as predictor for enhancing engagement and reducing turnover intentions of generation Y employees of IT companies in India.

# CHAPTER 1

## INTRODUCTION

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### 1.1 Introduction

Currivan (2000) states that intentions to stay is the employee's choice to remain with their current organization. It is the willingness shown by employees to remain associated with the existing firm (Lyons, 1971). Employee's intention to stay can be judged through various factors classified as individual, work-related and work environment factors. Individual factors are motivation, work attitudes of engagement, commitment, and satisfaction. Work-related factors are training and development opportunities. Work environment factors are supervisor support, conducive culture, and organizational justice (Meyer & Allen, 1991). The present study attempts to understand the turnover behaviour of generation Y employees. Members of this generation share birth years from 1980 - 2000 and are labelled as job hoppers across the world. There may be numerous reasons for them quitting the job. The common aspect seems to be the gap between organization's offerings and employees' expectations. The other way round is that organizations fail to sense the mismatch between what is offered and what ought to be offered to this young generation of employees. It wouldn't be an appropriate strategy to provide employees of different generation, a similar set of resources. Every generation is raised in different prevailing conditions which affects their life priorities and work motivations. Thus the principal research problem raised in this study is to quest for existing empirical and popular literature on the turnover intentions of generation Y.

Every organization has some basic things to offer to its employees which may act as engagement and retention tool for the employers. These offerings may be embedded in the characteristics of the task performed, in the social relationship at the interpersonal level or in the climate and HRD practices followed by the organization. The anecdote of this lies in the job demands – resources model (JD-R) which is an occupational stress model that assumes that job stress is associated with certain risk factors present in every occupation (Bakker, Demerouti, De Boer & Schaufeli, 2003; Demerouti, Bakker, Nachreiner & Schaufeli, 2001). The classification of factors can be done in two general categories (i.e. job demands and job resources). The duality of the model works in a way that job demands leads to job strain and job resources leads to motivation. Moreover resources may not be used only to reduce job demands, but they have their own standing. Thus the quest is to delineate the JD-R model to concentrate on the motivational aspect offered by the job resources available to the incumbent at three different level i.e. organizational level - “pay”, “career opportunities” and “job security”, interpersonal level - “supervisor and co-worker support” and “team climate” and task level – “skill variety”, “task identity”, “task significance”, “autonomy” and “performance feedback”. Job resources are not unidirectional in its effect and provides both intrinsic motivation and extrinsic motivation to the employees. Most of the studies have found that there is an evident relationship of job resources with the employee engagement & wellbeing and organizational level outcomes such as organizational commitment which is related with employee’s turnover intentions. Hence the research problem is to retrace the definition of job resources from the available text and accounting for its classification at three different levels of task, social and organization.

Employee engagement has been a topic of relevance since 1990 when William Kahn provided the first formal definition of personal engagement. He defines it as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.” (Kahn, 1990, p. 694). There have been numerous definition of engagement provided by researchers in academic literature but the crux reflect the following attributes: (i) a helpful and energized work environment and (ii) eagerness to work towards job role and organizational success. However the principal research problem here is to examine the concept of engagement and its relativity with already established constructs of job satisfaction (JS), organizational citizenship behaviour (OCB), organizational commitment (OC), turnover intentions (TI) and to study the causal relationship of engagement with its predictors (organizational, job and personal resources) and measures which are better conceptualized as consequences of engagement (task performance, discretionary behavior, proactive behavior and turnover intention).

The present study also attempts to create a model of Job resources (JR) in congruence with employee engagement (EE) so as to study the turnover intentions of generation Y employees working in Indian IT organizations. The principal motive to develop this model is to account for job resources available at three different levels of organization significantly predicting engagement of this generation. The model further measures the turnover intentions of this cohort of generation as one of the primary consequences of EE and it is also checked for mediation effect between job resources and intentions to quit.

Following are the research questions that are framed in the current study:-

- i.) Which of the job resources are perceived as available by generation Y employees in Indian IT sector organizations?
- ii.) What is the level of engagement and intentions to quit exhibited by generation Y employees in Indian IT sector organizations?
- iii.) Which among the perceived job resources has the potential to engage generation Y at work?
- iv.) What is the effect of engagement on generation Y turnover intentions?

## **1.2 Background Information**

The population of India is 1210 million as per census data 2011. The classification of the population is such that 29.7% of the people fall between the age range of 0-14 years, 64.9% comes between the age range of 15 - 64 years and 5.5% more than 65 years. It is surveyed that by 2020, India would be the youngest country of the world as per the mean age which will be 29 in India and 37 & 48 for countries like China and Japan (Basu, 2007).

As per National Youth policy of India 2014, youth belong to age group of 15-29 with 27% population falling in this bracket. Today, one in every three person is counted as youth in an Indian city as claimed by report “State of the Urban Youth, India 2012: Employment, Livelihoods, Skills” published by IRIS Knowledge Foundation in collaboration with UN-HABITAT.

As per census 2011, the working population is estimated to be approx. 57% of India’s total population falling between 15-59 years of age group. Youth between the age group 15 -24 make up half of the working population in India.

The official records on generation Y count in India is not available but an examination of entire population as done in popular literature demonstrates that generation Y (1980 - 1990) in India makes up a major portion of the population and is the biggest generation-Y populace on the planet.

The IT industry in India has two major components: IT and ITeS. This includes hardware peripherals, networking, training, and domestic and export market for IT services and software; and ITeS-BPO (IT enabled Services-Business Process Outsourcing). As per National Association of Software and Service Companies (NASSCOM), the apex body for software services in India, there has been an increase in the contribution of IT-ITeS to India's GDP to 7.5% in FY2012 from 1.2% in FY1998. The overall growth in revenues recorded at 9% amounting to US \$ 100 billion in FY2012 which is segregated into export and domestic revenue of US \$69.1 billion and US \$31.7 billion respectively. It is expected that revenue will rise to US \$ 225 billion by 2020 taking into purview the country's competitive position, export demand, supportive government policies.

The positive affect of growing IT sector in India is accounted in terms of GDP, rise in job opportunities, exports & high standard of living. India has emerged itself as IT capital of the world as all leading technology firms are keen to do business in India (Kamdar, 2006). The IT sector in India is generating 2.5 million direct employments. Top five Indian IT services providers are Tata Consultancy Services, Infosys, Cognizant, Wipro and HCL Technologies (Gartner 2012).

Conventionally IT service provider organizations are classified in two ways depending upon the location of Headquarters – MNC's and Pure Players. However IT sector SPO,s can also be classified as Tier 1, Tier 2 and Tier 3 IT service providers, based on their year-on-year revenue and employee strength (Upadrista, 2015). “Organizations with revenue of more than US \$ 1Billion and having an employee base of 50000 are categorized as Tier 1 IT service providers. Tier 2 IT SPOs are organizations with revenues less than US \$ 1 billion and employees numbering 10000 – 50000. Tier 3 companies has revenues less than US \$ 100 million and an employee base of less than 1000”. (Upadrista, 2015, p. 18). Turnover has been a prime concern for technology firms in India where the turnover rates are reported as high as 80% (Lacity, Iyer, & Rudramuniyaiah, 2008). The lowest turnover rate in Indian software services has been found out to be 30% in 2004. Therefore turnover is a prime concern as it creates difficulties for suppliers to complete their client's project on time that could have repercussions in terms of reduced quality and increased costs. With youth entering the workforce, the situation is going to deteriorate further as the generation Y are not considered as loyal to their organization.

### **1.3 Scope of the Study**

The study is administered in IT sector in India. IT sector in India in principle, is divided into three tiers based on revenues and the strength of employees (Upadrista, 2015). The respondents of the study comprise of employees belonging only to generation Y i.e. those who are born in (1980 – 2000) and have been working predominantly in the Indian IT sector organizations in lower to middle level management. The stratification of the sector is done on the basis of revenue of the



organizations and respondents are mainly selected from Indian IT organizations falling in tier 1 and tier 2 categories. The aim is to take into consideration the heterogeneity among Indian IT organizations with respect to the magnitude of job resources made available to their generation Y employees and also the level of engagement and turnover intentions shown up by them.

#### **1.4 Orientation of the Study**

The research orientation of this study is such that it is divided in to two halves. In the first portion of the research model, the perceived availability of job resources to generation Y employees working in different Indian IT sector organizations is measured that has been proposed in the model on the basis of literature review. These job resources are classified into three dimensions – task, social & organizational level. Along with this, the engagement level and intentions to quit are measured among generation Y employees. Objectives of the study have been formulated in the same vein. The second portion of the study comprises of measuring the relationships between different job resources and engagement and subsequently between engagement and intentions to quit. The first job resource considered in the study is that of intrinsic job characteristics. This task level job resource comprises of 5 core job characteristics “skill variety, task identity, task significance, autonomy and feedback” given by Hackman and Oldham JCT model. These five dimensions have been measured together under one construct and their unified effect on engagement is shown in the study. Extrinsic job characteristics, the job resource at the task level is taken as the second job resource in the study. The construct is divided into items on monetary and non-monetary aspects but measured as one construct to examine its effect on job engagement. Similarly at the social level, social support separated into

supervisor and coworker support is taken as two distinct job resources and their effect on generation Y engagement has also been examined separately. The focus is to study the source of support that maximally engage this young generation at work. Job resources at organization level have been separated into organizational climate and HRD practices and their respective effect on generation Y engagement have been tested to fulfill the purpose of this research that is to gain insight on the job resources that has the potential to engage generation Y. After the examination of relationship between job resources and engagement, research model focuses on revealing the relationship between engagement and intentions to quit with a motive to understand the relevance of engagement in reducing turnover of employees. This relation has been uniquely studied in the context of generation Y employees in the current study to measure the magnitude of variance explained by engagement in employee's intentions to quit. After this, the demographic properties of generation Y employees is checked to ascertain inter group differences with respect to job resource availability, engagement and intentions to quit. The differences were examined on gender, age and work experience.

### **1.5 Significance of the Study**

Organizations in the world over are competing to acquire the best talent and to get them on their rolls (Krishnan & Wellins, 2010). Corporates look for intellectuals for filling up their positions offered that they can get from top brand colleges through campus recruitment. Moreover organizations look to freeze their slot prior to their competitors to acquire quality talent and to exercise choice among the prospective candidates for the position and profile offered. Firms of the world including

technology giants like Google, Microsoft look to gather talent from Indian premier technology and B-schools.

Generation Y is emerging as a powerhouse of the global economy and is both a challenge and opportunity for the employers. They are the emerging workforce and leaders of the future which have started to make their presence felt at the workplaces with more self - centric mindset. People from this group is known to have been raised during prosperous economic times and in a very docile environment. At workplace, generation Y is acknowledged as restless people who couldn't wait for being successful and like to earn higher in less time with more time for leisure (Deloitte, 2009). India being the second most populated country in the world with 1.21 Billion population has become a talent hub for the organizations of the world. Out of the total population, 65% is under 35 years of age and by 2020, India will be home to maximum number of young people in the world with one-third of the workforce aged 30 or below (Mody & Aiyar, 2011). This makes an obvious choice for the organizations to acquire the best from the large talent pool which possess good communication skills that can easily handle technology and who always seek opportunities to move ahead in corporate world.

It is an evident fact that average attrition rate in Indian IT sector remains 30-35 percent (Phukan, 2007) and is treated as a business problem not an HR problem. Organizations have been doing efforts for the engagement of its employees and have been spending enormously to retain their talent irrespective of the cost to be borne to achieve this task. This has led to a shifted focus from quantity to quality workforce and to lower down the labour turnover rates (Punia & Sharma, 2008). Today with

Millennials taking place of their senior generation staff which are briskly getting retired, the issue of retaining them has gained prominence. Those who are getting placed in the current scenario are majorly generation Y graduates and the trend of bulk recruitment by this generation would last long. This generation is going to dominate in the times to come both in the public and private sector organizations. According to Lipkin & Perrymore (2009), this generation shows loyalty to people, not companies. They would not mind switching organizations and it all depends on how better they have been attracted. Till now studies on generational differences have been conducted in the western and European countries but major population of generation Y lives in India. Much of the literature states that generation Y has unique work motivations and attitudes different from their previous generations. However, what is claimed in western context cannot be applied in India as there are very different circumstances or critical development situations to which Indian generation Y have been exposed in their developmental years. Therefore in the absence of thorough research on work behaviour of this generation in India, organizations would not be able to manage and retain this generation effectively.

The significance of the study lies in making a conscious effort to bring in the cognizance of the organizations especially in IT sector which is the largest employer of this generation the ways to engage this workforce. The study is significant in the current scenario and the times to come in a way that it will test the level of generation Y engagement on current pool of resources provided to them and how much of the engagement is useful in reducing their intentions to quit. It is found from the study conducted by Schaufeli & Bakker (2004) that engagement reduces employee's intention to quit and also act as a mediating variable between job resources and

turnover intention. In this way, this study will shed off the false beliefs (if any) held for this generation that they require alternative (out of box) ways from the organizations to get themselves engaged and retained in the job. It is to direct organizations accurate ways to engage and retain them for a longer period of time. It would help organizations to identify work – (task, social and organizational) related areas that engages this generation and if there is a need to evolve new arenas or HR practices to engage this workforce. This would help organizations to manage and retain this young pool of talent efficiently and effectively.

## **1.6 Chapter Outline**

Chapter 1: Introduction – the chapter gives a brief account of the various concepts to be studied in depth to find out the probable solutions for the associated research problems, which could only be encountered through research. The chapter also charts out the scope of the study, parts of the study under its orientation and most importantly the significance of the study.

Chapter 2: Literature Review – the chapter discusses in detail the concepts of the study which includes topics such as generations of employees of the world and India, job resources and its classification into task, social and organizational levels, employee engagement and its associated psychological states and employee's turnover behavior. Previous studies on the above mentioned concepts available in the western and Indian context have been cited extensively in the chapter to draw adequate literature support.

Chapter 3: Research Methodology – the chapter discusses the research design of the study which is like the blue print view of the study. The chapter also summarizes the

actions of the researcher in terms of sources of data tapped, data collection techniques adopted and selection of statistical tools for data analysis. Decisions on such matters must be taken as per the feasibility of the study that leads to fulfillment of the ascertained objectives. The present study made use of standardized questionnaire for collecting primary data from generation Y employees working in Indian IT sector organizations.

Chapter 4: Data Analysis and Interpretation – the chapter highlights the results achieved by the application of statistical tools and techniques on the data collected (in quantitative research). Under the current study, data analysis has been done with the help of structural equation modelling using AMOS and demographic analysis has been done with the help of tests of differences such as t-test and Anova using SPSS.

Chapter 5: Discussion and Conclusion – the chapter summarizes the results achieved to draw meaningful conclusions that could have certain implications for the society. The chapter also acknowledges the contribution done by the study in the body of knowledge and have also delineated the future scope of the study.

## **CHAPTER 2**

### **LITERATURE REVIEW**

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#### **2.1 Introduction**

Review of literature is an essential part of the study which guides a researcher in identification of research problem and model development. The theoretical foundation of the research comes from literature of the topic available in the form of conceptual and empirical studies. An extant review of the previous studies helps the researcher in detection of important factors and variables and the cause and effect relationship between them gives a certain direction which remains helpful to pursue research in hand. However new dimensions do evolve over the time that is also subject to research. This chapter aims to explain the concepts taking into its purview relevant conceptual and empirical studies.

#### **2.2 Defining Generations**

Generational studies have a long and recognized place in the sociologies, and researchers have endeavored to look for the special and particular qualities of generations for quite a few years now. Giancola (2006, p. 33) suggest that “the generational approach may be more popular culture than social science”. Most common definition of a generation is that it is an “identifiable group that shares birth years, age, location, and significant life events at critical developmental stages” (Kupperschmidt, 2000, p. 66). The backgrounds that generations shares impacts their sentiments towards power and associations, what they want from work, and how they plan to fulfill those wishes (Kupperschmidt, 2000)

### 2.3 Multiple Generations of Employees in Western Context

Generations of 20th century has been classified in to four different categories and to date most research in this field has been conducted in the US, UK and Canada.

Hammill, (2005, p. 99) has classified the generations into four broad categories

- “Veterans. Born between 1922 and 1945. It is also classified as seniors or traditionalists.
- Baby Boomers. Born between 1946 and 1964.
- Generation X. Born between 1965 and 1980.
- Generation Y. Born between 1981 and 2000. These are the newest entrants to workplace”.

**Table 2.1 – Different Generation of Employees in Western Context**

Generation	Also referred to as	Birth years	Defining events
<b>Veteran</b>	Traditionalists Roaring twenties Depression babies World War II	1922-1946	Great depression Visit of King George VI World War II Atom bomb
<b>Baby boomer</b>	Boomers	1946-1966	Civil rights movement Cold war Cuban missile crisis Vietnam Quebec crisis Women’s rights movement
<b>Generation X</b>	Baby bust generation	1967-1979	New feminism New conservatism Energy crisis First personal computers
<b>Generation Y</b>	Baby boom echo The nexters The millennials	1980-1995	Increasing high school violence Celebrity scandals (Clinton, OJ) Increase in diverse families Reality TV Terrorist acts (9/11, government scandals)

Source – Dwyer (2009).



### **2.3.1 Veterans**

Veterans are also known as Traditionalists, pre-Baby Boomers, Silent generation. Veterans have been a sufferer of events like the great depression of 1930's and II world war of 1939-1945. They have also witnessed the spread of TV stations and mass promoting.

Veterans deliver work with dutiful attitude. They seem to take work as their responsibility and show respect for authority (Hammill, 2005). Their work style is individualistic but not collective and they also like to lead with authority (Hammill, 2005). They like to follow strong work ethics and discipline in the workplace (Murphy, 2010). Best way to communicate with them is through formal channels of communication probably through a memo (Hammill, 2005).

### **2.3.2 Baby Boomers**

Murphy (2007) addresses Baby Boomers with some other popular names such as "Woodstock generation", "Sandwich and Vietnam generation". Baby Boomers has lived with the pros and cons of the wars and civil right movements (Egri, & Ralston, 2004; Smola & Sutton, 2002) and major events that occurred during their formative years comprises of assassination of John F. Kennedy (Morgan & Ribbens, 2006; Tolbize, 2008), the sexual revolution (Smola & Sutton, 2002) and rapid technological advancements.

Puybaraud, Russel, McEwan, Luessink & Beck (2010) claims that this generation of workers has witnessed a sea change in working style from industrial to office based working. Baby boomers prefers to follow ethics in work but in contrast to veterans they like to work in teams (Hammill, 2005). They like to be part of decision making

process and work for an organization where consensual leadership style is adopted (Murphy, 2010). Unlike Veterans, Baby Boomers like to have personal touch in communication which is best achieved in person (Hammill, 2005).

### **2.3.3 Generation X**

Scholars like Tolbize (2008) and Yu & Miller (2005) has replicated generation X with some other names like “Baby busters”, “Post boomers”, “Slackers”, “Shadow generation”, “Generation 2000” and “MTV generation”. Gen – Xers are known to have been grown up in times when society was characterized with one which is losing cultural traditions, diversity was on increasing trajectory and parents were getting separated on large scale. They have experienced the stages of economic cycle i.e. boom and 1980’s recession (Krywulak & Roberts, 2009). Gen-Xers have found out to be supporters of social radicalism and environmentalism and uphold more dynamic family values than the Baby Boomers (Kupperschmidt, 2000). They are viable, certain, entrepreneurial, free, market savvy, cheerful and techno-taught (Rood, 2010).

Generation X has a different approach to work. Work for generation X is no more than a contract which they wish to execute independently without any interference (Murphy, 2010). They are not timid in asking questions from people even from veterans challenging their authority which could become a potential cause of intergenerational conflict (Hammill, 2005). Generation X workers like to work in an environment of equality. With less preference to sticking to rules and regulation, they show entrepreneurial approach to work. Generation X wish to get instant & direct feedback on their work (Hammill, 2005).

### 2.3.4 Generation Y

The recent among the generations is that of generation Y which is also known with many names such as “Millennials”, “Generation me”, “Digital generation” (Murphy, 2007). Gen-Yers are the current entrants to the workforce.

Millennials have been brought up in the time when economies of the world were moving towards globalization. They witnessed employment outsourcing, FDI and development of ICT (Krywulak & Roberts, 2009) and have seen their guardians in skepticism like generation X (Smola & Sutton, 2002). They had the opportunity of accessing global education making them ambitious, positive, goal oriented and idealistic (Chen & Choi, 2008).

Generation Y employees follows a participative approach to work. Work for generation Y employees is no more than a means to fulfill ends. They like to work in a way to strike a cordial balance between work and family life (Hammill, 2005). They have high goals to achieve in life and expect a lot from work (Murphy, 2010). Generation Y feels happy to be mentored by like - minded and creative people (Murphy, 2010). Technology plays a big role in their lives and has been tapped effectively by generation Y to perform multiple tasks at one time (Hammill, 2005; Murphy, 2010). They are not timid in raising their voice in work related matters. They are seen more health cautious and wealthy than any earlier generation. They have high expectations of self and employers (Armour, 2005).

Following is the comparative analysis (table 2.2) of the work characteristics among different classes of generation in western context as available in various research studies.

**Table 2.2 - Comparative Analysis of the Work Characteristics among Different Classes of Generation in Western Context**

	<b>Veterans</b>	<b>Baby boomers</b>	<b>Generation X</b>	<b>Generation Y</b>
<b>Work</b>	See work as an obligation	See work as an obligation	See work as a contract	See work as a means to end
<b>Work style</b>	Individualistic	Prefer to work in teams	Own way of doing things	Participative work style
<b>Leadership</b>	Leadership through command and control	Consensual leadership	They see everyone equal at the workplace	Creative and achievers are their leaders
<b>Work ethics</b>	Stick to ethics and discipline	Feel good to follow ethics	Does not like to stick to rules	Prefers flexibility
<b>Communication</b>	Formal	Direct – personal	Direct and instant	Instant, 24X7 connected

## 2.4 World Demographics

As per factual database of the US Census Bureau, 2009 as shown in table 2.3 the more extensive generation Y (1981 – 1993) is close to 25.47% of the world population, the more extensive generation X (1965 - 80) is close to 21.32% of the world population. The Baby Boomers (1945-64 years of age) comes out to 18.55% of the world population. The smallest population is that of veterans (65-77) which is 4.67% of the world population. It is clear that generation Y is the single largest cohort of generation dominating the world population.

**Table 2.3 – World Demographics**

<b>Generation cohort</b>	<b>Born</b>	<b>% of population</b>	<b>Population</b>
Veterans (65-74)	1935-44	4.67	316,330,067.00
Baby Boomers (45-64)	1945-64	18.55	1,233,836,150.00
Gen X (30 – 44)	1965-80	21.32	1,442,951,791.00
Gen Y (15-29)	1981-93	25.47	1,723,911,077.00

Source – Oxygenz report - Johnson controls, 2010.

## 2.5 Generations in India

A generation is a group of people born in a certain period being influenced with environmental forces such as political, social, cultural and economic factors which is necessary to study before categorization of the generation. Unlike the western context, Indian culture is not unitary and homogeneous. It is considered as composite culture (Parekh, 2007) under which groups do have distinct identity but they share their regional, religious and linguistic culture. The social and cultural diversity in India is quite evident as all major religions of the world are being worshipped here along with linguistic diversity with 22 officially recognized languages. The union of India with 29 states is considered as one of the most diverse countries in the world. With such credentials, classification of any generation in Indian context needs to reflect the current diversity. There have been different ways adopted to classify the generations in India.

- Authors like Roongrerngsuke (2010) and Erickson (2009) have attempted to categorize generations using the global framework to classify four generations in India. The classification is like from “Traditionalist (1922 – 1943)”, “Baby boomers (1943 – 1960)”, “Generation X (1960 – 1980)” and “Generation Y (1980 – 2000)”.
- Hole, Zhong, & Schwartz (2010) has classified that there are three generations existed in India the “Traditional generation (1948 - 1968)”, “the Non-traditional generation (1969 - 1980)” and “Generation Y (1981 onwards)”.
- Ghosh & Chaudhari, (2009), identified the three generations existing in India as the “Conservatives (1947 – 1969)”, “Integrators (1970 – 1984)” and “Y2K (1985 – 1995)”.
- Generations identified in India as per popular literature (Steelcase, 2009) is somewhat replica of US classification especially the recent “Generation X (1965 – 1979)” and “Generation Y (1980 – 2000)”. Generation before these were classified as “Freedom Fighters (1900 – 1946)” and “Traditionals (1947 – 1964)”.

The most exhaustive classification of generations in India among all the scholars have been done by Roongrerngsuke (2010) and Erickson (2009) as shown in table 2.4. Along with the birth years, authors has described the events and the generational key attributes.

**Table 2.4 - The Four Generations in India**

	<b>Traditionalists</b>	<b>Baby boomers</b>	<b>Gen X</b>	<b>Socialist Gen Y</b>
<b>Birth years</b>	1922 -1943/1946 (or) 1940-1950	1943-1960/1964 (or) 1946-1960/1964	1960/1964-1980 (or) 961/1965-1979	1980-2000 (or) 1980-1995
<b>Defining events/ influencers</b>	British rule, British education system, food crisis, Mahatma Gandhi's non-violence, civil disobedience campaign for independence, the end of British Raj, Gandhi's assassination and Indo – Pak war on Kashmir issue, 1947	Shift to socialist economic model under Indira Gandhi's leadership, nationalization of industries, public works, social reforms, public investment in education, growth of political factions, split of Indian national Congress, 1962 War between India and China, 1965 and 1971 war between India and Pakistan, liberalization of rupee and devaluation of the same, Emergency period (1975)	Indira Gandhi's assassination, reduction of stringent business regulations, lower restrictions on foreign investment/imports, reduced bureaucracy, expansion of telecommunication, software and IT sector, economic liberalization, migration of IIT graduates to US, education taking over caste system	Extensive growth of middle income group, expansion of consumer goods market, Govt. of India adopting policies of LPG, Development of scientific temper , Growth in field of science and technology, Hub of IT talent, Entry of Indian companies in Forbes global
<b>Characteristics</b>	Frustration, authority, hardship, social order and caste system, loyal to family and community	Democratic, lack of faith in hierarchy, career options dependent on family and culture	Hardship, self-sufficient, faith in hierarchy and socialist economy	Ambitious, emphasize financial reward, entrepreneurial, business savvy, technologically capable and adept

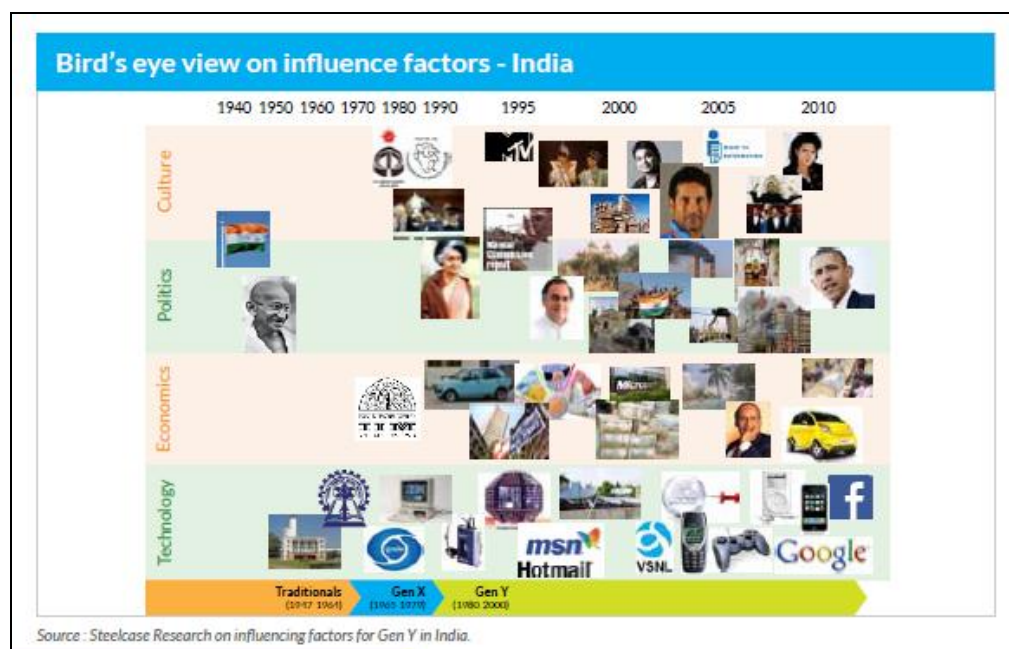
Source - Roongrerngsuke (2010) and Erickson (2009)

The generations that are classified in India as per the available literature shows disparity in birth years and the way grouping is done except that of generation Y. Most of the studies assume similar birth years (1980 – 2000) making it a homogeneous cohort of generation and viable for research. The thrust to research on this generation is due to its dominant size in population of India. While there are no accurate sources of data available with in India as to the size of generation Y population but some reports such as oxygenz generation Y report (2010) and steelcase generation Y India report (2009) states that India holds largest generation Y population of the world.

## **2.6 Generation Y in India**

Those who are born in (1980 – 2000) are classified as generation Y in India. Their population – is approx. 426 Million (age group 10 - 30) and world's 25% generation Y resides in India as claimed by some reports however official statistics of their population is not available. IT/ITES sector is the largest employer of this generation. Presently 65-70% workforce in most companies in this sector comprises millennials in the age group 20 – 30 years (Mishra, Sarkar & Singh, 2012).

The key influencing factors in any generation remains are Culture, Economics, Education, Technology, Social Lifestyle and Politics. In India, generation Y formative years (from the mid-1990s) are marked by certain critical life events summarized in table no 2.4. These events would have impacted the formation of generation Y characteristic traits, life and work values.



**Figure 2.1 – Bird's Eye View of Defining Events in India**

The key influencing factors mentioned in the table 2.5 is spread into different events which is prevalent in India from the time generation Y come into existence. The drastic economic policy shift of 1991 is one of the key events along with IT boom and advent of newest of technologies that has shaped this generation to a great extent. Attempt has been made in the table 2.5 to show the integration of factors and corresponding events with key attributes of generation Y in India.

**Table 2.5 – Integration of Events with Generation Y Key Attributes.**

Factors	Events	Generation Y attributes
Politics	Reduced political interventions, ease of doing business, public accountability.	Skill and entrepreneurship development
Economics	Economic liberalization, PPP	Plethora of opportunities
Technology	IT boom, social media.	Multi-tasking, always connected.
Lifestyle	Westernization of lifestyles, nuclear families.	Sense of freedom and identity, women workforce



## **2.7 Popular Perception held about Generation Y in India**

### **2.7.1 Technology**

It is believed that generation Y are the most technically skilled persons available today in India. Generation Y are technically superior than other generations because of rapid technological advancements that took place during generation Y formative years i.e. 1980's to 2000. Since generation Y have grown up with technology, they expect technology supported infrastructure at their workplace. This is supported by the fact that India has the third-largest population of Internet users in the world, and almost 40% has web accessibility in their phones (Mckinsey, 2015). A recent Diversity Best Practices survey shows that 78% of generation Y in India are interested in technology development – higher than that of generation Y in the US or China. Technology is a principal part of the India's generation Y identity (Mckinsey, 2011; BCG, 2006).

### **2.7.2 Entrepreneurship**

Study conducted by Singh, Bhandarker & Rai (2012) in India found that entrepreneurial innovation is the most important factor that generation Y employees value and look. In other words, they wish to work in an organization where they are empowered to take risk as well as experiment and innovate. They like to express their ideas and voice their dissent.

### **2.7.3 Work**

Generation Y prefers to work making use of their possessed knowledge, skills and abilities. They ask for challenging and meaningful roles from their employer to prove their talent. The noted thing about generation Y is that they have their own unique ways of doing things which they do not like to be questioned. Generation Y like to get constant feedback and praise at work.

#### **2.7.4 Leisure**

Generation Y in India have been matured in time when work-life balance is explicitly demanded. Though generation Y is committed to work but also actively seek pleasure in life. They try to maintain a cordial balance between work and family life. Steelcase report on Indian generation Y in 2009 states that ideal work place for generation Y should not have routine work rather work life balance and more of leisure is must. (Steel case, 2009).

#### **2.7.5 Money**

Extrinsic needs comprising of salary, perks and monetary benefits have been a prime motivator for generation Y that they seek to be satisfied from job. Organization must redesign the monetary structure to keep it attractive with young employees otherwise generation Y would not face any dilemma in switching to other organization with better offer.

#### **2.7.6 Social**

Generation Y tendency to remain connected with people through electronic devices has made them socially active people who like to communicate more through instant messaging and social networking sites. Research on generation Y social networking habits states that in India more than 8 out of 10 generation Y internet users are members of at least 1 social networking site of which 56% use this medium for communicating and sending direct messages (Malik & Khera, 2014).

#### **2.7.7 Job Security**

The popular notion held about generation Y is that they do not pledge job for life. However it is also evident that generation Y like to continue working in jobs which

give them opportunity to learn and grow their career. Millennial branding study in 2012 states that they spend an average of just over two years at their first job, changing jobs multiple times in their careers (Schawbel, 2012).

### **2.7.8 Brand Sensitive**

Indian markets got flooded with multinational brands with the adoption of policy of LPG in 1991. The multinational brands outshined Indian brands and offered products to tap young generation which is highest proportion in total population. Time has come that youth in India associate themselves with brands that personify their character. Generation Y have become selective even with the organization to work for. Brand with respect to occupational and organizational are more prevalent with generation Y working in the IT industry (Ikya, 2011).

## **2.8 Job Resources**

The job resources is fetched out from the JD-R model (job demand – resources model) (Bakker et al., 2003; Demerouti et al., 2001) with a claim that resources does not only deal with demands of the job, but they also are important in their own right. The JD-R model work on dual underlying psychological processes as shown in figure 2.2 where in one way job demands (work overload, emotional demands) takes away mental and physical comfort from the employees that drain out their energy and lead to health problems (Demerouti et al., 2001; Leiter, 1993). The second process followed under JD-R model is motivational in nature, in which job resources are assumed to have the capacity to motivate and engage employees with reduced work cynicism and excellent performance.

Job resources refer to the fundamental aspects of the job that are available to employees at task, interpersonal or organizational level that are either/or:

- Instrumental in achieving work goals.
- Moderates job demands and the associated physiological and psychological costs.
- Enables capacity building of employees by stimulating personal growth, learning, and development.

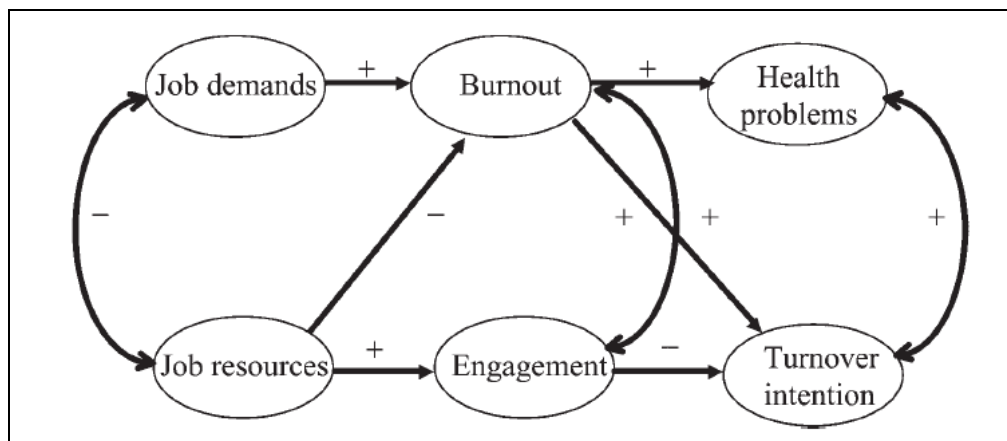


Figure 2.2 - JD-R Model Proposed by Schaufeli and Bakker (2004)

### 2.8.1 The Motivational Process of Job Resources

The motivational process is a link between job resources and engagement resulting in certain positive organizational outcomes (i.e. turnover intentions). Job resources possess the capability to increase engagement of employees followed by low cynicism and excellent performance.

Job resources have the ability to play both the intrinsic and extrinsic motivational role. Through intrinsic motivation, job resources help to foster employees' growth, learning and development. The extrinsic motivation role played by job resources helps in achieving work goals. Job resources offers intrinsic motivation by fulfilling basic human needs (Deci & Ryan, 1985) such as the needs for autonomy (DeCharms,

1968), competence (White, 1959) and relatedness (Baumeister & Leary, 1995). For instance, proper feedback channelizes learning making employees more competent whereas authority to decide and satisfaction of social needs satisfy their need for autonomy and belongingness respectively.

Under job resources, the intrinsic motivation is given by Job Characteristics Theory (JCT; Hackman & Oldham, 1980). As per JCT, there are five core job attributes present in each job: skill variety, task identity, task significance, autonomy, and feedback. Furthermore, JCT also holds the proposition that job characteristics are related to positive individual and organizational outcomes such as high-quality work performance, job satisfaction, and low absenteeism and turnover linked through so called critical psychological states.

The extrinsic motivational face of job resources gets qualified according to the effort-recovery model (Meijman & Mulder, 1998). The effort – recovery theory states that supportive work environment that offer many resources obliges an individual to dedicate one’s efforts and abilities to the work task. In that case it is likely that the task will be completed successfully and that the work goal will be attained.

Job resources may be located at the level of the organization at large - “pay”, “career opportunities”, “job security”, the interpersonal and social relations – “supervisor and co-worker support”, “team climate”, the organization of work – “role clarity”, “participation in decision making”, and at the level of the task - “skill variety”, “task identity”, “task significance”, “autonomy”, “performance feedback”.

In either case, be it through the satisfaction of basic needs or through the achievement of work goals, the presence of job resources leads to engagement, whereas their absence evokes a cynical attitude towards work. It is expected that employees who are engaged have low tendency to leave the organization.

## **2.9 Turnover Behavior**

Intention to quit is a psychological process through which an individual goes in which they consider to work for alternative employment opportunities because of dissatisfaction with their current employer.

There have been number of work related concepts that are relevant and studied to contain employees' turnover intentions. Among prominently studied are job satisfaction (Mobley 1977; Price, 1977; Spector, 1997) (overall and with different parameters) and organizational commitment Huselid & Day, 1991; Meyer & Allen 1991; Mowday, Porter & Steers, 1982). These studies show that satisfaction with pay, supervisor, work (characteristics) has a strong influence on the employees' turnover intentions. When it comes to relating engagement with employees' turnover behaviour, results from Shuck, Rocco & Albornoz (2010) correlational study revealed a negative relation between engagement and intention to quit. Similarly, Soane, Truss, Alfes, Shantz, Rees, & Gatenby (2012) found that employee engagement explained a quarter amount of variance in employee turnover intentions.

Turnover is already a concern with the millennial generation. In fact, a new term was created to describe this problem: retention deficit disorder (Johnson & Lopes, 2008). In the current workforce transition, inattention to millennials' expectations would result in the flight of talent, de-motivation and lack of commitment (Singh et.al, 2012).

There has been large number of studies in western context resulting in a common thread showing that generation Y exhibits low organizational commitment and high turnover rates in variety of industries (Lancaster & Stillman, 2002; Martin & Tulgan, 2001; Twenge, 2007). The credit of which could be given to their less compatibility with the organization reducing their organizational commitment and levels of organizational loyalty (Blomme, Van Rheede & Tromp, 2010; Rousseau, 1989).

Compared to other generations, retaining members of generation Y is utmost difficult probably for two main reasons. First, generation Y employees does not like that work hinder their personal life ensuring comfortable work-life balance and failing to get this could lead them quitting the existing job seeing that change is more beneficial for them. Second, the experience of age gap difference at the workplace is a crucial determinant of generation Y intention to leave the job (Barron. Maxwell, Broadbridge & Ogden, 2007; Weingarten, 2009).

The 2016 Deloitte Millennial survey results show that in India, 76 percent of this employed generation wishes to leave in next five years. On the contrary, report also show that those likely to remain longest share their organization's values, and are more satisfied with its sense of purpose and support of professional development which means person-organization value fit remains essential to retain the workforce.

## **2.10 Employee Engagement**

Employee engagement is defined in general as the level of commitment and involvement employee have towards their organisation and its values. Engagement at work was first conceptualised by Kahn (1990, p. 694) as the "harnessing of organizational members' selves to their work roles". He also added three

psychological engagement conditions needed for engaging employees: meaningfulness in work, safety in social elements with respect to management style, process, and organisational norms and availability of oneself minimizing individual distractions. Thus, according to Kahn (1990), engagement means to be psychologically present when occupying and performing an organizational role.

Rothbard (2001, p. 656) also defines engagement as “psychological presence but goes further to state that it involves two critical components: Attention and Absorption”. Attention refers to “cognitive availability and the amount of time one spends thinking about a role” while Absorption “means being engrossed in a role and refers to the intensity of one’s focus on a role.”

Employee engagement is a tool that organizations can hover upon to fetch advantage over the competitors as human resource is one such factor that can’t be imitated by the competitors if managed and engaged properly. This has been emphasized by Baumruk (2004) considering employee engagement as the most important tool to measure company’s vigour.

Employee engagement became popular concept in the industry in the period 1990 – 2005. It became popular with academicians only after 2006 to a large extent (Welch, 2011). The concept of employee engagement got extended to job engagement, work engagement, and organization engagement.



## **2.11 Engagement Psychological Conditions**

### **2.11.1 Psychological Meaningfulness**

Meaningfulness has been recognized as an important psychological state at work (Hackman & Oldham, 1980; May, Gilson & Harter, 2004). Individuals especially ask for meaning filled work tasks (Frankl, 1992). Deprivation of meaning in an individual work could push him or her towards alienation or disengagement from the work (Aktouf, 1992). The parameter to judge whether a task has meaning is through its capability to foster individual personal growth (Spreitzer, Kizilos & Nason, 1997).

### **2.11.2 Psychological Safety**

Psychological safety is defined as “feeling able to show and employ one’s self without fear of negative consequences to self-image, status, or career” (Kahn, 1990, p. 708). Employees tend to feel safe provided they being acknowledge that they would not suffer any consequence for expressing their true selves at work. On the contrary, unsafe environment is characterized with ambiguity and unpredictability. Management should make employees understand the boundaries surrounding acceptable behaviour.

### **2.11.3 Psychological Availability**

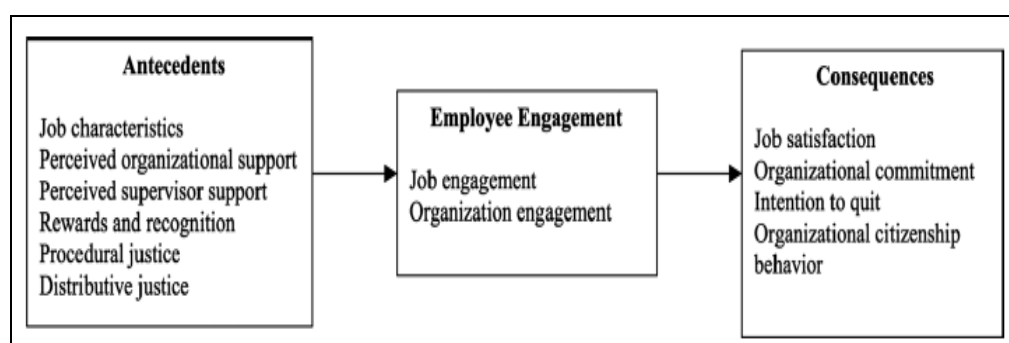
Psychological availability is defined as “an individual’s belief that he/she has the physical, emotional or cognitive resources to engage the self at work” (Kahn, 1990, p. 714). At the core, it measures an individual’s self-confidence of getting himself/herself engaged in the work role offered in the job.

Previous model of engagement given by Kahn’s (1990) and Maslach, Schaufeli & Leiter (2001) highlights the inevitable psychological conditions required to be in

engagement but such models do not elaborate on the fact of employees showing varying levels of engagement even with fulfilled psychological needs. The answer lies in the social exchange theory (SET). It considers the necessary psychological states to subsumed into job resources (economic and socioemotional) and presumes that employees will respond with higher levels of engagement upon receiving the resources from their organization.

SET describes that when individuals receive economic and socio-emotional resources from their organization, they feel obliged to respond in kind and repay the organization (Cropanzano & Mitchell, 2005). Employees are more likely to repay their organization through their level of engagement as it is quite difficult to vary their levels of job performance. SET works on the principle of reciprocity where organization is at one end and employees at other end and there is mutual exchange between the two parties. Employees receiving resources from organization like to repay in form of higher level of involvement and commitment.

SET explains as to why employees decide to become more or less engaged in their work and organization. Saks (2006) attempted to identify certain antecedents of engagement from Kahn's (1990) and Maslach et al.'s (2001) model as shown in figure 2.3.



**Figure 2.3 - Engagement model by Saks (2006)**

There have been various studies both empirical as well as popular conducted on measuring the engagement levels of employees in global and Indian context. Study conducted by Aon Hewitt (2012) in Asia Pacific region shows that employees in India are highly engaged with an overall employee engagement score of 63%. Study also stated about the top 5 drivers of engagement in India ranging from career opportunities, recognition, career aspiration to HR practices and benefits. It also measured generational differences in engagement and found out that there is widespread agreement across different parts of the world that different generation shows different level of engagement. The Baby Boomers (born between 1946 and 1964) is seen to be highly engaged followed with 62% engagement level followed by the generation X cohort (born between 1965 and 1978) with 55% score on employee engagement. The Millennials (born 1979 and later) stands at third place with 53% level of engagement. As per the study, the primary drivers for generation Y engagement in India are career opportunities, career aspirations, recognition, leadership and HR practices. These are ranked by generation Y in their order of preference. However, being a generation Y dominant country still there is a dearth of knowledge or empirical literature about the work motivations and drivers for the engagement exclusive of this generation.

## **2.12 Studies on Relevant Concepts**

### **2.12.1 Psychological Traits**

It is imperative to study generations psychologically as it acknowledges the way of one's upbringing during a specified period of time. Each generation is carved out of unique experiences during their critical upbringing periods (Caspi, 1987; Stewart & Healy, 1989). It is believed that every generation shares some common value system which gets shaped

by the critical social and historical life events occurring during an individual's childhood and adolescence. Until recently, mapping the psychological profile of generations has been an onerous task. Some authors like Strauss and Howe (1991) using US census data noted that GenXers (1961-81) were ought to be more cynical, alienated and depressed seeing the high divorce rates among their parents. Millennial or Generation Y (1982-1999) is perceived to replicate the generation of youth of WWII characterized as obedient, team driven and empathetic (Strauss, Howe & Matson, 2000).

**Table 2.6 – Study on Generational Psychological Traits**

Sr.No	Author	Purpose	Findings
1	Twenge & Campbell (2008) USA	The purpose of the study is to review the generational differences in psychological traits from 1930s to till date measuring personality, attitude, or behaviour of 1.4 million people in U.S.	Longitudinal study show a linear rather than a sudden change in the psychological traits. Today's generation of college student exhibits <b>high self- esteem and narcissism</b> . They expect fulfillment and meaning in their work.

### 2.12.2 Occupational Personality

Personality is defined as the way individual prefer to behave, think and feel (Saville, Holdsworth, Nyfield, Cramp & Mabey, 1984). With respect to generations developing personality, it is bound to influence and build perception towards organizational authority, needs and expectations from work and the means to satisfy such desires (Kupperschmidt, 2000).

**Table 2.7 – Study on Generational Occupational Personality**

Sr.No	Author	Purpose	Findings
1	Wong et. al. (2008). Australia	Measuring the occupational personality traits of generation Y	Findings stated that generation Y is more goal and career centered that likes to work in a <b>challenging environment</b> . They are socially active and like to spend time with people. However failing to meet their goals frustrates generation Y employees.

### 2.12.3 Work Values

Super (1980, p. 130) defined work values as “an objective, either a psychological state, a relationship, or material condition, that one seeks to attain”. With respect to generational values, employees of same generation sharing similar critical historical and social life events are likely to develop work values and attitudes toward work as influenced by the generation to which they belong to, this validates generational shifts that occur in the structure of work values.

**Table 2.8 – Studies on Generational Work Values**

Sr.No	Author	Purpose	Findings
1	Lee et al., (2012) Malaysia	To study the preferred work values of generation Y pre-service teachers of Malaysia	The preferred work values is <b>extrinsic</b> . The use of “pay increase”, “bonuses”, “benefits”, “recognitions and promotions” are necessary to motivate generation Y teachers.
2	Gilbert (2011)	To identify potential engagement drivers for generation Y	It was found that most important engagement drivers were the employee’s “supervisor relationship”, “career opportunities” and “managing performance”.
3	Twenge et. al. (2010) USA	Measuring the generational differences in work values.	This longitudinal study suggests an increase in <b>leisure and extrinsic values</b> of generation Y. However, <b>intrinsic values</b> are still among the job characteristics rated most highly by generation Y.
4	Real et al. (2010). USA	Measuring the generational differences in work values skilled – trade workers.	For skilled trade workers of generation Y, value for social and intrinsic dimension is higher than baby boomers.
5	Cennamo & Gardner (2008) New Zealand	Study on work values of multiple generations of employees.	It was found that younger generation of employees appreciates <b>high status in work</b> as it escalates their degree of noticeability at the workplace. Moreover generation Y likes to work with <b>autonomy</b> and have rated <b>freedom-related</b> comparatively higher than generation X and Baby Boomers.
6	Gursoy et al., (2008)	Examination of similarities and differences among generation Y in hospitality industry.	This suggests that Millennials are in search for <b>role models</b> . They value <b>professional development</b> in which they can learn and question things. Though they have high self-esteem but they work best under strong leadership and direction.

**Table 2.9 – Studies on Generation Y Needs and Expectations (Western Context)**

Sr.No	Author	Purpose	Findings
1	<b>Soulez and Soulez (2014)</b> France	To find out the preferred job attributes of young graduates.	Among job attributes, young graduates from generation Y, on the whole, have a preference for <b>job security and a relaxed work atmosphere</b> .
2	<b>Luscombe et. al. (2013)</b> Australia	Analyse the career goals and work expectations of undergraduate students and graduates.	Career goals are different from daily work expectations. the results revealed that there are two set of generation Y available i.e. students and employed who differ on their goals but not on expectations.
3	<b>Lim (2012)</b> UAE	Identification of priorities in life and preferences in work of generation Y in context of UAE Emiratis and Expatriates.	Results show that both Emiratis and Expatriates seek <b>stability in life</b> –“successful marriage”, “home ownership” and “good parent” as the most important life priority. Work preferences, <b>extrinsic rewards</b> (income, promotion opportunities and status) motivates both group the most.
4	<b>Lim (2012)</b> Middle East	Studying life and work preferences of generation Y engineering and business professionals living in Saudi Arabia.	Result show that Saudi generation Y regards <b>“Security, Tradition and Conformity”</b> as most important life values, and were most motivated by <b>“intrinsic (interesting and challenging work) and extrinsic work motivators (income, promotion opportunities and status).”</b>
5	<b>Ng et. al. (2010)</b> Canada`	Measuring generation Y undergraduate’s career expectations and work preferences.	Findings shows that individualistic aspect of job tends to woo generation Y the most. They actively seek advancement opportunities and developing new skills.
6	<b>Shaw and Fairhurst (2008)</b> UK	Exploring generational differences to study how it is going to alter organizational system approaches to graduate development.	Generation Y learning styles and expectations are very different from earlier generations. Organizations need to harness latest technology, give employees multitasking challenges to be done collaboratively. They also ask for instant feedback and continuously seek opportunities for their own development.
7	<b>Terjesen et. al. (2007)</b> UK	Analysis of the importance of organizational attributes shown by generation Y final year students.	Findings suggests that among university students, the five most important organisational attributes are: <ul style="list-style-type: none"> <li>• “invest heavily in the training and development of their employees”</li> <li>• “care about their employees as individuals”</li> <li>• “clear opportunities for long-term career progression”</li> <li>• “variety in daily work” and</li> <li>• “dynamic, forward-looking approach to their business”.</li> </ul>
8	<b>Glass. (2007).</b> USA	Analysis of the differences in multigenerational workforce.	Each generation possesses unique characteristics that affect work ethic and relationships, how change is managed, and perception of organizational hierarchy.

### 2.12.4 Generation Y in Indian Context

**Table 2.10 - Studies on Generation Y in Indian Context**

Sr.No	Author(s)	Purpose	Findings
1	<b>Khera and Malik (2017)</b> India	Explore the life priorities of generation Y,	Factor analysis revealed two factors, “materialism” and “altruism,” and generation Y preferred materialism over altruism as their life priority.
2	<b>Naim and Lenkla (2016)</b> India	To study in context of generation Y employees – antecedents of competency development and its consequences in form of commitment and turnover intentions.	Knowledge sharing is going to have a positive affect in a way that it would make employees more competent and committed.
3	<b>Rani and Samuel (2016)</b> India	To study the differences in work values and Person–Organisation (P–O) fit of Baby Boomers, Generation X and Generation Y in India and to understand the relationship between (P–O) fit values and turnover intention of generation Y employees.	Generation Y exhibit high level of intrinsic, extrinsic and prestige values with respect to older generations. Generation Y also wish to leave an organisation due to unmet expectations of intrinsic rewards, extrinsic and prestige rewards.
4	<b>Alley and Shah (2011)</b> India	To study the career aspirations, intrinsic and extrinsic motivators and value preferences.	<b>Career aspirations</b> - Generation Y aspire to plan and work accordingly, want to develop managerial competence and occupational and organisational identity. Generation Y does not seek Geographical stability much. <b>Intrinsic motivators</b> – “equitable pay, responsibility and independence, and achievement”. <b>Extrinsic motivators</b> – “considerate and sympathetic supervisor, restricted hours of work and sound company policies and practices”. <b>Value preferences</b> – achievement orientation, monetary orientation and role immersion.

### 2.12.5 Job Resources and Employee Engagement

Job resources at task level include job characteristics like- autonomy, feedback, task significance, task variety, skill variety.

**Table 2.11 – Studies on Job Resources and Employee Engagement**

Sr.No	Author(s)	Purpose	Findings
1	Upadhaya et. al. (2016)	Studying the relationship between JD-R and engagement, burnout, satisfaction.	Engagement of employees is fostered by servant leadership which is positively associated with high life satisfaction and reduces work burnout.
2	Farndale and Murrer (2015) US, Netherlands & Mexico	Studying the relationship between job resources and engagement	Engagement is found to be positively related to job resources such as “financial rewards”, “participation in decision making” and “team climate” in all 3 countries.
3	Fairlie (2011).	To study how much essential is meaningful role in fostering engagement other organizational outcomes.	There is a positive correlation between meaningful work characteristics with engagement, satisfaction and organizational commitment and negatively with turnover intentions. In terms of regression, both meaningful work and intrinsic rewards remained significant in predicting total engagement.
4	Gagne and Bhawe, (2011).	Autonomy in the workplace and employee engagement and wellbeing.	Job autonomy is an essential item of job characteristics that can be utilized to foster employee engagement. Moreover if employees are allowed to participate in decision making, it will further improve their engagement.
5	Saks (2006) Canada.	To undertake a study comprising of antecedents of engagement along with its consequences.	Job and organizational engagement is predicted by perceived org. support. However only job engagement is predicted by intrinsic job characteristics. Engagement is also mediating the relationship between job characteristics and job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behavior.
6	May et al (2004). USA	Exploring the determinants and mediating effects of three psychological conditions meaningfulness, safety and availability – on employees’ engagement in work.	Meaningful job is the most important factor which fully mediates the relationship between job enrichment and work role fit and engagement.

At the interpersonal level, supervisor relationship and coworker relationship adds meaning to the job and foster feelings of psychological safety among employees which in turn increase employees’ willingness to engage fully in work roles.



**Table 2.12 – Studies on Interpersonal Job Resources and Employee Engagement**

Sr.No	Author(s)	Purpose	Findings
1	<b>Schaufeli et. al. (2009)</b>	Analysis of relationship between variables of Job – demand resources model.	Job resources in form of social support from coworker and supervisor is found to have supportive relationship with engagement.
2	<b>Bakker et. al (2006)</b>	Burnout and engagement in work teams	Engagement is important not only to individuals but also important to teams and organization. Therefore the benefits drawn from social psychological interventions should be utilized at organizational level.
3	<b>May et al (2004).</b> USA	Exploring the determinants and mediating effects of three psychological conditions – meaningfulness, safety and availability – on employees' engagement in work.	Psychological safety is positively related with coworker and supervisor support. This psychological condition exhibited significant positive relations with engagement.

At the organizational level, job resources such as organizational climate and HRD practices takes place that makes an organization attractive to potential recruits and also foster work engagement among employees.

**Table 2.13 – Studies on Organizational Job Resources and Employee Engagement**

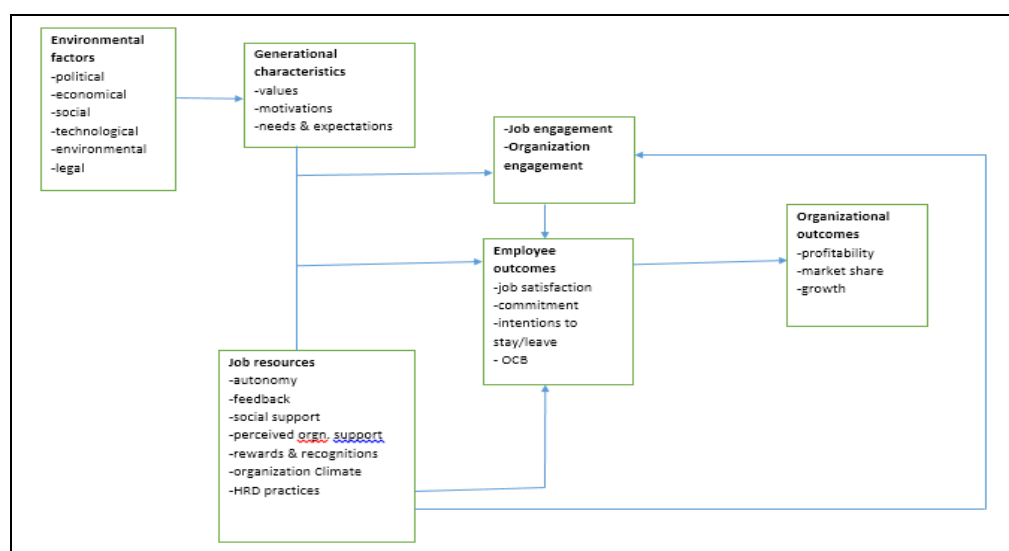
Sr.No	Author(s)	Purpose	Findings
1	<b>Halbesleben (2010)</b>	Relationship between work engagement with burnout, demands, resources and consequences	Study Identified organizational climate as an antecedent of engagement
2	<b>Schaufeli, and Salanova. (2010)</b>	Factors leading to improving work engagement.	It was found that work engagement of employees can be fostered through career development and work training activities.
3	<b>Saks (2006)</b> Canada.	To undertake a study comprising of antecedents of engagement along with its consequences.	Both the type of engagement is explained by Perceived organizational support.

### 2.12.6 Engagement and Turnover Intentions

**Table 2.14 - Studies on Engagement and Turnover Intentions**

Sr.No	Author	Purpose	Findings
1	<b>Soane et. al. (2012).</b> London	Relationship between engagement and employee turnover intentions.	Moderate amount of variance is explained (R = 24 percent) in employee turnover intentions by engagement.
2	<b>Saks (2006)</b> Canada	To undertake a study comprising of antecedents of engagement along with its consequences.	Amount of variance explained in intention to quit (-.22, p = 0.06 and -.31, p < 0.01) by job and organizational engagement respectively.

On the basis of literature review, an exhaustive conceptual framework has been developed as shown in the figure 2.4. It commences with the effect the environmental factors like political, social, economic and technological have on the values, motivations and needs & expectations of different generation of employees. The altered needs and expectations of the generations could create friction with the current available job offerings and can lead to person-organization misfit. This could have a bearing on the level of engagement employees' exhibit and on outcomes such as job satisfaction, commitment, intentions to stay. This could have effect on certain organizational outcomes like profitability, market share and growth.



**Figure 2.4 - Conceptual Framework**

## 2.13 Conceptual Framework

### 2.13.1 Intrinsic Job Characteristics

The task dimension refers to the intrinsic rewards directly associated with ‘doing the job’. They are derived from the content of the task itself and include such factors as interesting and challenging work, self-direction and responsibility, variety, creativity, opportunities to use one's skills and abilities, and sufficient feedback regarding the effectiveness of one's efforts. Intrinsic job characteristics can be understood as jobs with a meaningful valence. It would not be wrong if it is collectively termed as Job Enrichment. Hackman and Oldham in (1980) proposed job characteristics theory (JCT) and segregated the model in to five core job characteristics namely - (i.e. skill variety, task identity, task significance, autonomy, and feedback).

The identified five core job characteristics are:

- Skill variety: This refers to application of different skills, abilities and range of knowledge by the employees to perform tasks in a job (Hackman & Oldham, 1980).
- Task identity: Task identity is “the degree to which a job requires completion of a “whole” and identifiable piece of work: doing a job from beginning to end with a visible outcome” (Lunenburg, 2011, p. 2).
- Task significance: It refers to the impact one’s job can put on others life i.e. how important is the task. Tasks can be significant for the immediate organization known as its internal significance and can also be important for one’s relatives, friends, and neighbours known as its external significance.
- Autonomy: It refers to the degree of freedom extended to employees to take decisions on what goal to achieve and how to achieve (Molleman, 2000). Task autonomy is studied at individual level as it could bring changes to psychological phenomena like attitudes and behaviour (Langfred & Moye, 2004).
- Feedback: It is the information passed to the employees related to their job performance. It is ideally given by supervisors but can also be fetched from various other sources as well.

Hackman & Oldham (1980) explained that if the jobs are designed in such a manner to incorporate the essential job characteristics, then the work become worthwhile in the eyes of the employees. Consequently, employees will get high degree of satisfaction in their jobs leading to high-quality work performance. Thus these five core job characteristics qualify to be intrinsically oriented job resources which have the potential to enrich the content factor of the job. Moreover when it comes to subject matter of the study i.e. job characteristics induced engagement, a paper written by Saks (2006) underscore that job characteristics significantly predicts job engagement of employees ( $R^2 = .37$ ) taking SET theory in consideration and concluded that employees who are provided with jobs that are high on the job characteristics are more likely to reciprocate with greater job engagement.

The link between the five core dimensions and engagement comes through critical psychological state of meaningfulness. In relation to it Kahn (1992) explains that jobs that have high proportion of enriched job elements encourages individual to deliver more than what is expected from them fully justifying with the work role. May et al. (2004) found that enriched jobs inculcates a sense of meaning in the jobs and it has also been tested as a mediator between job enrichment and engagement. Study conducted by Fairlie (2011) found that intrinsic rewards attributed by Autonomy, Skill utilization, Task variety, Task identity, Creative freedom etc. had had strong relationships with engagement. Studies have also been conducted in which core characteristics are singled out and regressed upon engagement. Schaufeli, Bakker & Van Rhenen (2009) found alterations to job resources offered to employees could turn up their engagement. Specifically, results showed that increases in intrinsic job characteristics like autonomy and performance feedback increased the level of work

engagement. Study conducted by Schaufeli & Bakker (2004) took job resources at the task level (performance feedback) along with two other indicators of latent variable job resources. Upon tested on engagement, it was found that there is a strong and consistent relationship exist between job resources and engagement.

It is also imperative to ascertain the proximity with intrinsic characteristics in a job of young generation of employees, probably generation Y. The studies on generational differences in western context are somewhat contrary to the widely held perception with respect to meaningful job attributes. The MTF (monitoring the future) time-lag study found indifferent Baby Boomers and Gen-Xers with respect to intrinsic values whereas generation Y places less importance on it (Twenge, Campbell, Hoffman & Lance, 2010). Cennamo & Gardner (2008) cross sectional study is also indifferent on the value placed on intrinsic dimensions by Baby Boom, Generation X and Generation Y. This shows that favorability graph of intrinsic rewards among generation Y viz-a-viz older generation of employees (Generation X and Baby Boomers) has slide down putting a question mark on theories that younger generations want work to be challenging and meaningful (Arnett, 2004).

However on the positive side, Real, Mitnik, & Maloney (2010) found that social and intrinsic values is more important for generation Y skilled-trade workers across the U.S than Baby Boomer workers. Lancaster & Stillman (2002) and Yang & Guy (2006) also found that generation Y look for intrinsic work values that is attributed with challenging and meaningful work roles. Generation Y does not even regret confirming from employing firm about the roles to be offered to them and expect it to be meaningful and challenging (Corporate Leadership Council, 2005).

It is required to study this generation in Indian context as members of this young workforce constitutes the majority of population whose major chunk is working in technology firms of India. A cross sectional study was conducted by IKYA Human Capitals, MTHR Global and the Academy of HRD in 2011 on Indian generation Y working in urban location of India (Mumbai, Delhi, Ahmedabad and Bangalore) in services and manufacturing industries. It was first of its kind exploratory research focused to measure generation Y career aspirations, motivations and value preferences. As far as motivation is concerned, study found out that with respect to intrinsic motivators this generation asks for equality in pay followed by higher responsibility and independence to perform the task. Another popular study on generation Y in India by steelcase workspace futures in 2009 found that with respect to work motivations money is an important aspect but type of work is even more important in which they desire for impactful work, higher level of contribution and leadership roles.

### **2.13.2 Extrinsic Job Characteristics**

Work rewards have been characterized as either being intrinsic or extrinsic. Herzberg first proposed this dichotomy that work rewards are classified into two basic classes - intrinsic and extrinsic. The intrinsic rewards also called as job content comprises of factors such as achievement, recognition and advancement. The extrinsic or job context consist of factors such as pay, working conditions and job security. Herzberg's (1968) two-factor theory explains that intrinsic as well as extrinsic factors are required for providing job satisfaction. As per theory, extrinsic are the hygiene factors that may not have motivational potential but their absence would result in dissatisfaction.

Extrinsic rewards can be classified into financial and non – financial factors. Financial or monetary rewards consist of pay and benefits and non-financial consist of elements like working conditions, job security, recognition, praise and feedback. Among the classification, monetary factors remains more of a concern for employees as well as employers since it is a vital instrument that will help to attract and retain employees. However employees of young generation do pay lot of attention on non-monetary extrinsic job factors like suitable work environment, recognition and praise for the work done. It is because of possessing high self - esteem and expecting the same from the work or job done. There is a need to further examine the extrinsic benefits into monetary and non-monetary types and its relevance and capacity to engage generation Y employees.

Armstrong (2002, p. 62) stated that “financial incentives and rewards can motivate. People need money and therefore want money. It can motivate but it is not the only motivator. It has been suggested by Wallace & Szilagyi (1982) that money can serve the following reward functions.

- It can act as a goal that people generally strive for although to different degrees.
- It can act as an instrument that provides valued outcomes.
- It can be a symbol that indicates the recipient’s value to the organization.
- It can act as a general reinforce because it is associated with valued rewards so often that it takes reward value itself’.

Financial rewards motivates as it is linked directly or indirectly with the satisfaction of basic needs of survival and security or need for self-esteem or status.

Non – monetary extrinsic rewards also play a pivotal role in motivating employees to achieve work goals. They also play a crucial role in employee retention. Non – monetary benefits are available in form of organization safeguarding workforce diversity, working towards inclusion, adopting work-life balance and extending opportunities for career growth.

Since extrinsic benefits are instrumental in achieving work goals i.e. to maximize employee productivity and efficiency, employers turn to in their efforts to improve employee motivation and perceives money to be their major concern. Thus it qualifies to be a job resource that that has an extrinsic motivation potential. According to the effort – recovery model, an incentive or bonus scheme – works in give and take manner that establishes link between effort and offerings. More the value of the reward more will be the effort. This is in congruence with social exchange theory (SET) which is being followed in this study which takes this concept to a next order. In engagement parlance, Kahn (1990) reported that people showing differences in the level of engagement occurs due to their belief of amount of received entitlement parallel to what effort –recovery model states. Importance of rewards and recognition in engagement studies shows that apart from meaningful work, extrinsic benefits received also works as a return on investments. Thus it is expected that employees' may like to engage them more in to jobs on recovery of sufficient amount of rewards and recognition in lieu of their job performance. In case of deprivation of rewards and recognition, work instead of engaging could lead to burnout (Maslach et al., 2001).

Now, it is also desirable to examine the level of acceptance of extrinsic benefits by young employees particularly the workforce who form generation Y (born between



1980 – 2000) in India and abroad. On comparison with older generation of employees in western context, study by Cennamo & Gardner (2008) found that different generations carry different work values. The intrinsic and social work values are preferred by Baby Boom more than any other generation. For generation X and Y, extrinsic and leisure values are important. Study conducted by Lyons, Duxbury & Higgins (2005a) also found indifferent attitude of generations with respect to extrinsic benefits. However result of a longitudinal study conducted by Twenge et al. (2010) found difference in work value preferences differences in generations such that intrinsic and social work values are more liked by Baby boomers whereas generation X and Y people rate leisure and extrinsic values higher than other generations.

Particular focus on preferences of generation Y of extrinsic benefits for motivation spells a different story. In a study on extrinsic motivational factors, salary is recognized as one sole factor for the Millennials (Corporate Leadership Council 2004). Study conducted by Lim (2012) in United Arab Emirates exclusively on generation Y cohort found that (both Emiratis and expatriates) were most motivated by extrinsic rewards such as (income, promotional opportunities, status). Parallel studies to analyse generation Y employment expectations or work preferences were examined in Australia (Treuren & Anderson, 2010) and Saudi Arabia (Lim, Tayeb & Othman, 2011) and the common important work motivator was intrinsic but it was next followed by extrinsic factors. This shows a considerable mix of work preferences of generation Y international diaspora.

Focusing on the work preferences of generation Y segment of workforce in India shows that they want lots of money, faster and quicker and wants to spend a lot but

type of work is even more important (Steelcase, 2009). The report is based on 515 responses collected on pan India basis from generation Y working in different industries, primarily were from consulting and technology domain. Another study with almost similar results was conducted in 2012 by Iky group and others. It stated that generation Y in India is not primarily motivated by adequate earnings with a mean rating of 47.7%. It shows that monetary benefit is not an important factor which generation Y seek to work. The same study also measured their value preferences on three parameters – achievement orientation, monetary orientation and role immersion. The notable value preference exhibited by generation Y is achievement orientation and monetary orientation followed by role immersion. The value for money on being tested with respect to work experience showed that generation Y with more than 6 yrs. of work experience are seen to value money more.

### **2.13.3 Supervisor Support**

Social support is “the availability of helping relationships and the quality of those relationships” (Leavy, 1983, p.5). Kim, Kirkman & Chen (2008) defines social support in terms of help through which individuals can enhance emotional well-being and simultaneously reducing psychological distress. Various other scholars like Albrecht & Adelman (1987) and Cohen, Underwood & Gottlieb, (2000) has defined social support in their own way but the common definition that can be phrased is that it (social support) consist of developing a communicative process comprising both verbal and/or non – verbal cues that improves an individual’s ability to compete, their sense of belonging and self-esteem. Then comes the subject of difference between actual and perceived social support. Actual support is the kind of support related to what is actually received by him. However, more significant than actual support is an

individual perception of the said support. According to Norris & Kaniasty, (1996) and Sarason, Sarason & Pierce, (1990) perceived support refers to an individual belief that there is an availability of social support both positive and negative and is provided for what is considered essential.

There is a variety of support mechanisms that is available at multiple level in an organization that have an effect on numerous employee outcomes. At the broadest level, perceived organizational support is found to be linked with numerous positive gains like higher job performance (Erdogan & Enders, 2007; Witt & Carlson, 2006), organizational citizenship behaviors (Piercy, Cravens, Lane & Vorhies, 2006), commitment and reduced turnover (Loi, Hang-yue & Foley, 2006). POS is considered as an assurance that organization will come for the rescue as and when required to finish the job comfortably without taking any stress (George, Reed, Ballard, Colin, & Fielding, 1993). In the context of POS it is also found that HR practices such as promotions and developmental experiences has a positive effect on POS (Wayne, Shore & Liden, 1997). Consequently, on the basis of social exchange theory it is expected that high POS may lead to lower turnover intentions (Eisenberger, Fasolo & Davis-LaMastro, 1990; Wayne et al., 1997).

The next category of social support arises at the interpersonal level of organization which is classified in to two sub categories i.e. supervisor support and coworker support. First to fall in line is the supervisor support which is defined as “the degree to which employees form impressions that their superiors care about their well-being, value their contributions, and are generally supportive” (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002, p. 699). The primary task of the

supervisor is to direct employees in the interest of the organization. Amabile's componential theory proposes the favourable effect of supervisor support that may come in terms of setting achievable goals, supporting workgroups in the organization, felicitating individual efforts towards work goals, giving genuine responses and ensuring an environment of creativity (Amabile, 1997).

Major work under social support is done by House (1981) where support is classified according to sources (colleagues or supervisor) and support types, (instrumental, emotional, informational, and appraisal support) (House, 1981). Research also clarifies that the types of support are unique and mutually exclusive and does not seem like to overlap each other (Barling, MacEwen & Pratt., 1988; Himle & Jayaratne, 1991). General supervisor support focuses on support for personal effectiveness at work. Supervisor support comes in form of understanding employee's needs and wants, giving them genuine responses and confidence to raise their problems and help in resolving work related issues (Deci & Ryan, 1985). When it comes to measuring the effects of supervisor support, it is found that their support can lead to many positive outcomes like employees may become more committed and with reduced burnout, they show less intentions to quit (Kalliah & Beck, 2001). Similarly Munn, Barber & Fritz (1996) and Hatton & Emerson (1998) found that supervisor support leads to job satisfaction and reduced intention to quit.

When it comes to engaging employees through supervisor support which is the field of investigation in the current study, literature presents Kahn (1990) point of view. He stated that to make someone engage, one should provide psychological safety to the subject which according to Kahn is vastly influenced by interpersonal relationships.

Thus such kind of interpersonal support if available from peers or supervisors or colleagues will enhance one's engagement level. Supporting Kahn findings, study by Schaufeli & Bakker (2004) and Schaufeli, Bakker & Van Rhenen (2009) stated that social support taken as a job resource is positively related to job engagement.

Studying the requirement of supervisor support in the context of generation Y shows that their productivity rests upon leader behaviour in terms of garnering their respect and getting genuine feedback on job performance (Jones, Brown, Zoltners & Weits, 2005). Similarly Tulgan (2009) states that Managers who "guide, direct, and support them every step of the way" will enable generation Y in delivering quality output. On observing the trends among Indian generation Y, it was found that considerate and sympathetic supervisor is a leading extrinsic motivator for them (IKYA, 2011).

#### **2.13.4 Coworker Support**

Another source of support at interpersonal level comes from coworkers. It is defined as the "extent to which employees believe their coworkers provide them with work-related assistance to aid them in carrying out their service-related duties" (Susskind, Kacmar, & Borchgrevink 2003, p. 181). It is expected that workers do like to share their knowledge and wisdom to help and support fellow colleagues in their difficulties related to work and other issues to which solutions are not easily acceptable (Scott & Bruce, 1994). Cooperative relationship with coworkers also enables employees to gain insight on work issues that may create new ways of doing things (Perry Smith, 2006). Likewise in supervisor support, coworker support is fetched in different forms including instrumental, emotional, informational, and appraisal support (House, 1981) of which brief explanation has already been given above in the context of supervisor support.

Going by literature, Kahn (1990) states that supportive team and trusting team members facilitates employee engagement. Supportive interpersonal relationship instills a sense of psychological safety among employees in the workplace. With an element of psychological safety employees can try to act with novelty with the faith of not being reprimanded in case of not showing successful results (Kahn, 1990). Locke & Taylor (1990) was of the opinion that employees with better interpersonal interactions with fellow colleagues draws higher meaning in their work. Ultimately employee would experience greater engagement in work.

The more recent studies by Schaufeli & Bakker (2004) and Schaufeli et al. (2009) found significant relationship between co-workers interpersonal support and employee engagement. Co-worker interpersonal support is an important element of work engagement model given by Bakker, van Emmerik & Euwema (2006). According to Andrew & Sofian (2012) the best condition to gain high involvement of employees in work is when they are working in lean organization accompanied with talented and cooperative staff. Employees who perceive the task to be more engaging and supportive are teemed to be more satisfied with their jobs and are hence likely to be more engaged. Coworker support as part of social support at workplace leads to a graceful work surrounding since it is instilled with different kinds of support (Carlson & Perrewé, 1999). It is observed that employees who get good amount of support from coworkers is seen to be more hardworking and dedicated to work (Karatepe, 2010). Literature on generational differences on coworker support points that it is more important for baby boomers and generation X (Benson & Brown, 2011). Generation Y cultivates on being more individualistic than older generations and is more self-reliant, competitive and prefer independent work (Twenge et. al., 2010).

### **2.13.5 Organizational Climate**

Organizational climate remains an interesting topic in the management domain. Initial work in this area is been done by Kurt Lewin (1951) however it gained prominence among corporate managers through the work of George Litwin and fellow scholars (Litwin & Stringer, 1968; Tagiuri & Litwin, 1968; Forehand & Von Gilmer (1964). Numerous studies has been conducted in this area measuring the suitability of organizational climate to employees. With new generation of employees entering the workplace, organizational climate remains a topic of considerable theoretical and practical interest (Jackofsky & Scholum, 1988; Kozlowski & Doherty, 1989; Qualls & Puto, 1989; Schneider, Brief & Guzzo, 1996).

Organizational climate is described as “the feeling in the air” that one perceives while working in the organization (Schneider, Gunnarson & Niles-Jolly, 1994). According to Avery (2004), the onus lies upon leaders to create a conducive work environment to foster employees to can work effectively and build commitment towards organizational goals & objectives. Perryer & Jordan (2005) argue in the same vein that it rests upon leaders to build a working climate leading to the achievement of individual, team and organizational objectives.

Organizational climate is made up of numerous factors that have a bearing on both group as well as individual performance. There are evidences available of the impact of different organizational climate on performance parameters (Litwin & Stringer, 1968). Halbesleben’s (2010) meta-analysis, consistent with the JD-R (Bakker & Demerouti, 2007) explained the association between organizational climate and engagement or particular facets of engagement. More often than not the elements of

workplace environment such as organizational policies and procedures, supportive work climate gives a perceived level of safety essential to boost employees engagement (Shuck et al., 2010). It remains managers' responsibility to create a positive, meaningful, empowering and safe workplace climate for employees (Shuck et al., 2010). The valence to give conducive workplace climate is explained by Saks (2006) that organizational support found out to have positive relationship with job and organizational engagement.

In today's scenario when workplaces are witnessing a shift in proportion of employees by generation such that more and more young employees are replacing their predecessors, acknowledgement of organizational climate becomes quiet imperative to underline the necessities.

It is important to study work environment in context of generations so that their varied expectations can be accommodated. With respect to workplace environment preferences, generation Y across the world prefer to have flexible work environment as they want to maintain healthy work life balance (Mikitka, 2009). Research project OXYGENZ conducted in 2010 by Johnson Controls global workspace solutions aimed at finding generation Y expectations from work environment. It also collected sample from India and findings established that factors such as office location that encourage walking or use of public transport, workplace with breakout spaces and catering facilities, independent workstations and flexibility in ways of working are what generation Y look for when it comes to work environment. Therefore it is quiet necessary for the managers to understand the generational differences in the work environment preferences and should not manage all with "one size fits all" policy to foster leadership, motivation, communication and generational synergy.



### 2.13.6 HRD Practices

The field of HRD got explored from the studies of Harbison & Myers (1964) and Nadler (1970) and since then it has emerged as a field of theory and practice with an aim of development of human, organization and society at large (Lee, 2001). The horizon of HRD which started with fields like education and training & development has now become widen to encompass fields like knowledge management and learning organizations (McGoldrick, 2002). Several attempts has been made to arrive on a consensus on defining what HRD is and its constituents but not yet achieved. Blake (1995) explains that HRD defies definition and boundaries. Hilton & McLean (1997) argued the same that definition of HRD varies between different countries as national differences plays a vital role in ascertaining the way in which HRD professional work. Defining HRD still remains a debatable topic but aspects like training and career development and organizational development remains core elements of HRD. This could lead to greater organizational efficiencies and effectiveness making it happen through a fully engaged and skilled workforce. Not to mention, the relation of HRD with HRM to which there is consensus in literature regarding separate and distinct identity of both the concepts.

In Indian context, Rao (1990) explained the concept of Human Resource Development in which he states that it a process which enables individuals to gain expertise. In organizational setting, HRD is a continuous and planned exercise that enables employees to excel their skills and capabilities needed to pursue current and expected job roles whilst making full use of their potential for the fulfilment of personal and common goals. It also leads to enriching the organizational culture backed with cordial supervisor-coworker relationship and team work giving impetus to professional wellbeing, motivation and pride of employees.

Scholars in Indian context have also classified various sub components under the head of HRD in which Rao (1988) suggests sub systems like “performance appraisal, potential appraisal, career planning, training, performance coaching, organization development, employee welfare, rewards, quality of work life and human resource information system” being part of Human Resource Development. Pareek (1983) refers to various aspects of HRD like “performance appraisal”, “feedback and counselling”, “potential appraisal”, “career advancement”, “career planning and training”. Varadan (1987) adds some more dimensions to HRD like “role analysis”, “organization development” and “quality circles”. In the similar vein of what foreign scholars suggested that there is overlapping in to HRD subsystems but still there is parity with respect to certain components such as training & career development and organizational development.

Training and Career Development – In this era of competition, the core competencies gained in form of knowledge, skills and abilities of the workforce gives an edge over rival firms, the credit of which can be given to increased importance of employees training and career development initiatives. Training is defined as “a systematic approach to learning and development to improve individual, team, and organizational effectiveness” (Goldstein & Ford, 2002, p. 328) whereas career development involves execution of career related decisions comprising of an integrated career path in a life span. Numerous studies conducted in the domain of training and development that have pointed out positive effects of imparting training. The plus points enumerated comprises of certain direct effects like imparting several types of skills (technical, self-management, cross-cultural) and indirect effects in form of empowering and enabling employees to communicate, plan and coordinate task in teams. Alderfer

(1972) is of the opinion that offering employees a chance to grow is equivalent to rewarding them in an organization that can automatically improve their level of engagement. Scholars such as Shuck et al (2010) and Schaufeli & Salanova (2010) held that learning opportunities positively affect the development of employee engagement. Individual employees feel the need to keep updating their knowledge, skills, and abilities to remain employable in the competitive labor market (Salanova, Schaufeli, Xanthopoulou, & Bakker, 2010). Therefore it seems that engaging employees is not an onerous task provided they are offered opportunities to develop themselves on a continuous basis (Schaufeli & Salanova, 2010). It is also examined that involvement of employees in task can be attained by offering them learning opportunities designed for their upliftment (Shuck & Rocco, 2014).

Organizational development - Organization Development (OD) refers to series of planned actions taken at the firm level focusing necessary interventions required in the day to day affairs of the organization. Robbins (1993) reiterates OD as a medium through which organizations witness changes in congruence with humanistic-democratic values through planned interventions in order to enable system work effectively. It comprises of events that conforms organization as social systems concentrated on modifying human infrastructure by making changes in various processes and procedures. Organizational development gives a normative framework to enable changes in culture and climate of the organization to harness human potential to achieve organizational objectives. Organizational development happens due to strengthening teams, sensitizing employees interpersonally, clarity of roles and effective stress management.

It would be of no surprise to say that the value of HRD practices for today's generation of employees across the world has increased manifold. Studies like Eisner (2005), Broadbridge, Maxwell & Ogden (2007), Terjesen, Vinnicombe & Freeman (2007), De Cooman & Dries (2012) and Hite & McDonald (2012) conducted in western context informs that generation Y prefers to work in a setting where there is plethora of opportunities available for advancement and long term career progression. Generation Y show their interest in organizations that invest in training and development. In Indian scenario, generation Y has started showing preference for portfolio careers which means working with different employers at the same time but not in full time capacity. However still the career advancement remains one of the top factor to motivate this generation (Shrinivasan, 2012).

#### 2.14 Proposed Conceptual Framework

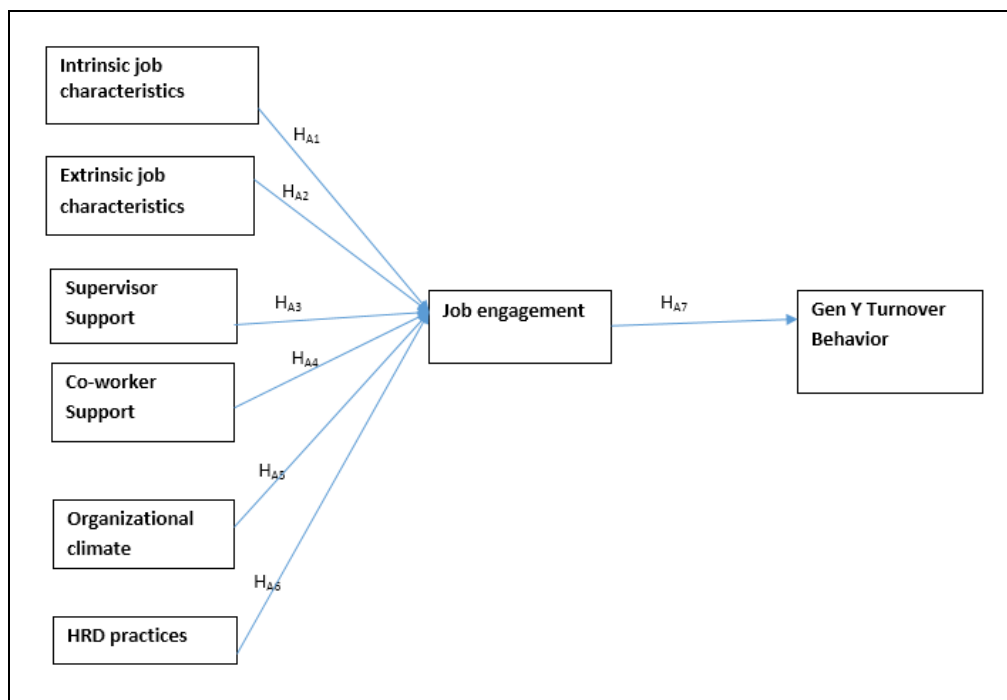


Figure 2.5 – Proposed Conceptual Framework

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

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#### **3.1 Introduction**

The chapter on research methodology provides a detailed insight of the way a study is performed. The essence of a concerted study lies in the appropriate and sound methodology adopted to achieve the purpose and objectives of the study. The study revolves around measuring the perception of generation Y employees of availability of certain job resources in their jobs and its relationship with their engagement and intentions to quit.

Chapter begins with research questions, objectives and hypotheses. It is followed by research design, measures undertaken, instrument development procedure and statistical techniques used for data analysis.

#### **3.2 Description of the Problem Statement**

The recruitment and retention of best talent has always been a priority for the organizations to remain competitive in business (Zhao, 2006). Generation Y is the recent and the largest entrant to the workforce. There is wide spread agreement that generation Y differs from previous generations in terms of their work related characteristics. Lindquist (2008) asserts that the policies and methods used previously to engage the employees from previous generations are likely to be relatively ineffective with generation Y. The organizational thought process to manage generation Y workforce is not clear. One size fits all strategy may result in their disengagement at work leading to high turnover intentions. This has given a food for

thought to the researchers to pursue research to gain greater understanding of generation Y focusing on their expectations and goals for work for the purposes of informing the best means by which to engage and retain them.

Understanding of generation Y work preferences in India is quiet relevant for the organizations as India hosts largest population of generation Y in the world. It becomes imperative for organizations in the IT field to study the career aspirations and motivations of generation Y workforce as majority of generation Y talent becomes the part of IT workforce.

The purpose of the study is to examine the factors which influence the engagement and turnover intentions of generation Y employees working in Indian IT sector organizations. The factors stated in the study are the job resources that are available to employees at different level of the organization. Job resources have been taken on various facets of the job upon which the perceived availability by generation Y employees is measured and further their relationship with engagement and turnover intentions is examined as shown in proposed conceptual framework (figure 3.1). The intrinsic job characteristics notes the degree of meaningfulness of the job. The extrinsic job characteristics notes the monetary and non-monetary benefits of the job. Supervisor and coworker support measures the degree of social support available in the job. Organizational climate is an organizational level job resource that notes the degree of perceived organizational support. HRD practices comprises of policy support in form of training and career development. The engagement measures consists of physical, cognitive and emotional engagement of employees in the job. Turnover behavior attempt to measure intentions to quit of generation Y employees.

### **3.3 Research Questions**

- 3.3.1** Which of the job resources are perceived as available by generation Y employees in Indian IT sector organizations?
- 3.3.2** What is the level of engagement and intentions to quit exhibited by generation Y employees in Indian IT sector organizations?
- 3.3.3** Which among the perceived job resources has the potential to engage generation Y at work?
- 3.3.4** What is the effect of engagement on generation Y turnover intentions?

### **3.4 Research Objectives**

- 3.4.1** To examine the perceived availability of job resources offered to generation Y employees.
- 3.4.2** To identify the level of engagement and intentions to quit of generation Y employees.
- 3.4.3** To study the relationship of job resources and engagement of generation Y employees in select Indian IT organizations.
  - a) To study the relationship of intrinsic job characteristics and engagement of generation Y in select Indian IT organizations.
  - b) To study the relationship of extrinsic job characteristics and engagement of generation Y in select Indian IT organizations.
  - c) To study the relationship of supervisor support and engagement of generation Y in select Indian IT organizations.
  - d) To study the relationship of coworker support and engagement of generation Y in select Indian IT organizations.
  - e) To study the relationship of organization climate and engagement of generation Y in select Indian IT organizations.
  - f) To study the relationship of HRD practices and engagement of generation Y in select Indian IT organizations.
- 3.4.4** To examine the relationship of engagement and intentions to quit of generation Y in select Indian IT organizations.

**3.4.5** To identify the mediating effect of engagement between job resources and intentions to quit in of generation Y employees in select Indian IT organizations.

**3.4.6** To explore the effect of demographic variables on job resources availability, engagement and intentions to quit of generation Y employees in select Indian IT organizations.

### **3.5 Research Hypotheses**

The following alternative hypotheses for the study have been formulated:

**H<sub>A1</sub>:** There is significant relationship between intrinsic job characteristics and generation Y engagement.

**H<sub>A2</sub>:** There is significant relationship between extrinsic job characteristics and generation Y engagement.

**H<sub>A3</sub>:** There is significant relationship between supervisor support and generation Y engagement.

**H<sub>A4</sub>:** There is significant relationship between co-worker support and generation Y engagement.

**H<sub>A5</sub>:** There is significant relationship between organization climate and generation Y engagement.

**H<sub>A6</sub>:** There is significant relationship between human resource development practices and generation Y engagement.

**H<sub>A7</sub>:** There is significant relationship between engagement and intentions to quit of generation Y employees.

**H<sub>A8</sub>:** Engagement mediates between job resources and intentions to quit.

**H<sub>A9</sub>:** There is significant difference between male and female generation Y employees with respect to job resource availability, engagement and intentions to quit.



**H<sub>A10</sub>:** There is significant difference between less and more experienced generation Y employees with respect to job resource availability, engagement and intentions to quit.

**H<sub>A11</sub>:** There is significant difference between different age group of generation Y employees with respect to job resource availability, engagement and intentions to quit.

### **3.6 Research Design**

A descriptive research design is adopted in the study. A descriptive research design is considered appropriate as it is suitable to answer research questions which ask ‘how’ and ‘what’ and which does not require control over the events (Yin, 1994). The study also follows a cross sectional design considering the purpose, objective, variables of the research, and the need to compare different population groups at a single point in time.

### **3.7 Sources of Data**

Primary and secondary data has been used in the current study. Information from secondary sources such as books, journal articles, newspapers and study reports has been utilized for developing theory. Primary data is collected from generation Y IT sector employees with the help of a self- administered questionnaire to empirically test the research hypotheses.

### **3.8 Survey Instrument Development and Measures**

In order to meet the purpose and objectives of the study, survey questionnaire has been used to elicit data from the respondents. The details of the questionnaire are here as follows.

### **3.8.1 Measures of Intrinsic Job Characteristics**

It includes questions about the intrinsic job characteristics perceived available in work by the employees. The scale made by Hackman and Oldham (1980) has been used with a five point Likert scale ranging from 1- strongly disagree to 5 – strongly agree. It aims to measure the presence of five core qualities (skill variety, task identity, task significance, autonomy and feedback) that makes a job enrich. These dimensions are present in the executive level jobs irrespective of sector and industry.

Hackman and Oldham (1980) worked upon to develop self-reported instrument to measure the five core job features (autonomy, feedback, task significance, task variety and task identity) under job characteristics model. The questionnaire so developed consisted of 23 items on 5 point Likert type scale. The 5 subscales were scored in accordance with the standard scoring of job diagnostic survey. The alpha coefficient reliability of JDS was reported to be 0.76 that has been found to be a reliable measure of job characteristics as of the scale (Abdullah, 2004). Another study reported .59 to .78 alpha coefficient of job characteristics sub scales (Scott, Swortzel, & Taylor, 2005).

### **3.8.2 Measures of Extrinsic Job Characteristics**

It includes questions on the pay and benefits classified under the construct extrinsic job characteristics in order to gauge the degree of their availability. The scale from Robinson, Athanasiou and Head (1969) is adopted which is a 6 item scale sub - divided in to two sub scale naming monetary and non - monetary with 3 items on both the parameters. The scale has been used with a five point Likert scale ranging from 1- strongly disagree to 5 – strongly agree. However analysis has been performed combining the items of both the sub scales.

Extrinsic rewards are considered as tangible rewards that could include factors such as pay, promotion, fringe benefits and job security and are also known as instrumental rewards. The items used to measure these factors were drawn from several widely used scales reported in Robinson, Athanasiou, and Head (1969). The reliability coefficients reported for the four scales are .712, .832, .815, and .732 respectively.

### **3.8.3 Measures of Supervisor Support**

Measures on supervisor support solicits information on respondents' perception of the supervisor support available to them in the organization. Previous studies on supervisor support have bifurcated the nature and type of support being available to employees in form of emotional, informational, work family support and instrumental (House, 1981). The current scale has been adopted from House (1981) which comprises of items on emotional and informational support. The scale has been used on a 5 point Likert scale ranging from 1- strongly disagree to 5 – strongly agree.

### **3.8.4 Measures of Coworker Support**

It covers the respondents' perception of the coworker support available to them in the organization. The scale was developed by House (1981) encompassing various types of coworker support alike superior support. The present study utilizes the developed scale comprising of items on emotional and informational support. The scale so utilized is measuring responses on a five point Likert scale ranging from 1 – strongly disagree to 5 – strongly agree.

The measures on sources of social support such as supervisor and coworker support has been utilized from literature which are quite reliable. Study by House (1981) reports alpha values ranging from .75 to .92 for the four subscales of social support comprising of supervisors, co-workers, spouses, and friends or relatives.

### 3.8.5 Measures of Organizational Climate

Items for the organizational climate construct have been adopted from scale developed by Adrian and Goodstein (1997) and these include the working climate of the organization. The scale so selected is the abridged version of the original scale. It comprises of items on the following dimensions of the organizational climate.

- Role clarity – items are framed to measure the amount of clarification given to the employees of the roles, tasks and duties performed by them to enable them to smoothly deliver the results what is expected of them.
- Planning and decision making – items on this dimension measure how well the organizations plan and organize the work before getting it executed by its employees. It also measures the extent to which the employees are allowed to participate in the decisions relevant to their subject matter.
- Innovation – the dynamic business environment compels organizations to be innovative in their approach. Items on this dimension measure the organizations' will in propagating and encouraging employees to be innovative.
- Conflict management – items in this dimension measure the employees' perception about the organization's mechanism to handle and resolve conflicts.
- Commitment and morale – items in this dimension measure the general perception of the employees about the efforts made by the organization in keeping high, the level of commitment and morale exhibited by the employees. The alpha of items of OCQ ranged from .60 to .86.

### 3.8.6 Measures of HRD practices

It aims to measure the employees' perception of the HRD practices followed by the organizations. Items identified for this construct have been adopted from the already developed scale by Rao (1982), Scandura & Ragins (1993) and Hyland (2000). The developed scale has been used to measure responses on a five point Likert scale ranging from 1 – strongly disagree to 5 – strongly agree. It comprises of items on the following dimensions of the organizational climate.

- Employee T&D practices – items on this dimension would gauge employees' viewpoint about the adequacy of the training and development opportunities offered to employees by their organization enhancing their skills and potentiality to perform better on the jobs.
- Career progression practices – items on this sub scale intends to measure the seriousness of the employee's organization in giving due consideration to the enhancement of employees to higher opportunities in their career graph.
- Flexible work arrangement – this 2 item scale intends to measure the employees' take on the extent to which flexible work arrangements are offered to them by their organization. It aims to measure the leverage exercised by the employees in altering their routine work schedule.

Measures of HRD practices comprises of training, career development and work flexibility. For training, standardized scale developed by Rao (1982) has been utilized. Scandura and Ragins (1993) standardized measure has been used for career development. The coefficient alpha reliability estimate of the 6 item career development scale is 0.73. Flexibility as a construct of new ways of working has been

incorporated as quality of work-life dimension of HRD practices. In the study, flexibility has been measured propounded by Hyland (2000). Cronbach alpha of the sub scale measured is 0.82.

### **3.8.7 Measures of Employee Engagement**

This 7 item scale comprises measures of cognitive, emotional and physical engagement of employees in the job and is adopted from Kahn (1990). It takes into account the items on engagement measured on the Likert scale ranging from 1 – strongly disagree to 5 – strongly agree. In a study of about 32000 employees by Schaufeli (2006), the value of Cronbach alpha of the scale is found to be ranging from .80 to .90 that gives an acceptable level of internal consistency of the subscales on employee engagement (Rurkkhum, 2010). In the present study items of sub scale of engagement have been averaged to find out a single score.

### **3.8.8 Measures of Intentions to Quit**

It intends to measure from the respondents their intentions to quit from the job. This 3 item scale is developed by Colarelli (1984) and items are measured on the Likert scale ranging from 1 – strongly disagree to 5 – strongly agree. The score on the items have been averaged for a single score in the present study for intentions to quit. The 3 items are designed to measure the extent to which respondents are thinking about leaving the organization. Cronbach's alpha of this scale in previous research has been 0.75 (Colarelli, 1984).

The questionnaire also comprises of questions to measure the demographic attributes of the respondents. It comprises of questions on gender, birth year, work experience and name of the organization working for. The list of standardized scales adopted in the study is mentioned in table 3.1.

**Table 3.1 - List of Adopted Standardized Scales**

Factor	Scale	
Intrinsic job characteristics	Job Diagnostic survey	Hackman and Oldham, (1976)
Extrinsic job characteristics	Occupational attitude and characteristics.	Robinson, Athanasiou, and Head (1969)
Supervisor support		House (1981)
Coworker support		House (1981)
Organizational climate	Organizational climate questionnaire (OCQ)	Adrian Furnham and Leonard D. Goodstein (1997)
HRD practices		TV Rao, Scandura and Ragins, (1993) and Hyland, (2000)
Work engagement		Spreitzer (1995) & May (2003)
Turnover intentions		Colarelli's (1984)

### 3.9 Survey Population

The population for the research study is the aggregate of generation Y employees of Indian IT companies who share their birth years between (1980 - 2000) irrespective of their gender, designation, department, skills, overall experience and duration in the organization. Organizations in the IT sector in India are the largest employer of this generation and that is likely to continue. Presently 65-70% workforce in most companies in this sector comprises millennials in the age group 20 – 30 years. Organizations in IT sector in India is divided into 3 tiers based on revenues. Tier 1 organizations have revenues over US\$1 Billion a year. Tier 2 Indian service providers known as mid-size firms have revenues falling between US\$ 100 Million – US\$ 1 Billion. Tier 3 organizations are small size enterprises with revenues less than US\$ 100 Million a year. In table 3.2 top 6 organizations represent tier 1 and rest of the organizations are classified as tier 2.

**Table 3.2 – List of Organizations**

Sr. No	Organization
1	TCS
2	Cognizant Technology Solutions
3	Infosys Technologies
4	Wipro
5	HCL Technologies
6	Tech Mahindra
7	Mphasis
8	L&T Infotech
9	Mindtree
10	KPIT Technologies
11	CMC Delhi
12	Hexaware Technologies
13	Tata Technologies
14	Zensar Technologies
15	NIIT Technologies
16	Polaris Consulting & Services
17	3i infotech

Source – Dataquest

### 3.10 Sample

The study is confined to tier 1 and tier 2 Indian IT organizations. IT organizations are selected on the basis of revenues of the year 2015. Tier 1 segment comprises of top Indian IT companies such as TCS, WIPRO, and Infosys. (Gartner 2012). These dominate the market and collectively constitute 40-50 percent of India's offshore IT services market revenues (Everest, 2010). Tier 2 or mid-size players also play an important role in India's growth as an offshore IT hub and holds approximately 30 percent of India's offshore IT services market (Everest, 2010). Generation Y employees working in the organizations selected from tier 1 and tier 2 have been selected to give a better and wider perspective to the study.

The questionnaire has been administered to a total of 866 respondents in the organizations of both the segments. The sampling technique utilized for the study is



quota sampling. It is a non-probability sampling technique in which participants are selected according to pre specified quotas regarding demographics, attitudes, behaviour or some other criteria. It aims at making the best use of stratification without incurring high costs involved in following any probabilistic method of sampling. It is also useful when access to entire population is unavailable. Out of 866 questionnaires distributed, a total of 473 correctly completed questionnaires have been retained in the study hence yielding a response of 54.61%. Size of the sample is kept as recommended 5 or 10 observations per estimated parameter (Bentler & Chou, 1987; Bollen, 1989, Nunnally, 1967).

### **3.11 Pre Test and Pilot Test**

Pilot study forms the pedestal for a sound research used for refining the research instrument. For the pretest, the questionnaire was discussed with a class of graduate students and faculties from different business management colleges. Instrument was reviewed holistically on the basis of questions, scale and instructions. Based on the feedback, several items were rephrased and recognized.

It is recommended to conduct pilot test of the instrument after its pre testing to evaluate its statistical accuracy. It is conducted to ensure further scope of improvement in the questionnaire and to check its reliability (Cronbach alpha). For this, data was collected from 41 respondents (generation Y employees working in Indian technology firms) which exceeded the proposed minimum of 12 participants for a pilot test (Page & Meyer, 2000) on a 5 point Likert scale (1 – strongly disagree and 5 – strongly agree) and had been put in to SPSS to get the results. Table 3.3 shows the summary of the reliability analysis. The recommended cut off value for a factor to be considered is 0.7 (Nunnally, 1978).

### 3.12 Reliability

The aim to conduct pilot study is primarily to check the reliability and validity of the instrument. Reliability, also called consistency and reproducibility, is defined in general as the extent to which a measure, procedure, or instrument yields the same result on repeated trials (Carmines & Zeller, 1979). It can be used to assess the degree of consistence among multiple measurements of variables (Hair, Anderson, Tatham, & Black, 1998). In the nut shell, pilot study confirms that the instrument is appropriate for using it for collecting data for the survey provided it give satisfactory Cronbach's alpha values and composite reliability values. Cronbach's alpha is a tool in SPSS to measure the internal consistency i.e. how closely related a set of items are as a group or construct. The value of alpha of the construct should be over the acceptable limit of 0.7 (Nunnally, 1978) and composite reliability should be greater than the benchmark of 0.7 (Fornell & Larcker 1981). In the present study, cronbach's coefficient of alpha of all the constructs in the pilot test ranged from .709 to .910 as shown in table 3.3 and Reliability and convergent validity of the factors is checked and presented in the next chapter.

**Table 3.3 - Reliability Analysis**

Sr. No	No. of statements	Scale reliability - .937	
1	5	Intrinsic job characteristics	.709
2	6	Extrinsic job characteristics	.777
3	5	Social support (supervisor)	.872
4	5	Social support (coworker)	.832
5	9	Organizational climate	.910
6	7	HRD practices	.832
7	7	Engagement	.719
8	3	Turnover intentions	.713

### **3.13 Validity**

Validity is defined as “the extent to which data collection methods accurately measure what they are intended to measure” (Saunders & Thornhill, 2003, p. 502). Following are the types of validity that have been checked in the current study.

#### **3.13.1 Content Validity**

Content validity known as logical validity refers to the extent to which a measure represents all facets of a given social construct. Thorough review of the literature on the factors under the study has been done on which standardized questionnaires have been identified. After finalizing the questionnaire, it was subject to pretest in which the items were reviewed by graduate students, academicians and industry experts to find and suggest necessary improvement in content and clarity of the questionnaire. The reviewed questionnaire was put to pilot test before being accepted for final data collection. This process was followed to ensure the validity, clarity, and consistency with the main purpose of this research.

#### **3.13.2 Construct Validity (convergent and divergent validity)**

Construct validity refers to the “extent to which a scale or set of test measures the concept or construct accurately represents the concept of interest” (Dillon, Madden, & Firtle, 1994, p. 325). Validity of the construct is checked through two most widely accepted forms of construct validity: convergent and discriminant validity (Hair, Black, Babin, & Anderson, 2010).

Given the theory-driven approach to scale development, the Confirmatory Factor Analysis (CFA) approach has been employed for scale validation. The measurement

model of Structural Equation Modeling called the Confirmatory Factor Analysis (CFA) helps in establishing validity and reliability. The basic purpose to check convergent and divergent validity is to ensure validity of the scale that is done through CFA under measurement model of SEM. CFA is a combination of theoretical expectation with data required for factor validation and is considered as a better approach than exploratory factor analysis (EFA) (Bhattacharjee, 2002).

### **3.14 Method of Data Collection**

Self - administered questionnaires have been circulated to elicit data from respondents and care was taken to get the questionnaire filled personally wherever possible. Electronic means of data collection is also utilized. The questionnaire so drafted is accorded with instructions for the respondents to go through once before filling it. Following are the precautions that have been taken to reduce the level of inadvertent responses.

- The purpose of data collection is well communicated to the respondents.
- The respondents are also assured that information sought from them is to be used strictly for academic purpose.
- The respondents could clarify their doubts from the researcher.

### **3.15 Method of Data Analysis**

The collected data from the survey have been coded and fed into the computer. It included processing, coding, tabulation and analysis of data. First of all, variables were created for each item of the questionnaire. The respective items of a factor were clubbed in a way that 47 items were indexed into 8 variables for final analysis.

The tools used for analysis consisted of Structural Equation Modeling (SEM) including Confirmatory factor analysis (CFA) using AMOS (Analysis of Moment Structures) 20 to empirically validate the proposed job resources led engagement model SEM was used. Along with Amos - SEM, t-test and Anova was also used to study the inter group comparison on select demographic variables like gender, work experience, age group.

### **3.16 Statistical Treatment of the Data**

The data collected and coded in SPSS is subject to following statistical analysis.

#### **3.16.1 Descriptive Analysis**

It is done with the objective of measuring the perceived availability of job resources and level of engagement and turnover intentions exhibited by generation Y employees through the analyses of mean score and frequency distribution.

#### **3.16.2 Inferential Analysis**

It comprises of application of SEM structural equation modelling to assess the predictability of endogenous variable from several exogenous variables. Structural Equation Models (SEMs) describe relationships between variables. It is similar to combining multiple regression and factor Analysis. SEM offers a more effective way of dealing with multi co- linearity, and has methods for taking into account the unreliability of consumer response data. SEM consists of two components: a measurement model linking a set of observed variables to a usually smaller set of latent variables and a structural model linking the latent variables through a series of recursive and non-recursive relationships. It is also helpful in ascertaining the

mediation and/or moderation effects. Along with SEM, other techniques such as T-test and Anova is also utilized in the study to test for any significant differences between the dimensions.

The next chapter of the study presents the statistical results and the findings thereof.

## **CHAPTER 4**

### **DATA ANALYSIS AND INTERPRETATION**

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#### **4.1 Introduction to Analysis and Interpretation**

The stage to begin this chapter commences when researcher is through with data collection for the thesis and is ready to apply tools of analysis as per the research design of the study. In quantitative research studies, statistical tools are utilized to empirically validate the proposed theoretical model. The present study is of quantitative nature where data is collected through survey questionnaire and in this chapter results are generated and interpreted applying SPSS and SEM software. The basic concepts associated with SEM are also discussed briefly in the chapter.

The focus of the study is to ascertain the engagement potency of the identified job resources and to study how much the engagement is helpful in reducing the turnover intentions of generation Y employees. A theoretical model is established and hypotheses are established to accomplish the stated objectives. To empirically validate the engagement model and test the hypothesis, Structural equation modelling is used using AMOS 20. For analysis related to descriptive and differences, SPSS version 20 is used. Analysis is performed at two levels, the sectoral level, Indian IT sector in this study and demographic analysis.

#### **4.2 Demographic Information**

The demographics of the elements of the sample comprises of information on gender of the employee, age of the employee and work experience possessed by the

employee. Information collected on various parameters have been put to test using various statistical techniques.

The IT sector on which this study researches upon is divided in to different tiers on the basis of revenues and total number of employees. Therefore, in order to represent the whole sector, it is imperative to select elements from different segments of the sector. An attempt has been done to select elements from two segments that dominate the revenue share in the industry. The division of the sample is such that 264 samples have been collected (55%) from Tier I and 209 samples have been collected (45%) from Tier II organizations.

#### 4.2.1 Gender

The most common attribute sought about the sample is the gender classification of the elements. In the study of employees working in service sector particularly in IT sector, due care is required to have proportionate balance of males and females being represented in the sample. This study's dataset with respect to gender have been segregated in to males (281) and females (192) as shown in table 4.1.

**Table 4.1 – Gender Classification of Sample**

	<i>Frequency</i>	<i>%</i>
<i>Male</i>	281	60
<i>Female</i>	192	40
<i>Total</i>	473	100.0

#### 4.2.2 Age Group

Respondents have been classified into 3 different age groups (22 – 25, 26 – 30 & 31 – 35) keeping in view the birth years shared by this generation. The total sample size is segregated as 55, 254 and 164 respectively as shown in table 4.2.



**Table 4.2 – Age Classification of Sample**

	<i>Frequency</i>	<i>%</i>
<i>22-25</i>	54	12
<i>26-30</i>	254	53
<i>31-35</i>	164	35
<i>Total</i>	473	100.0

### 4.2.3 Work Experience

The information on employee's work experience is gathered and classified in to two classes. First class is of employees that carry an experience from 0 to 5 years which is relatively less experienced than the second class comprises of employees whose work experience is more than that of 5 years. The number of elements in the classes is 286 and 187 respectively as shown in table 4.3.

**Table 4.3 – Work Experience Classification of Sample**

	<i>Frequency</i>	<i>%</i>
<i>0-5 years</i>	286	60
<i>More than 5 years</i>	187	40
<i>Total</i>	473	100.0

### 4.3 Constructs and Items

Tabular presentation of the factors entered in the SEM – measurement model along with respective items have been mentioned in the table from 4.4 to 4.19. It comprises of 8 such factors spanning 47 items. On each factor, two tables have been drawn showing the variables and item statements.

The first construct is the intrinsic job characteristics which is made up of five items as shown in the table 4.4. It comprises of variables such as skill variety, task identity, task significance, autonomy and feedback.

**Table 4.4 – Variables of Intrinsic Job Characteristics**

<b>Intrinsic</b>	<b>Intrinsic job characteristics</b>	Skill variety
		Task identity
		Task significance
		Autonomy
		Feedback

The table 4.5 shows the detailed description of the statements that have been utilized in the instrument for representing intrinsic job characteristics. The items drawn in this construct attempt to measure the level of enrichment perceived in the jobs done by generation Y employees working in Indian IT sector organizations.

**Table 4.5 – Item Statements of Intrinsic Job Characteristics**

<b>Skill variety</b>	The job gives me an opportunity to perform variety of tasks
<b>Task identity</b>	The job is a complete piece of work that has an obvious beginning and end
<b>Task significance</b>	The job I perform has the potential to significantly affect the lives and work of other people
<b>Autonomy</b>	Job allows me to choose the tasks, its way and order to perform
<b>Feedback</b>	Job measures my performance of the work done

The second construct is of extrinsic job characteristics which is made up of six variables as shown in the table 4.6. It comprises of items such as working conditions, job opportunities, job security, salary, performance appraisal and fringe benefits.

**Table 4.6 – Variables of Extrinsic Job Characteristics**

<b>Extrinsic</b>	<b>Extrinsic job characteristics</b>	Working conditions
		Job opportunities
		Job security
		Salary
		Performance appraisal
		Fringe benefits

The table 4.7 shows the detailed description of the statements that have been utilized in the instrument for representing extrinsic job characteristics. The items drawn in this construct attempt to measure the perceived availability of monetary and non-monetary benefits in the jobs, done by generation Y employees working in Indian IT sector organizations.

**Table 4.7 – Item Statements of Extrinsic Job Characteristics**

<b>Working conditions</b>	There are appropriate working conditions available to do an effective job
<b>Job opportunities</b>	Job provides me with enough opportunities for advancement and promotion
<b>Job security</b>	There is a sense of job security working in this organization
<b>Salary</b>	My salary is as per market standard and job profile
<b>Performance appraisal</b>	Performance appraisal is fairly done in the organization
<b>Fringe benefits</b>	There are adequate fringe benefits (TA, Medical coverage)etc that can be availed

The third construct is that of supervisor support which is made up of five items as shown in the table 4.8. It comprises of items on emotional and informational support from supervisor.

**Table 4.8 – Variables of Supervisor Support**

<b>Supervisor</b>	<b>Supervisor support</b>	Listen
		Encourage
		Approach
		Information
		Guidance

The table 4.9 shows the detailed description of the statements that have been utilized in the instrument for measuring supervisor support. The items drawn in this construct attempt to measure the perceived availability of support from the supervisor, in the jobs done by generation Y employees working in Indian IT sector organizations.

**Table 4.9 – Item Statements of Supervisor Support**

<b>Listen</b>	The superior patiently listen about the difficulties related to the work
<b>Encourage</b>	There is encouragement and motivation from the superior
<b>Approach</b>	It is easy to approach the superior at any point of time
<b>Information</b>	The superior provides complete information required to perform the job task
<b>Guidance</b>	The superior guide the employees of the changes that are vital for the work

The fourth construct is that of coworker support which is made up of five items as shown in the table 4.10. It comprises of items on emotional and informational support from coworker.

**Table 4.10 – Variables of Coworker Support**

<b>Coworker</b>	<b>Coworker Support</b>	Belonging
		Share
		Encouragement
		Updated
		Transparent

The table 4.11 shows the detailed description of the statements that have been utilized in the instrument for measuring coworker support. The items drawn in this construct attempt to measure the perceived availability of support from the coworker, in the jobs done by generation Y employees working in Indian IT sector organizations.

**Table 4.11 – Item Statements of Coworker Support**

<b>Belonging</b>	There is a sense of belonging among the fellow workers
<b>Share</b>	There is an opportunity to share work related issues with the fellow workers
<b>Encouragement</b>	The fellow workers give the necessary encouragement and support
<b>Updated</b>	Fellow workers keep me updated with the current state of affairs in the organization
<b>Transparent</b>	Fellow workers are transparent while passing the organizational information

The fifth construct is that of coworker support which is made up of nine items as shown in the table 4.12. It comprises of items on various constituent of organizational climate such as role clarity, planning and decision making, innovation, conflict management and motivation and morale.

**Table 4.12 – Variables of Organizational Climate**

<b>Climate</b>	<b>Organizational Climate</b>	Clear goals
		Priorities
		Planning
		Participation
		Innovate
		Innovate1
		Conflict
		Motivation
		Value

The table 4.13 shows the detailed description of the statements that have been utilized in the instrument for measuring positive organizational climate. The items drawn in this construct attempt to measure the perceived availability of conducive organizational climate in the jobs done and in organization by generation Y employees working in Indian IT sector organizations.

**Table 4.13 – Item Statements of Organizational Climate**

<b>Clear goals</b>	I have clear goals and objectives for my job
<b>Priorities</b>	I am clear about the priorities and responsibilities at work
<b>Planning</b>	Planning is carried out effectively in the organization
<b>Participation</b>	I am allowed to participate in significant decisions that affect my work
<b>Innovate</b>	There is encouragement to be innovative at work
<b>Innovate1</b>	People who offer innovative ideas really get ahead in this organization
<b>Conflict</b>	Conflicts are positively resolved in this organization
<b>Motivation</b>	Motivation is kept at high levels in this organization
<b>Value</b>	Employees feel valued and proud to be part of this organization

The sixth construct is that of Human Resource Development practices which is made up of seven items as shown in the table 4.14. It comprises of items on various practices of human resource development such as career progression, training and workplace flexibility.

**Table 4.14 – Variables of Human Resource Development Practices**

<b>HRD</b>	<b>Human Resource Development Practices</b>	Investment
		Training
		Learning
		Progression
		assignments
		Freedom
		Freedom1

The table 4.15 shows the detailed description of the statements that have been utilized in the instrument for measuring Human Resource Development Practices. The items drawn in this construct attempt to measure the perception about HRD practices adopted in the organization by generation Y employees working in Indian IT sector organizations.

**Table 4.15 – Item Statements of Human Resource Development Practices**

<b>Investment</b>	Organization invest adequately in the T & D of the employees
<b>Training</b>	There are sufficient training opportunities to increase my suitability for a better job
<b>Learning</b>	Learning programs are helpful to overcome work obstacles
<b>Progression</b>	Career progression is taken seriously in the company
<b>Assignments</b>	Important assignments are offered to me to work upon
<b>Freedom</b>	I have freedom to vary my work schedule
<b>Freedom1</b>	I have freedom to work wherever is best for me either home or at work

The seventh construct is that of job engagement which is made up of seven items as shown in the table 4.16. It comprises of items on various aspects of engagement such as cognitive, physical and emotional engagement.

**Table 4.16 – Variables of Job Engagement**

<b>Engage</b>	<b>Job Engagement</b>	Absorbing
		Distraction
		Heart
		Excitement
		Feeling
		Energy
		Home

The table 4.17 shows the detailed description of the statements that have been utilized in the instrument for measuring job engagement. The items drawn in this construct attempt to measure the job engagement of generation Y employees working in Indian IT sector organizations.

**Table 4.17 – Item Statements of Job Engagement**

<b>Absorbing</b>	Performing my job is so absorbing that I forget about everything else
<b>Distraction</b>	I am rarely distracted when performing my job
<b>Heart</b>	I really put my heart into my job
<b>Excitement</b>	I get excited when I perform well on my job.
<b>Feeling</b>	My own feelings are affected by how well I perform my job.
<b>Energy</b>	I exert a lot of energy performing my job.
<b>Home</b>	I stay until the job is done.

The eighth and the last construct is that of intentions to quit which is made up of three items as shown in the table 4.18. It comprises of items measuring employees' intentions to quit.

**Table 4.18 – Variables of Intentions to quit**

<b>Quit</b>	<b>Intentions to quit</b>	Quit 1
		Quit 2
		Quit 3

The table 4.19 shows the detailed description of the statements that have been utilized in the instrument for measuring employee's intentions to quit. The items drawn in this construct attempt to measure the intentions of quitting the current job and finding new employment opportunities by generation Y employees working in Indian IT sector organizations.

**Table 4.19 – Item Statements of Intentions to quit**

<b>Quit 1</b>	I frequently think of quitting my job.
<b>Quit 2</b>	I am planning to search for a new job during the next 12 months
<b>Quit 3</b>	If I have my own way, I will be working for this organization one year from now (R).



#### 4.4 Data Analysis – Confirmatory Factor Analysis

It is imperative to check the validity and reliability of the model to be executed through measurement model before proceeding to test for significant interrelationship in structural model (Fornell and Larcker, 1981). Figure 4.1 shows a measurement model of factors affecting the engagement of generation Y employees. Construct “Intrinsic”, “Extrinsic”, “Supervisor Support”, “Coworker Support”, “Climate”, “HRD practices”, “Engagement” and “Intentions to quit” and are indicated by five, six, five, five, nine, seven, seven and three indicator items, respectively, thus 8 constructs are measured by 47 indicator variables.

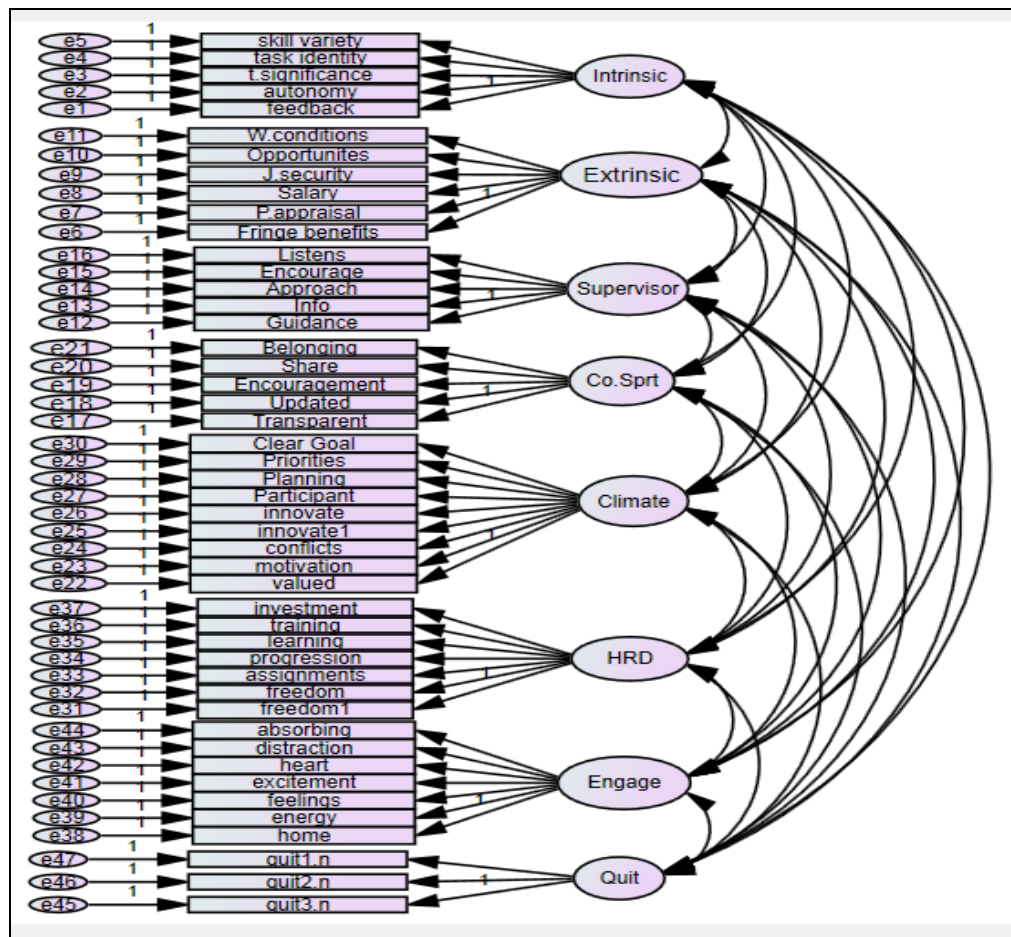


Figure 4.1 - Measurement Model Diagram

Figure 4.2 shows a measurement model with factor loadings or the standardized regression weights and r-square of the items loaded on respective constructs “Intrinsic”, “Extrinsic”, “Supervisor Support”, “Coworker Support”, “Climate”, “HRD practices”, “Engagement” and “Intentions to quit”. The tables from 4.20 – 4.27 gives the values of standardized regression weights and r-square of respective items of the constructs.

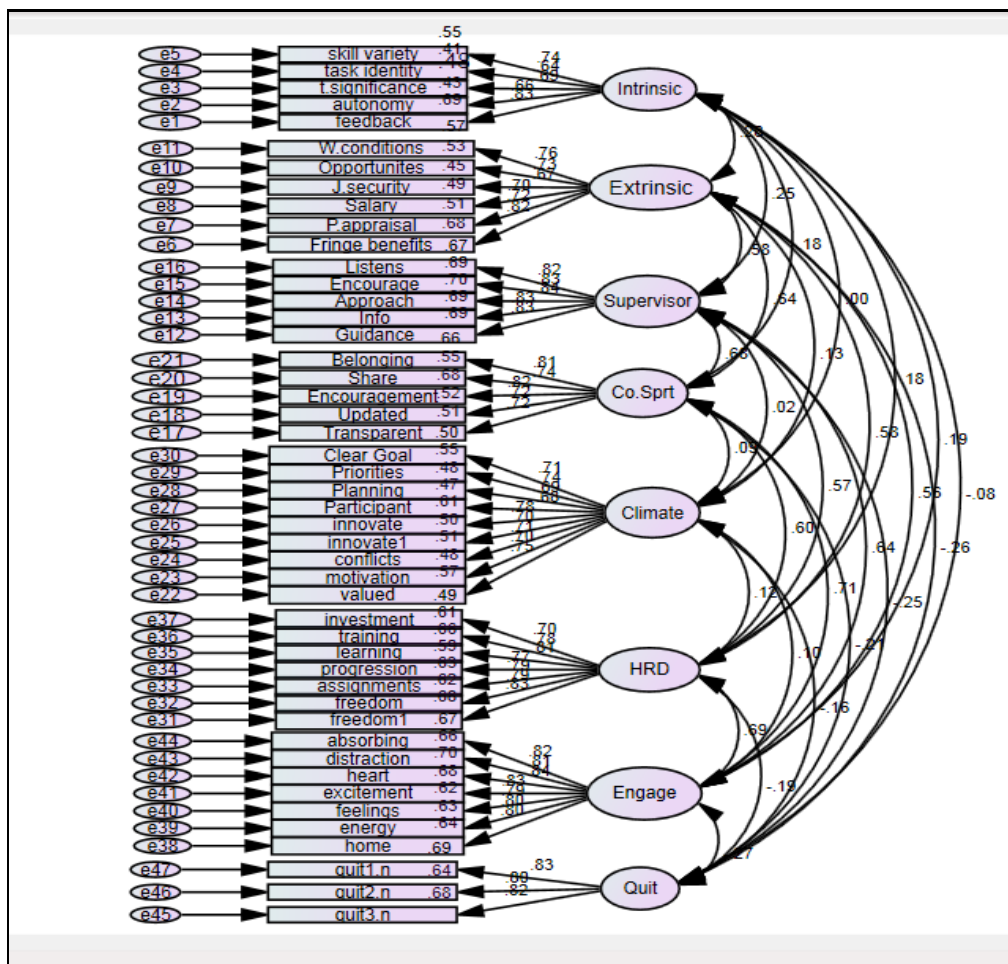


Figure 4.2 - Measurement Model with Values

Standardized regression weights are the standard factor loadings which signify that the indicator variables are significant and representative of their latent variable. The cut off factor loading value to inculcate an item in a construct is 0.50 (Hair et al.,

2010) and a value above that shows that observed variables or items are adequate and corresponded to their constructs. It also confirms the construct convergent validity.

R square is the coefficient of determination. In structural equation modeling, the same is interpreted in terms of multiple squared correlations. This indicates that a proportion of variance in latent variable is explained by the observed variable.

**Table 4.20 – Standardized Regression Weights of Intrinsic Job Characteristics**

Construct	Item	standardized regression weights	Estimate	SE	CR	P	R-square
Intrinsic job characteristics	Feedback	.832	1.000				.692
	Autonomy	.658	.780	.054	14.331	***	.433
	Task significance	.692	.844	.056	15.180	***	.479
	Task identity	.642	.723	.052	13.922	***	.412
	Skill variety	.741	.895	.055	16.365	***	.549

The table 4.20 shows the value of standardized regression weights and r-square of the five observed variables of intrinsic job characteristics. The standardized regression weights ranges from .642 to .832 which is above the cut off value. The r – square of the items ranges from .412 to .692. From the values, it can be concluded that all the items are significant but out of all item on feedback “Job measures my performance of the work done” is most significant as it has the maximum weight and r square which shows that it is explaining the latent variable by 69 percent.

**Table 4.21 – Standardized Regression Weights of Extrinsic Job Characteristics**

Construct	Item	standardized regression weights	Estimate	SE	CR	P	R-square
Extrinsic job characteristics	Fringe benefits	.823	1.000				.678
	Performance appraisal	.717	.858	.051	16.740	***	.513
	Salary	.701	.857	.053	16.290	***	.492
	Job security	.672	.789	.051	15.452	***	.452
	Job opportunities	.730	.862	.050	17.152	***	.533
	Working conditions	.756	.887	.049	17.939	***	.572

The table 4.21 shows the value of standardized regression weights and r-square of the six observed variables of extrinsic job characteristics. The standardized regression weights ranges from .672 to .823 which is above the cut off value. The r – square of the items ranges from .492 to .678. From the values, it can be concluded that all the items are significant but out of all item on fringe benefits “There are adequate fringe benefits (TA, Medical coverage) that can be availed” is most significant as it has the maximum weight and r square which shows that it is explaining the latent variable by 67 percent.

**Table 4.22 – Standardized Regression Weights of Supervisor Support**

Construct	Item	standardized regression weights	Estimate	SE	CR	P	R-square
Supervisor support	Guidance	.831	1.000				.690
	Information	.829	1.106	.051	21.493	***	.687
	Approach	.839	1.125	.051	21.906	***	.704
	Encourage	.833	1.084	.050	21.673	***	.694
	Listen	.817	1.042	.049	21.056	***	.668

The table 4.22 gives the value of standardized regression weights and r-square of the five observed variables of supervisor support. The standardized regression weights

ranges from .817 to .831 which is above the cut off value. The r – square of the items ranges from .668 to .704. From the values, it can be concluded that all the items are significant but out of all item on approach “It is easy to approach the superior at any point of time” is most significant as it has the maximum weight and r square which shows that it is explaining the latent variable by 70 percent.

**Table 4.23 – Standardized Regression Weights of Coworker Support**

Construct	Item	standardized regression weights	Estimate	SE	CR	P	R-square
Coworker support	Transparent	.718	1.000				.515
	Updated	.719	1.079	.073	14.822	***	.518
	Encouragement	.825	1.227	.073	16.924	***	.680
	Share	.744	1.070	.070	15.322	***	.554
	Belonging	.810	1.129	.068	16.639	***	.656

The table 4.23 shows the value of standardized regression weights and r-square of the five observed variables of coworker support. The standardized regression weights ranges from .718 to .825 which is above the cut off value. The r – square of the items ranges from .515 to .680. From the values, it can be concluded that all the items are significant but out of all item on encouragement “The fellow workers give the necessary encouragement and support” is most significant as it has the maximum weight and r square which shows that it is explaining the latent variable by 68 percent.

**Table 4.24 - Standardized Regression Weights of Organizational Climate**

Construct	Item	standardized regression weights	Estimate	SE	CR	P	R-square
Organizational climate	Valued	.754	1.000				.568
	Motivation	.695	.957	.063	15.111	***	.483
	Conflict	.711	.961	.062	15.490	***	.506
	Innovation1	.704	.966	.063	15.328	***	.496
	Innovation	.782	1.102	.064	17.194	***	.611
	Participation	.682	.944	.064	14.793	***	.465
	Planning	.695	.989	.066	15.093	***	.482
	Priorities	.742	1.025	.063	16.242	***	.551
	Clear goal	.705	.931	.061	15.344	***	.497

The table 4.24 shows the value of standardized regression weights and r-square of the nine observed variables of organizational climate. The standardized regression weights ranges from .682 to .782 which is above the cut off value. The r – square of the items ranges from .465 to .611. From the values, it can be concluded that all the items are significant but out of all item on innovation “People who offer innovative ideas really get ahead in this organization” is most significant as it has the maximum weight and r square which shows that it is explaining the latent variable by 61 percent.

**Table 4.25 – Standardized Regression Weights of HRD Practices**

Construct	Item	standardized regression weights	Estimate	SE	CR	P	R-square
Human Resource Development practices	Freedom1	.826	1.000				.682
	Freedom	.789	1.011	.051	19.883	***	.623
	Assignments	.794	.950	.047	20.058	***	.631
	Progression	.765	.946	.050	19.026	***	.586
	Learning	.811	1.018	.049	20.679	***	.658
	Training	.780	.892	.046	19.543	***	.608
	Investment	.703	.836	.049	16.958	***	.495

The table 4.25 shows the value of standardized regression weights and r-square of the seven observed variables of Human Resource Development Practices. The standardized regression weights ranges from .703 to .826 which is above the cut off value. The r – square of the items ranges from .495 to .682. From the values, it can be concluded that all the items are significant but out of all item on freedom “I have freedom to work wherever is best for me either home or at work” is most significant as it has the maximum weight and r square which shows that it is explaining the latent variable by 68 percent.

**Table 4.26 – Standardized Regression Weights of Job Engagement**

Construct	Item	standardized regression weights	Estimate	SE	CR	P	R-square
Job engagement	Home	.797	1.000				.636
	Energy	.795	1.041	.054	19.399	***	.632
	Feelings	.788	1.027	.054	19.183	***	.622
	Excitement	.825	1.179	.058	20.410	***	.681
	Heart	.838	1.129	.054	20.826	***	.702
	Distraction	.810	1.031	.052	19.900	***	.656
	Absorbing	.820	1.099	.054	20.226	***	.672

The table 4.26 shows the value of standardized regression weights and r-square of the seven observed variables of Job engagement. The standardized regression weights ranges from .788 to .838 which is above the cut off value. The r – square of the items ranges from .622 to .702. From the values, it can be concluded that all the items are significant but out of all item on heart “I really put my heart into my job” is most significant as it has the maximum weight and r square which shows that it is explaining the latent variable by 70 percent.

**Table 4.27 – Standardized Regression Weights of Intentions to Quit**

Construct	Item	standardized regression weights	Estimate	SE	CR	P	R-square
Intentions to quit	quit3	.822	1.000				.675
	quit2	.802	.891	.050	17.874	***	.643
	quit1	.830	1.092	.060	18.260	***	.689

The table 4.27 shows the value of standardized regression weights and r-square of the seven observed variables of intentions to quit. The standardized regression weights ranges from .802 to .830 which is above the cut off value. The r – square of the items ranges from .643 to .689. From the values, it can be concluded that all the items are significant but out of all item on quit 1 “I frequently think of quitting my job” is most significant as it has the maximum weight and r square which shows that it is explaining the latent variable by 68 percent.

The psychometric properties in terms of validity both convergent and discriminant of the measurement model has been checked.

#### 4.5 Composite Reliability

The reliability of the constructs of measurement model is analyzed through composite reliability (CR). Hair et al., (2010) explains that CR is a more robust approach to assess reliability as it estimates the consistency and stability of the construct. Value of composite reliability of the construct if found to be equal or greater than 0.70, it is deemed to be indicative of good scale reliability (Fornell and Larcker, 1981; Nunnally and Bernstein, 1994).



Table 4.29 shows the composite reliability of “Intrinsic .839”, “Extrinsic .875”, “Supervisor Support .917”, “Coworker Support .875”, “Climate .905”, “HRDpractices .917”, “Engagement .931” and “Intentions to quit .839”. It can be concluded that constructs in measurement model has composite reliability of above 0.70. Therefore, all constructs in the measurement model have good reliability.

#### **4.6 Convergent Validity**

It is the degree of convergence that items show while being loaded on a construct to signify high variance in common (Hair et al., 2010). Convergent validity is measured and evaluated using standardized factor loadings. According to Hair et al. (2010) factor loading more than 0.50 is seen appropriate to keep an item in the construct as it signifies that observed item adequately represents the latent variable. Results achieved of the factor loading are shown in table 4.29 that ranges from 0.64 to 0.83. This clearly indicates that observed variables or items are adequate and correspond to their constructs. So the construct convergent validity can be confirmed.

#### **4.7 Discriminant Validity**

It is used to measure the degree with which constructs differ with each other (Hair et al., 2010). To assess Discriminant validity, there are two conditions to remain satisfied.

Maximum shared variance (MSV) < AVE.

Average shared variance (ASV) < AVE.

The shared variances among the constructs (ASV) is less than the average variances extracted (AVE) of the respective constructs which assures that discriminant validity is achieved in case of all the constructs shown in table 4.29.

#### 4.8 The Model Fit Indices

Indices like “comparative Fit Index (CFI)”, “goodness of fit index (GFI)”, “Normed fit index (NFI)”, “Tucker Lewis Index (TLI)” and “root mean square of error approximation (RMSEA)” have been selected to judge the model fit (Hair et al., 2010).

According to Gefen & Straub (2000) an acceptable model fit with data should have values of  $\chi^2/df < 3$ , CFI, GFI, NFI and TLI  $> 0.9$  and RMSEA value  $< 0.08$ .

Table 4.28 shows the summary of goodness of-fit indices for measurement model. The respective  $\chi^2/df$ , CFI, GFI, NFI and TLI values are 1.37, .971, .892, .902 and .969. The RMSEA shows a value of 0.028. Although the GFI value of 0.892 did not meet the threshold of 0.90, its value was very close to the threshold, thus representing an acceptable model fit.

Thus it can clearly be judged from the values that measurement model figures out to be a good fit with the sample to further proceed for testing the structural model using SEM.

**Table 4.28 - Summary of Goodness of Fit Index**

Model fit index	$\chi^2/df$	CFI	GFI	NFI	TLI	RMSEA
model	1.37	.971	.892	.902	.969	.028
Cut-off values	<3	>0.9	>0.9	>0.9	>0.9	<0.1

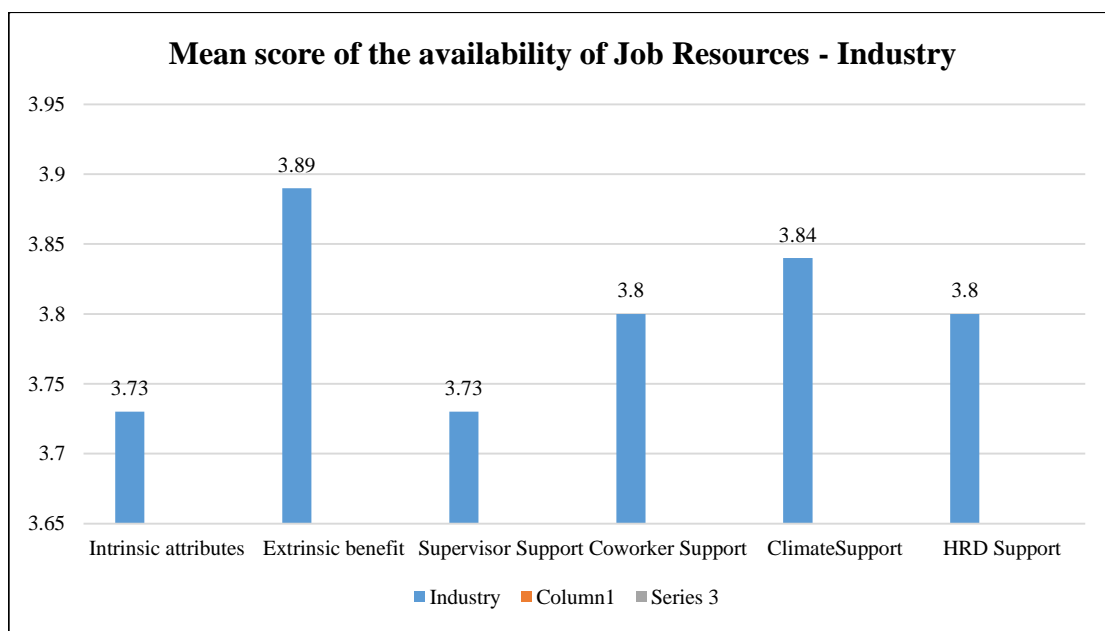
Table 4.29 - Reliability and Item Loading

Construct	Items Description	Standard factor loading	Composite Reliability (CR)	Avg variance extracted (AVE)	Max. shared variance (MSV)	Average shared variance (ASV)
<b>Intrinsic Job Characteristics</b>	Feedback	.832	.839	.513	.076	0.035
	Autonomy	.658				
	Task significance	.692				
	Task identity	.642				
	Skill variety	.741				
<b>Extrinsic Job characteristics</b>	Fringe benefits	.823	.875	.540	.462	0.223
	Performance appraisal	.717				
	Salary	.701				
	Job security	.672				
	Job opportunities	.730				
	Working conditions	.756				
<b>Supervisor Support</b>	Guidance	.831	.917	.689	.466	0.238
	Information	.829				
	Approach	.839				
	Encourage	.833				
	Listen	.817				
<b>Coworker Support</b>	Transparent	.718	.875	.585	.508	0.260
	Updated	.719				
	Encouragement	.825				
	Share	.744				
	Belonging	.810				
<b>Organizational Climate</b>	Valued	.754	.905	.514	.025	0.011
	Motivation	.695				
	Conflict	.711				
	InnovationI	.704				
	Innovation	.782				
	Participation	.682				
	Planning	.695				
	Priorities	.742				
Clear goal	.705					
<b>Human Resource Development Practices</b>	FreedomI	.826	.917	.612	.482	0.227
	Freedom	.789				
	Assignments	.794				
	Progression	.765				
	Learning	.811				
	Training	.780				
Investment	.703					
<b>Engagement</b>	Home	.797	.931	.652	.650	0.260
	Energy	.795				
	Feelings	.788				
	Excitement	.825				
	Heart	.838				
	Distraction	.810				
	Absorbing	.820				
<b>Intentions to quit</b>	quit3	.822	.839	.670	.073	0.045
	quit2	.802				
	quit1	.830				

## 4.9 Results

### 4.9.1 Objective 1: To measure the perceived availability of job resources in select Indian IT organizations.

The first objective of the study is to measure the availability of the job resources as perceived by generation Y employees in their jobs and organization. The basic idea to formulate this objective is to assess which among the different job resources are highly available to generation Y. It has been done with the help of measure of central tendency i.e. Mean and frequency. The mean has been calculated at the construct level and a comparison has been drawn between different constructs. It is then followed by tables of frequencies and mean values of the items of respective constructs to facilitate intra construct comparison.



**Figure 4.3 - Mean Score of the Perceived Availability of Job Resources**

As shown in figure 4.3 the job resources are perceived available in the mean range from 3.73 to 3.89. As per the mean score, extrinsic job benefits characterized with

monetary and non - monetary attributes shows the maximum level of availability in IT industry to generation Y employees. The lowest level of resource availability comes out to be intrinsic or job enrichment attributes and supervisor support.

**Table 4.30 - Descriptive Analysis of Intrinsic Job Characteristics**

Item	Frequency	Mean	Standard deviation
Skill variety	72.1	3.76	.919
Task identity	62.1	3.68	.858
Task significance	64.7	3.71	.927
Autonomy	63.2	3.67	.902
Feedback	73.7	3.84	.915

The table 4.30 shows the mean, standard deviation and frequency percentage values of intrinsic job characteristics. The mean of the five core attributes ranges from 3.67 to 3.84. The highest mean value is that of “feedback” which corresponds to the frequency of maximum respondents i.e. 73% who believe that their “performance is measured about the job done”.

**Table 4.31 - Descriptive Analysis of Extrinsic Job Characteristics**

Item	Frequency	Mean	Standard deviation
Working conditions	75.9	3.88	.790
Job opportunities	74.9	3.89	.794
Job security	76.1	3.86	.790
Salary	78.2	3.97	.823
Performance appraisal	77.8	3.86	.806
Fringe benefits	77.2	3.90	.818

The table 4.31 shows the mean, standard deviation and frequency percentage values of extrinsic job characteristics. The mean of the six attributes ranges from 3.86 to

3.97. The highest mean value is that of “salary” which corresponds to the frequency of maximum respondents i.e. 78% who believe that their “salary is as per market standard and job profile”.

**Table 4.32 - Descriptive Analysis of Supervisor Support**

Item	Frequency	Mean	Standard deviation
Listen	71.4	3.79	.860
Encourage	65.1	3.69	.878
Approach	66.8	3.73	.905
Information	68.9	3.76	.901
Guidance	67.2	3.70	.813

The table 4.32 shows the mean, standard deviation and frequency percentage values of items of supervisor support. The mean of the five attributes ranges from 3.69 to 3.79. The highest mean value is that of “listen” which corresponds to the frequency of maximum respondents i.e. 71% who believe that “their superior patiently listen about the difficulties related to the work”.

**Table 4.33 - Descriptive Analysis of Coworker Support**

Item	Frequency	Mean	Standard deviation
Belonging	73.4	3.81	.753
Share	74	3.81	.777
Encouragement	70.8	3.82	.804
Updated	73.8	3.83	.810
Transparent	68.9	3.74	.753

The table 4.33 shows the mean, standard deviation and frequency percentage values of items of coworker support. The mean of the five attributes ranges from 3.74 to

3.83. The highest mean value is that of “updated” which corresponds to the frequency of maximum respondents i.e. 73% who believe that their “fellow workers keep them updated with the current state of affairs in the organization”.

**Table 4.34 - Descriptive Analysis of Organizational Climate**

Item	Frequency	Mean	Standard deviation
Clear goals	76.6	3.83	.784
Priorities	76.1	3.88	.820
Planning	72.1	3.79	.846
Participation	67.5	3.74	.822
Innovate	74.4	3.89	.837
Innovate1	79.5	3.95	.814
Conflict	72.8	3.85	.802
Motivation	70.8	3.81	.818
Value	73.2	3.83	.788

The table 4.34 shows the mean, standard deviation and frequency percentage values of items of organizational climate. The mean of the nine attributes ranges from 3.74 to 3.95. The highest mean value is that of “innovate” which corresponds to the frequency of maximum respondents i.e. 79% who believe that “People who offer innovative ideas really get ahead in this organization”.

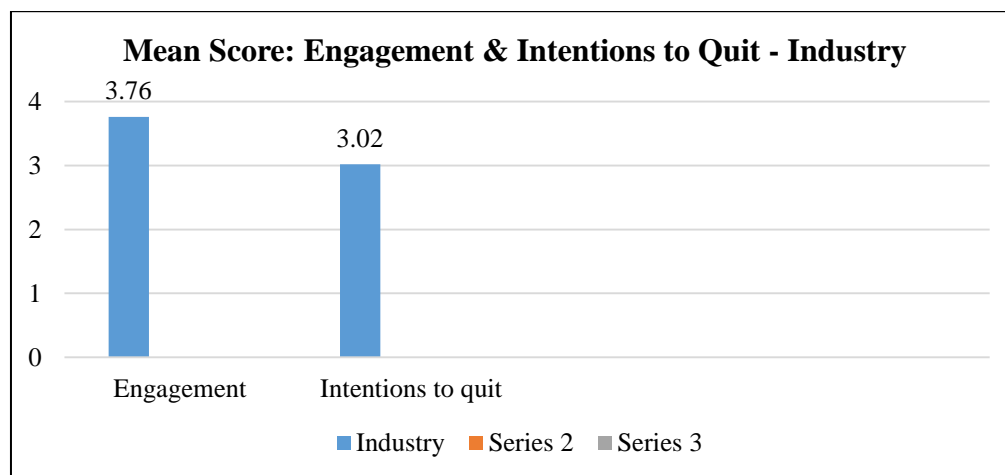
**Table 4.35 - Descriptive Analysis of HRD Practices**

Item	Frequency	Mean	Standard deviation
Investment	76.7	3.94	.754
Training	68.7	3.74	.725
Learning	70.6	3.83	.796
Progression	74	3.89	.784
Assignments	65.4	3.72	.759
Freedom	72.3	3.82	.812
Freedom1	71.2	3.83	.768

The table 4.35 shows the mean, standard deviation and frequency percentage values of items of HRD practices. The mean of the seven attributes ranges from 3.72 to 3.94. The highest mean value is that of “investment” which corresponds to the frequency of maximum respondents i.e. 76% which believe that their “Organization invest adequately in the T & D of the employees”.

#### 4.9.2 Objective 2: To measure the level of engagement and intentions to quit of Generation Y employees.

The second objective of the study is to measure the level of engagement exhibited by generation Y employees in their jobs and also to measure their intentions to quit. It has been done with the help of measure of central tendency i.e. Mean and frequency. The mean has been calculated at the construct level and a comparison has been drawn between different constructs. It is then followed by tables of frequencies and mean values of the items of these two constructs to facilitate intra construct comparison.



**Figure 4.4 - Mean Score of the Engagement and Intentions to Quit of Generation Y employees**

The figure 4.4 shows the level of engagement and intentions to quit exhibited by IT sector generation Y employees. The level is depicted through mean score and with



respect to engagement; they have shown it at a level of 3.76. With respect to intentions to quit, the mean score is 3.02.

**Table 4.36 - Descriptive Analysis of Job Engagement**

Item	Frequency	Mean	Standard deviation
Absorbing	68.1	3.76	.801
Distraction	71.3	3.77	.760
Heart	70.2	3.79	.806
Excitement	68	3.74	.854
Feeling	66.4	3.71	.779
Energy	66.2	3.72	.783
Home	77.1	3.87	.749

‘The table 4.36 shows the mean, standard deviation and frequency percentage values of items of job engagement. The mean of the seven attributes ranges from 3.71 to 3.87. The highest mean value is that of “home” which corresponds to the frequency of maximum respondents i.e. 76% who believe that “they stay until the job is not done”.

**Table 4.37 - Descriptive analysis of Intentions to Quit**

Item	Mean	Standard deviation
Quit 1	3.00	1.001
Quit 2	3.04	.845
Quit 3	3.04	.926

The table 4.37 shows the mean, standard deviation of items of intentions to quit. The mean of the three attributes ranges from 3.00 to 3.04.

**4.9.3 Objective 3 and 4: To study the relationship of job resources and engagement of generation Y employees in select Indian IT organizations and relationship of engagement and intentions to quit of generation Y in select Indian IT organizations.**

The purpose to formulate the above mentioned objectives is firstly to examine the relationship between job resources and engagement and secondly between engagement and intentions to quit. The below mentioned alternative hypotheses have been formulated which are subject to be accepted or rejected based on the significance value. The strength of relationship is assessed with the help of standardized beta coefficient values. The values of squared multiple correlation is the value of r-square i.e. coefficient of determination that is quiet helpful in the overall explanation of the dependent variable.

- H<sub>A1</sub>:** There is significant relationship between intrinsic job characteristics and generation Y engagement.
- H<sub>A2</sub>:** There is significant relationship between extrinsic job characteristics and generation Y engagement.
- H<sub>A3</sub>:** There is significant relationship between supervisor support and generation Y engagement.
- H<sub>A4</sub>:** There is significant relationship between co-worker support and generation Y engagement.
- H<sub>A5</sub>:** There is significant relationship between organization climate and generation Y engagement.
- H<sub>A6</sub>:** There is significant relationship between human resource development practices and generation Y engagement.
- H<sub>A7</sub>:** There is significant relationship between engagement and intentions to quit of generation Y employees.

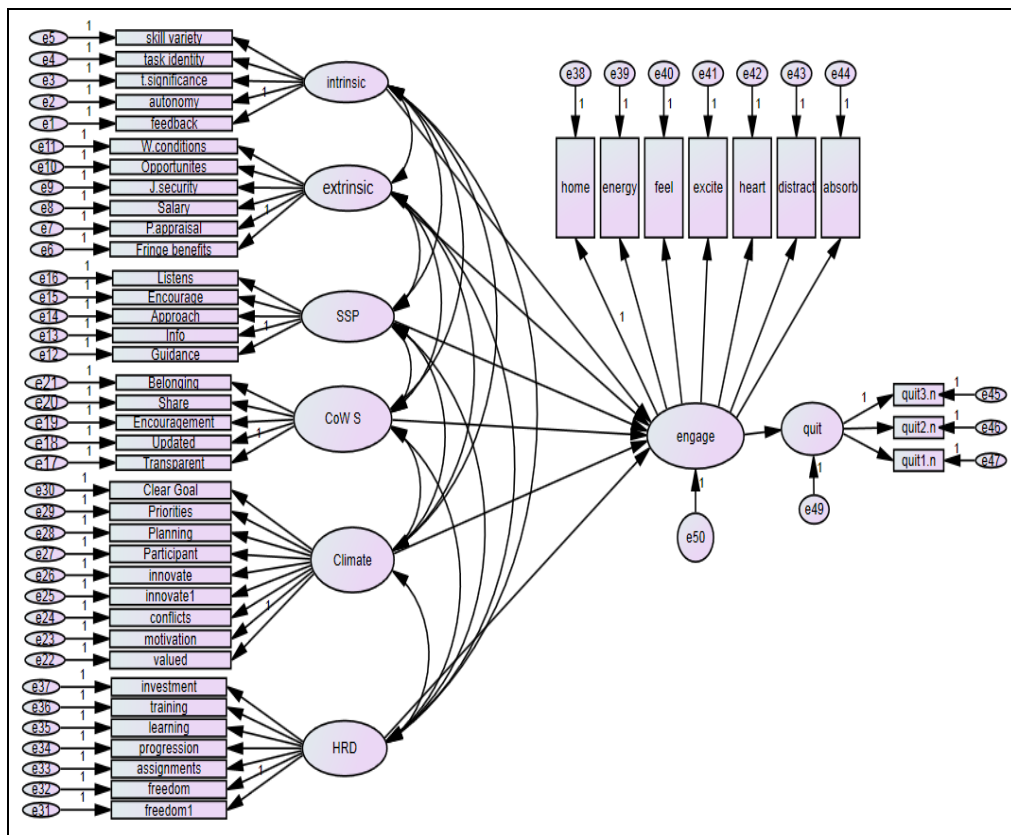


Figure 4.5 - SEM - Structural Model Diagram

Table 4.38 – SEM Structural Analysis

Alternative Hypotheses	Independent variable	Dependent	Standardized regression wt./Beta coefficient	P. value	Multiple squared correlation/R - Square	Alternative Hypotheses accepted/rejected
H <sub>A1</sub>	Intrinsic Job Characteristics	Engagement	.01	.68	.63	Rejected
H <sub>A2</sub>	Extrinsic Job Characteristics	Engagement	.02	.95		Rejected
H <sub>A3</sub>	Supervisor Support	Engagement	.18	***		Accepted
H <sub>A4</sub>	Coworker Support	Engagement	.35	***		Accepted
H <sub>A5</sub>	Organizational Climate	Engagement	.01	.65		Rejected
H <sub>A6</sub>	HRD Practices	Engagement	.37	***		Accepted
H <sub>A7</sub>	Engagement	Intentions to Quit	-.27	***	.08	Accepted

Regression analysis in SEM has been performed to test the relationship between job resources and engagement and secondly between engagement and intentions to quit. The table 4.38 gives the p - value or the significance value with which the hypotheses are accepted or rejected and beta coefficient signifying the strength of the relationship. Alternative Hypotheses  $H_{A1}$ ,  $H_{A2}$ ,  $H_{A5}$  may be rejected as the p-value is more than 0.05 reflecting that there is no significant relationship found between intrinsic job characteristics, extrinsic job benefits, climate support and engagement.

The remaining alternative hypotheses  $H_{A3}$ ,  $H_{A4}$ ,  $H_{A6}$  may be accepted as there is a significant relationship present between supervisor support, coworker support, HRD practices and engagement.  $H_{A7}$  may also be accepted which showed significant negative relationship between engagement and intentions to quit. In both the cases significance value is less than .05 level supporting the acceptance of alternative hypotheses. When it comes to analyzing the strongest job resource as a predictor of engagement, it is the HRD practices which has the highest beta coefficient value i.e. .37 followed by coworker support .35 and supervisor support with .18 beta value. The beta coefficient value of -.27 between job engagement and intentions to quit signifies a significant negative relationship between the two.

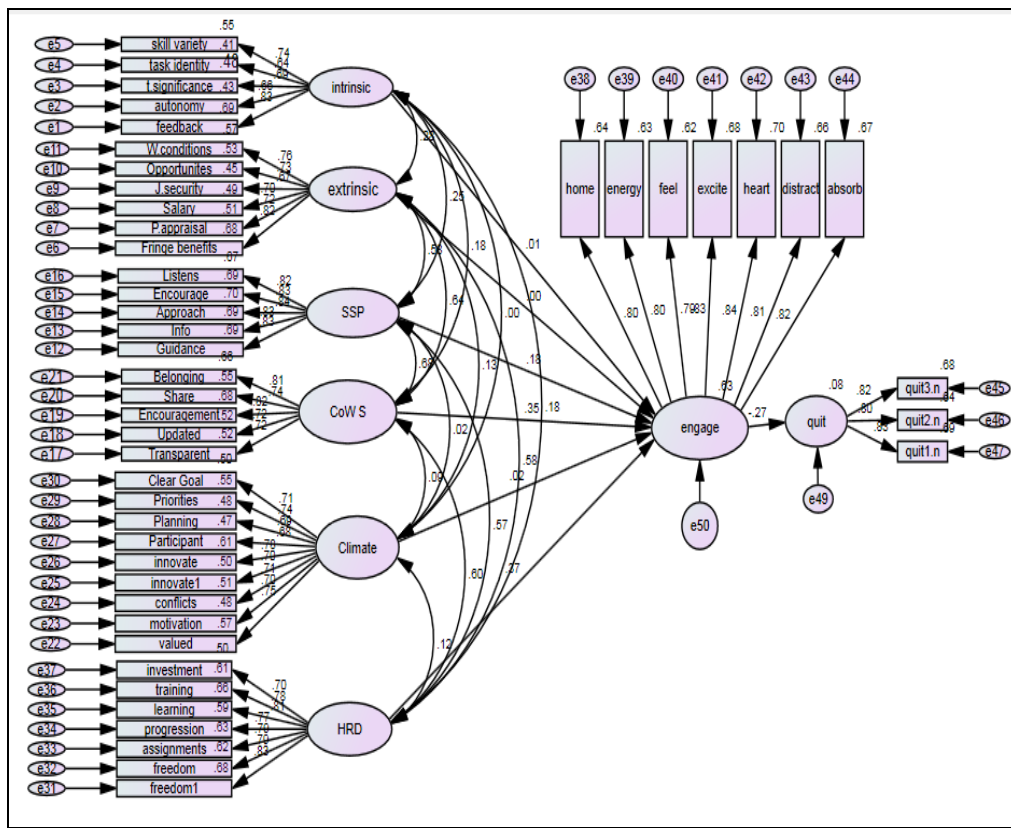


Figure 4.6 - SEM – Structural Model with all relationship

The figure 4.6 is the SEM structural model incorporating relationship between all the job resources and engagement. Out of the six relationships, three have been found to be insignificant that are job resources such as intrinsic job characteristics, extrinsic job characteristics and organizational climate didn't have any significant relationship with engagement. Therefore the SEM structural model with only significant relationship is shown in the figure 4.7 which incorporates significant job resources such as supervisor support, coworker support and HRD practices. The relationship between engagement and intentions to quit is also significant and has been shown accordingly.

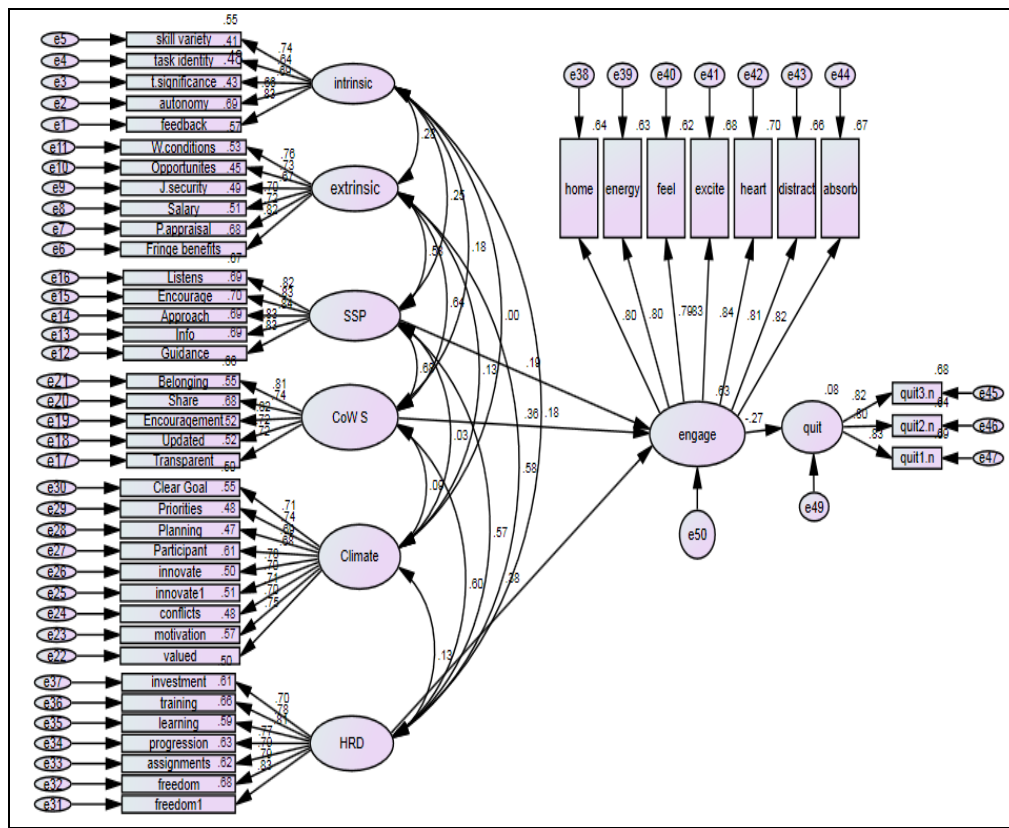


Figure 4.7 - SEM Structural Model with significant relationship only

Table 4.39 – SEM Structural Analysis (only significant relationship)

Independent variable	Dependent	Estimate	SE	CR	Beta coefficient	P value
Supervisor Support	Engagement	.164	.046	3.595	.185	***
Coworker Support	Engagement	.395	.064	6.207	.357	***
HRD practices	Engagement	.354	.045	7.784	.375	***
Engagement	Intentions to Quit	-.349	.065	-5.337	-.274	***

**4.9.4 Objective 5: To study the mediating effect of engagement between job resources and intentions to quit in select Indian IT organizations.**

The purpose to formulate the above mentioned objective is to examine whether job engagement qualify to become a mediating variable between job resources and

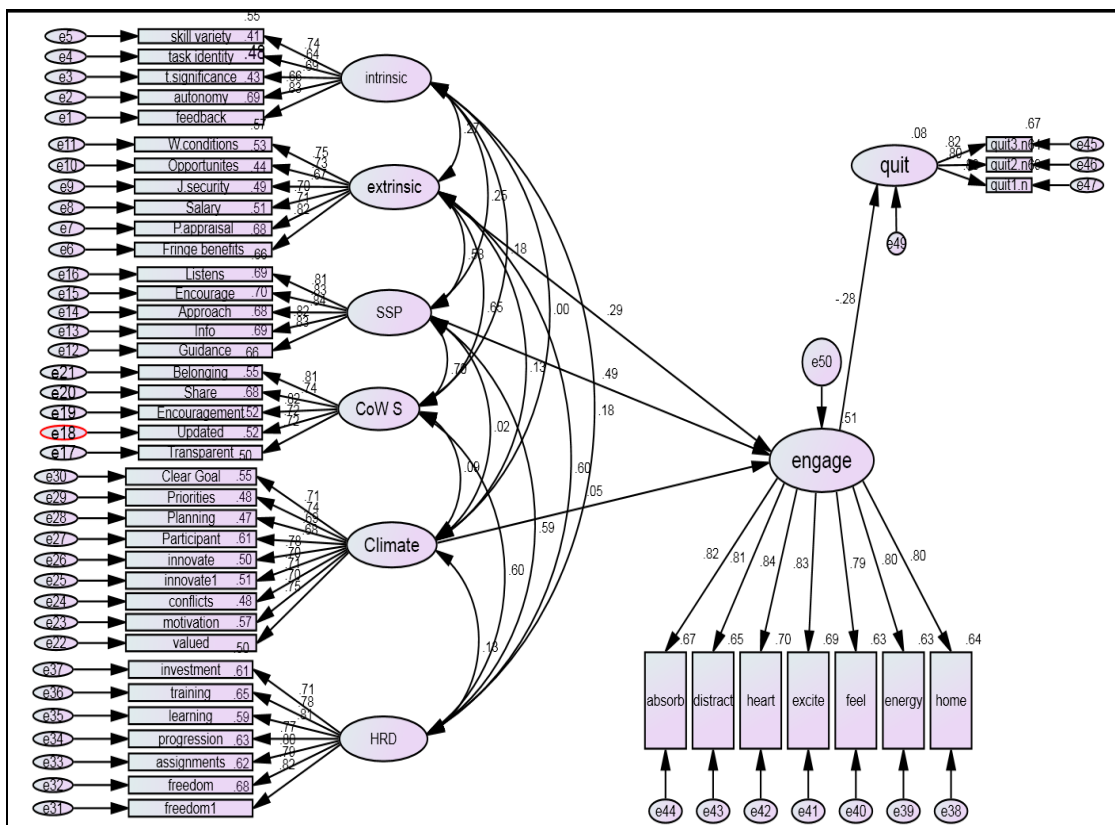
intentions to quit. The below mentioned alternative hypotheses have been formulated which is subject to be accepted or rejected based on the significance value.

**H<sub>A8</sub>:** Engagement mediates between job resources and intentions to quit.

**H<sub>A8i</sub>:** Engagement mediates between supervisor support and intentions to quit.

**H<sub>A8ii</sub>:** Engagement mediates between extrinsic benefits and intentions to quit.

**H<sub>A8iii</sub>:** Engagement mediates between organizational climate and intentions to quit.



**Figure 4.8 - SEM – Mediation Model Diagram**

The mediation analysis is performed on the basis of bootstrapping method. Bootstrapping is a non-parametric method based on re-sampling with replacement which is done many times, e.g., 5000 times. From each of these samples the indirect effect is computed and a sampling distribution can be empirically generated (Kenny, 2013).

The rules for ascertaining mediation are as follows:

- **No Mediation**

If indirect effect is not significant

Also if direct effect of Independent Variable on Mediator is insignificant.

- **Indirect Effects:**

Both direct effects are not significant, but indirect effect is significant

- **Full Mediation**

Given the direct effects were significant prior to adding the mediator

If Indirect is significant and direct (with mediator) is not significant

- **Partial Mediation**

If direct (with mediator) and indirect are significant

**Table 4.40 – Mediation Analysis**

	<b>Direct without mediator</b>	<b>Direct with mediator</b>	<b>Indirect effect</b>	<b>Decision</b>	<b>Alternative hypotheses accepted/rejected</b>
Extrinsic engagement---quit	-.16(.03)	-.11(.06)	-.08 (.08)	No mediation	Rejected
Supervisor Support---engagement---quit	-.16(.03)	-.9(.19)	-.13 (.00)	Full mediation	Accepted
Organization climate engagement---quit	-.13(.00)	-.12(.01)	-.01 (.16)	No mediation	Rejected

Mediation has been checked between job resources (supervisor support, Extrinsic and Organization climate) and intentions to quit. The table 4.40 shows the values (direct without mediator, direct with mediator and indirect effect) in order to ascertain the mediation effect. Mediation effect is of two types - partial and full mediation. For partial mediation, direct (with mediator) & indirect relationship have to be significant



and for full mediation, the direct effects need to be significant prior to adding the mediator along with indirect effect. The direct (with mediator) should not be significant. Results in the table 4.40 and figure 4.9 show that engagement fully mediates the relationship between supervisor support and intentions to quit as the direct relationship between supervisor support and intentions to quit is significant along with the indirect effect. No mediation has been found in rest of the relationship. Hence Alternative hypothesis  $H_{A8}$  is accepted partially where in  $H_{A8i}$  is accepted and  $H_{A8ii}$  and  $H_{A8iii}$  is rejected.

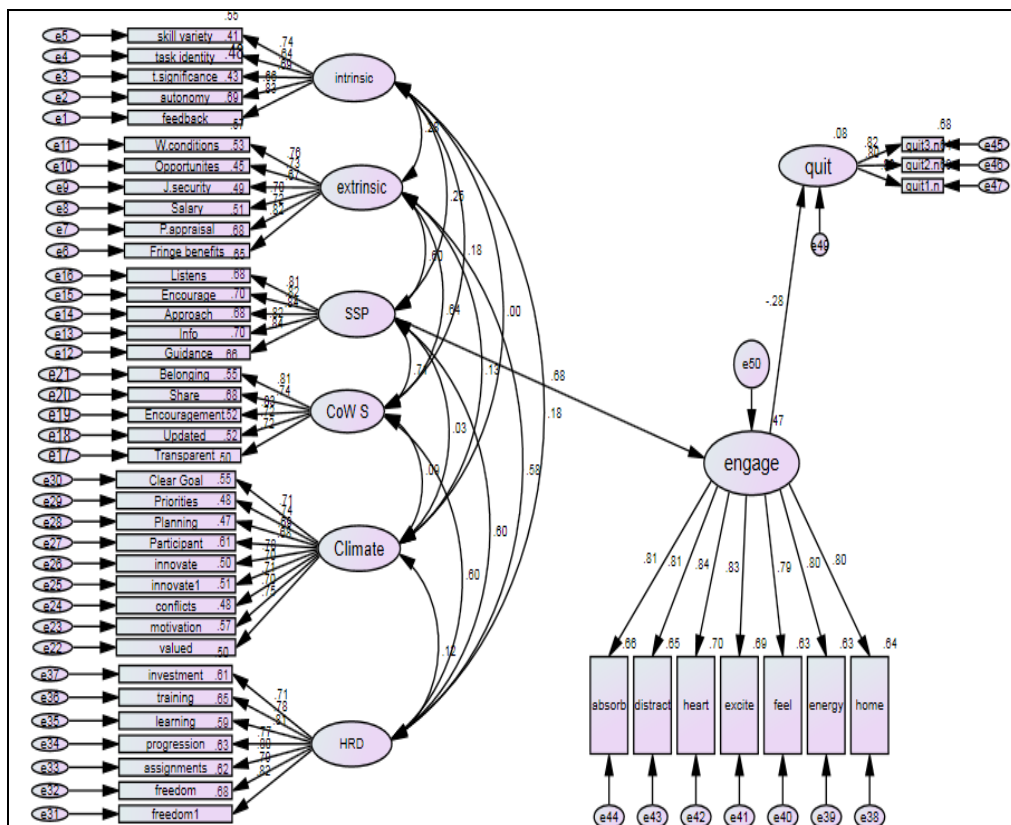


Figure 4.9 - SEM Mediation Model (only significant relationship)

**4.9.5 Objective 6: To study the effect of demographic variables (gender, work experience, age) on job resource availability, engagement and intentions to quit.**

The purpose to formulate the above mentioned objectives is to examine the effect of certain demographic variables taken as control variables on perceived availability of job resources, engagement and intentions to quit. Variables such as gender, age and work experience are taken to study the difference between male and female, employees of different age group and with different level of work experience with respect to perceived availability of job resources, engagement and intentions to quit.

The below mentioned alternative hypotheses have been formulated which are subject to be accepted or rejected based on the significance value. Hypothesis 9 is formulated to study gender differences, Hypothesis 10 is to study the differences between employees with different work experience and Hypothesis 11 is to gauge the difference between employees of different age group.

**(A) Gender**

**H<sub>A9</sub>:** There is significant difference between male and female with respect to perceived job resource availability, engagement and intentions to quit.

**H<sub>A9i</sub>:** There is significant difference between male and female generation Y with respect to intrinsic job characteristics.

**H<sub>A9ii</sub>:** There is significant difference between male and female generation Y with respect to extrinsic job characteristics.

**H<sub>A9iii</sub>:** There is significant difference between male and female generation Y with respect to supervisor support.

**H<sub>A9iv</sub>:** There is significant difference between male and female generation Y with respect to coworker support.

- H<sub>A9v</sub>**: There is significant difference between male and female generation Y with respect to organizational climate.
- H<sub>A9vi</sub>**: There is significant difference between male and female generation Y with respect to HRD practices.
- H<sub>A9vii</sub>**: There is significant difference between male and female generation Y with respect to job engagement.
- H<sub>A9viii</sub>**: There is significant difference between male and female generation Y with respect to intentions to quit.

**Table 4.41 – Independent t Test - Gender – (Male, Female)**

Variable	T value	P value	Alternative Hypotheses
Intrinsic Job Characteristics	.59	.55	Rejected
Extrinsic Job Characteristics	-.34	.73	Rejected
Supervisor Support	-1.20	.22	Rejected
Coworker Support	-.02	.97	Rejected
Organization Climate	-2.09	.03	Accepted
HRD Practices	-.33	.73	Rejected
Engagement	.64	.52	Rejected
Intentions to Quit	5.05	.00	Accepted

Out of a total of 473 respondents, the number of male respondents in the study are 281 and the number of female respondents are 192. Since there are two groups, t - test has been conducted to gauge any significant difference between groups in context of the job resources, engagement level and intentions to quit. Gender differences have been found on the basis of p – value when it comes to perception of job resource availability in terms of organizational climate and turnover intentions as shown in table 4.41. The assumption of homogeneity of variance has been checked through Levene’s test. It has been found that all the dependent variables except intentions to

quit fulfill the condition of homogeneity of variance. In intentions to quit, p value pertaining to unequal variances has been considered.

**Table 4.42 – Group Statistic table - Gender**

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Intrinsic Job Characteristics	Male	281	3.7466	.70458	.04203
	Female	192	3.7073	.70714	.05103
Extrinsic Job Characteristics	Male	281	3.8843	.63337	.03778
	Female	192	3.9045	.62953	.04543
Supervisor Support	Male	281	3.6989	.74472	.04443
	Female	192	3.7844	.76983	.05556
Coworker Support	Male	281	3.8014	.62037	.03701
	Female	192	3.8031	.65952	.04760
Organizational Climate	Male	281	3.7928	.60542	.03612
	Female	192	3.9132	.62394	.04503
HRD Practices	Male	281	3.8165	.60725	.03623
	Female	192	3.8363	.66252	.04781
Engagement	Male	281	3.7824	.64411	.03842
	Female	192	3.7426	.69391	.05008
Intentions to Quit	Male	281	3.1791	.85539	.05103
	Female	192	2.8021	.70000	.05052

Upon examining the mean values as shown in table 4.42, it has been found that female generation Y employees perceive a better work climatic conditions in their jobs than male generation Y. Difference is also measured when it comes to intentions to quit where males agree more than females. Hence alternate Hypothesis  $H_{A9}$  is partially accepted where in  $H_{A9vi}$  and  $H_{A9viii}$  are accepted and rest of alternative hypotheses are rejected.

**(B) Work experience**

- H<sub>A10</sub>**: There is significant difference between less and more experienced generation Y employees with respect to job resource availability, engagement and intentions to quit.
- H<sub>A10i</sub>**: There is significant difference between less and more experienced generation Y employees with respect to intrinsic job characteristics.
- H<sub>A10ii</sub>**: There is significant difference between less and more experienced generation Y employees with respect to extrinsic job characteristics.
- H<sub>A10iii</sub>**: There is significant difference between less and more experienced generation Y employees with respect to supervisor support.
- H<sub>A10iv</sub>**: There is significant difference between less and more experienced generation Y employees with respect to coworker support.
- H<sub>A10v</sub>**: There is significant difference between less and more experienced generation Y employees with respect to organizational climate.
- H<sub>A10vi</sub>**: There is significant difference between less and more experienced generation Y employees with respect to HRD practices.
- H<sub>A10vii</sub>**: There is significant difference between less and more experienced generation Y employees with respect to job engagement.
- H<sub>A10viii</sub>**: There is significant difference between less and more experienced generation Y employees with respect to intentions to quit.

**Table 4.43 – Independent t Test - Work Experience**

Variable	T value	P value	Alternative Hypotheses
Intrinsic Job Characteristics	.48	.62	Rejected
Extrinsic Job Characteristics	.45	.64	Rejected
Supervisor Support	-.10	.91	Rejected
Coworker Support	1.56	.11	Rejected
Organization Climate	1.45	.14	Rejected
HRD Practices	-.10	.92	Rejected
Engagement	1.53	.12	Rejected
Intentions to Quit	.06	.95	Rejected

Out of total valid responses of 473, the number of respondents with less than 5 years of work experience are 286 and with more than 5 years of work experience are 187. Since there are two groups, t - test has been conducted to gauge any significant difference between groups in context of the job resources, engagement level and intentions to quit. The assumption of homogeneity of variance has been checked through Levene's test. It has been found that all the dependent variables fulfill the condition of homogeneity of variance. Upon examining P – value in the table 4.43, it has been found that there is no such significant difference between the groups in the context of job resources, engagement level and intentions to quit. Hence alternative hypothesis  $H_{A10}$  is rejected.

### **(C) Age Group**

- H<sub>A11i</sub>:** There is significant difference between generation Y employees of different age group with respect to job resource availability, engagement and intentions to quit.
- H<sub>A11ii</sub>:** There is significant difference between generation Y employees of different age group with respect to intrinsic job characteristics.
- H<sub>A11iii</sub>:** There is significant difference between generation Y employees of different age group with respect to extrinsic job characteristics.
- H<sub>A11iiiii</sub>:** There is significant difference between generation Y employees of different age group with respect to supervisor support.
- H<sub>A11iv</sub>:** There is significant difference between generation Y employees of different age group with respect to coworker support.
- H<sub>A11v</sub>:** There is significant difference between generation Y employees of different age group with respect to organizational climate.

**H<sub>A11vi</sub>:** There is significant difference between generation Y employees of different age group with respect to HRD practices.

**H<sub>A11vii</sub>:** There is significant difference between generation Y employees of different age group with respect to job engagement.

**H<sub>A11viii</sub>:** There is significant difference between generation Y employees of different age group with respect to intentions to quit.

Respondents have been classified into 3 different age groups (22 – 25, 26 – 30 & 31 – 35) keeping in view the birth years shared by this generation. The total sample size is segregated as 55, 254 and 164 respectively. Before applying ANOVA, it is required to fulfill the assumption of homogeneity of variance. Levene's F test for equality of variance is used to test the assumption of homogeneity of variance.

**Table 4.44 – Levene's Test of Homogeneity of Variances**

<b>Test of Homogeneity of Variances</b>				
	<b>Levene Statistic</b>	<b>df1</b>	<b>df2</b>	<b>Sig.</b>
Intrinsic Job Characteristics	.801	2	470	.450
Extrinsic Job Characteristics	.263	2	470	.769
Supervisor Support	.951	2	470	.387
Coworker Support	.122	2	470	.885
Organization Climate	3.005	2	470	.051
HRD Practices	1.049	2	470	.351
Engagement	.532	2	470	.588
Intentions to Quit	6.721	2	470	.001

In the table 4.44, the assumption of homogeneity of variance is met in all the dependent variable except intentions to quit where p value is less than .05. Therefore except for intentions to quit, it can be concluded that there is no significant difference

the three group's variances. For intentions to quit, Welch's Anova is used as it is used when data violates the assumption of homogeneity of variances. For rest of the dependent variables, test of Anova is suitable to find the inter group comparisons. The below mentioned is the Anova table.

**Table 4.45 – Anova Test of Difference Analysis**

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Intrinsic Job Characteristics	Between Groups	.115	2	.057	.115	.891
	Within Groups	234.571	470	.499		
	Total	234.685	472			
Extrinsic Job Characteristics	Between Groups	1.055	2	.528	1.326	.267
	Within Groups	187.009	470	.398		
	Total	188.065	472			
Supervisor Support	Between Groups	4.581	2	2.291	4.067	.018
	Within Groups	264.734	470	.563		
	Total	269.316	472			
Coworker Support	Between Groups	1.215	2	.607	1.506	.223
	Within Groups	189.623	470	.403		
	Total	190.838	472			
Organizational Climate	Between Groups	.376	2	.188	.496	.609
	Within Groups	178.261	470	.379		
	Total	178.637	472			
HRD Practices	Between Groups	.860	2	.430	1.085	.339
	Within Groups	186.269	470	.396		
	Total	187.129	472			
Engagement	Between Groups	.968	2	.484	1.097	.335
	Within Groups	207.348	470	.441		
	Total	208.315	472			



Anova test of difference has been used to find out the between different age groups with respect to job resource availability, engagement. Result in the table 4.45 show that there is a significant difference in the perception of supervisor support where  $F(2,470) = 4.067$ ,  $P.value < .05$ . No such difference is found with respect to level of engagement shown by generation Y of different age groups.

To analyze the difference between age groups with respect to intentions to quit, Welch Anova is used and the p. value i.e. .000 presented in the table 4.46 which suggests that there is a significant difference between employees of different age group in their turnover intentions.

**Table 4.46 – Welch Test.**

<b>Robust Tests of Equality of Means</b>				
Intentions to quit				
	Statistic <sup>a</sup>	df1	df2	Sig.
Welch	22.792	2	166.701	.000
a. Asymptotically F distributed.				

Tukey's HSD test is a post-hoc test that it is performed after an analysis of variance (ANOVA) test. The purpose of Tukey's HSD test is to determine which groups in the sample differ. While ANOVA can tell the researcher whether groups in the sample differ, it cannot tell the researcher which groups differ. Results of the tukey test are presented in the table 4.47.

Table 4.47 – Post Hoc Analysis

Multiple Comparisons					
Tukey HSD					
Dependent Variable	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.
Intrinsic Job Characteristics	22-25	26-30	-.05004	.10507	.883
		31-35	-.03714	.11008	.939
	26-30	22-25	.05004	.10507	.883
		31-35	.01290	.07077	.982
	31-35	22-25	.03714	.11008	.939
		26-30	-.01290	.07077	.982
Extrinsic Job Characteristics	22-25	26-30	.15179	.09381	.239
		31-35	.13605	.09829	.350
	26-30	22-25	-.15179	.09381	.239
		31-35	-.01574	.06319	.966
	31-35	22-25	-.13605	.09829	.350
		26-30	.01574	.06319	.966
Supervisor Support	22-25	26-30	.29734*	.11162	.022
		31-35	.31827*	.11694	.018
	26-30	22-25	-.29734*	.11162	.022
		31-35	.02093	.07518	.958
	31-35	22-25	-.31827*	.11694	.018
		26-30	-.02093	.07518	.958
Coworker Support	22-25	26-30	.15757	.09447	.219
		31-35	.15889	.09897	.244
	26-30	22-25	-.15757	.09447	.219
		31-35	.00133	.06363	1.000
	31-35	22-25	-.15889	.09897	.244
		26-30	-.00133	.06363	1.000
Organizational Climate	22-25	26-30	.09100	.09159	.581
		31-35	.07098	.09596	.740
	26-30	22-25	-.09100	.09159	.581
		31-35	-.02003	.06169	.944
	31-35	22-25	-.07098	.09596	.740
		26-30	.02003	.06169	.944
HRD Practices	22-25	26-30	.08596	.09363	.629
		31-35	.14073	.09809	.324
	26-30	22-25	-.08596	.09363	.629
		31-35	.05478	.06306	.660
	31-35	22-25	-.14073	.09809	.324
		26-30	-.05478	.06306	.660
Engagement	22-25	26-30	.14175	.09878	.324
		31-35	.14004	.10350	.367
	26-30	22-25	-.14175	.09878	.324
		31-35	-.00171	.06653	1.000
	31-35	22-25	-.14004	.10350	.367
		26-30	.00171	.06653	1.000
Intentions to Quit	22-25	26-30	-.64457*	.11795	.000
		31-35	-.58016*	.12358	.000
	26-30	22-25	.64457*	.11795	.000
		31-35	.06442	.07945	.697
	31-35	22-25	.58016*	.12358	.000
		26-30	-.06442	.07945	.697

\*. The mean difference is significant at the 0.05 level.

Upon examination of post hoc tukey test in the table 4.47, it has been found that generation Y employees which are in age group (22 – 25) significantly differ from generation Y employees from other two age group (26-30) and (31-35) with respect to supervisor support (mean = 4.00; SD = .61) as youngest generation Y expect higher supervisor support than the other two. The youngest lot of generation Y employees (22-25) years of age also significantly differs from generation Y employees of other two age groups (26-30) and (31-35) as they exhibits lower intentions to quit (mean = 2.47; SD = .61) than the elder groups of generation Y employees. Hence alternative hypothesis  $H_{A11}$  is partially accepted.

The conclusion and discussion of the results is done in the next chapter.

## CHAPTER 5

### CONCLUSION AND DISCUSSION

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This chapter deals with summary of findings, discussion and conclusions of the study, contributions of the study, practical implications, limitations and future scope. The conclusions have been drawn from the findings and data analysis that has been performed with the application of certain statistical tools and techniques.

#### **5.1 Summary Findings**

**5.1.1** The first objective of the study is to measure the perceived availability of job resources among generation Y employees working in Indian IT sector organizations. The items observed on six respective job resources such as intrinsic job characteristics, extrinsic job characteristics, supervisor support, coworker support, organizational climate and HRD practices have been measured on the scale of 1-5 ranging from strongly disagree to strongly agree. Responses on each item have been analyzed through frequency distribution and a mean score for each construct has also been calculated to enable comparison. Job resources are perceived as available by generation Y employees in IT sector organizations in varied proportions. The maximum being available as per the mean score is extrinsic job benefits (mean - 3.89) characterized with monetary and non-monetary attributes. The minimum available is the intrinsic job characteristics (mean – 3.73) comprising of five core attributes such as skill variety, task identity, task significance, autonomy and feedback and supervisor informational and emotional support (mean –

3.73). The examination of frequency distribution in item level analysis suggested that under intrinsic job characteristics, skill variety and feedback are the major job attributes out of five available to generation Y employees. In extrinsic job characteristics, majority of generation Y employees agree that their salary structure is equitable to market standard. For the dimension supervisor support, majority of respondents agree that they get enough supervisor support on work related difficulties. On support drawn from coworker, majority of generation Y respondents agree that their fellow colleagues keep others updated with the latest information and activities. For the dimension working climate of an organization, maximum number of generation Y believe that there is a sense of encouragement for employees to be innovative. One of the most important job resource i.e. HRD practices adopted by Indian IT organizations on which majority of generation Y employees agree that their organization invest adequately in training and development of the employees.

**5.1.2** The second objective of the study have been to measure the engagement and intentions to quit exhibited by generation Y working in Indian IT sector organizations. The latent engagement variable is measured through seven observed items on 5 point scale (1 – strongly disagree to 5 – strongly agree). The analysis of frequency distribution of each item revealed that majority of generation Y employees feel that they wish to go home once the job is done. The mean scores of engagement and intentions to quit are 3.76 and 3.02 respectively.

- 5.1.3** Objective three and four is formulated to study the effect of job resources on job engagement and effect of job engagement on intentions to quit respectively. The examination of the results showed that HRD practices (p value - \*\*\*,; beta coefficient - .37) is a significant predictor of job engagement of generation Y employees working in Indian IT sector organizations characterized with items on workplace flexibility, career progression activities and Training and Development opportunities. Job resources on interpersonal level such as support in form of informational and emotional support from both supervisor (p value - \*\*\*,; beta coefficient - .18) and coworker (p value \*\*\*,; beta coefficient - .35) also found out to be significant factors helpful in boosting the engagement of generation Y employees. Further it has also been found out that job engagement of generation Y employees (p value - \*\*\*,; beta coefficient- -.27) is significantly reducing their intentions to quit.
- 5.1.4** Objective five is formulated to study the mediation effect of job engagement between job resources and intentions to quit. Mediation analysis is tested between three job resources (Supervisor support, Extrinsic and Organization climate) and intentions to quit. Results show that engagement fully mediates the relationship between supervisor support and intentions to quit.
- 5.1.5** The sixth objective formulated is to study the effect of certain demographic variables (gender, age, work experience) on perceived availability of job resources, job engagement and intentions to quit. The gender differences have been found on perception of job resource availability in terms organizational climate such that females perceives it more available in the job than males

which comprised of items on clarity of roles, effective planning and decision making, innovative activities. Difference has also been measured on intentions to quit with respect to gender where it has been found that males' generation Y employees tend to exhibit more intentions to quit than female generation Y employees. Differences have also been noted between generation Y employees with different work experience. No such difference is noted between generation Y employees with different work experiences with respect to availability of job resources, levels of engagement and intentions to quit exhibited by generation Y employees. With respect to age, it has been found that there is significant difference between employees of different age group on their perception of supervisor support and intentions to quit. The younger age group comprising of generation Y employees between 22-25 age group have shown more availability of supervisor support than the elder generation Y employee groups and have also exhibited lower intentions to quit.

**5.1.6** The present study offers some insights about the resources that have an engagement and retention potential. Technically it can be said that resources such as supervisor and coworker support and HRD policy support are collectively predicting engagement with ( $R^2 = .63$ ). Further, engagement is reducing generation Y intentions to quit with a strength of  $-.27$  beta coefficient. The total explanation of intentions to quit hovers around ( $R^2 = .08$ ).

## **5.2 Discussion and Conclusion**

There are numerous studies that have already been conducted in the field of generational studies. More often than not the studies pertain to western countries like

US, UK, Canada and Australia. It is from the onset of the 21<sup>st</sup> century when scholars started to define generations and its classification. Most of the studies refer Kupperschmidt (2000) definition of generation which refers to a collection of people who have shared significant life events on their way up to their adulthood in a span of 15-20 years. It is termed as one generation. Likewise most scholars agree that till now there are four different generations present in our society one succeeding the other. These generations are of Veterans, Baby boomers, Generation X and Generation Y.

Studies conducted in the context of generational differences across the world is a testimony that organizations are interested to a great deal in understanding the vital differences in the work characteristics of generations which could serve as a food for thought to the organizations in the form of adequate interventions in workforce management policies and practices. The reason to initiate such a large amount of studies in this domain may have cropped from the organizations facing the problems arising out of intergenerational conflicts at workplace. It is also a valid fact that mass retirement of old executives is paving the way for more younger generation of employees adding dynamism at the workplaces. This is supposedly becoming a bone of contention for the employers to attract and retain them.

There can be many facets of generational studies that can be researched upon like there are studies available on generational differences such as differences in generational motivational factors, needs and expectations, work values etc. Alternatively, research can also be executed keeping just one generation in focus for example, studying how a generation would act or react in certain situations. When it comes to pursue research on a sole generation, it is generation Y which is most sought after generation since it is the



newest among the generation which shares their birth years from 1980 – 2000 approximately and still sizeable portion of this generation is yet to become part of the workforce i.e. those who are born in mid-1990. It is also an evident fact that members of generation Y community may have experienced the person-organization misfit on work values related to freedom and status (Cennamo & Gardner, 2008). It simply means that members of generation Y community does not subscribe to the value system maintained by organizations. This misfit could lead to employees showing negative attitude towards work, decreased performance and greater intentions to quit. The model situation tells us to curtail the mismatch to take advantage of the talent offered by generation Y. Now, the question arises that how to ascertain the ways to bridge the gap between organizations offerings and generation Y aspirations. In Indian context, it becomes highly imperative for the organizations to take care of the employees of this generation as world's quarter of this population lives in India and are quickly replacing their old counterparts at the workplace. It is an onerous task for organizations in India as academic research on measuring needs and expectations of generation Y is still in its nascent stage. Another obstacle is the diverse culture of India and rural – urban divide that arrests the homogeneous classification of a group of people in one generation. Consequently, organizations rely upon the popular conceptions and presumptions and analyses of popular studies to bring in necessary interventions in the strategy to attract, recruit and retain generation Y.

This study may be considered in the series of attempt to enable the organizations in IT sector, the biggest employer of this generation to take effective and better informed policy decisions for the smooth management of generation Y employees thereby reducing their intentions to quit. The fundamental thing lies here is that there are

certain existing set of job resources available to employees pertaining to their work and interpersonal and organizational relationships and with new generation of employees, generation Y in this case labelled as a high maintenance generation, it would be prudent to first measure the valence of the existing resources before bringing in pro generation Y measures. Valence is understood as the capacity to engage employees in their work that has become much more essential to achieve with new lot of employees.

The outline of the study includes, firstly an idea about generation Y needs and expectations in work and from organization is taken from available literature. The three broad themes have been identified that are of prime importance to generation Y at work is the availability of meaningful work, supportive work culture and adequate career development opportunities. Secondly, job factors have been identified from the literature that have the capacity to engage employees and reduce their turnover intentions. The job preferences that have been sorted earlier gave necessary direction for furthering in the research but the primary goal is to identify those commonly available job resources that have a potential to reduce the turnover intentions of employees. Six job resources identified from literature namely intrinsic job characteristics, extrinsic job characteristics, supervisor support, coworker support, organizational climate and HRD practices that has acted as antecedents to employee engagement and reduced turnover intentions is its significant outcome.

By and large the six job resources identified from literature confirms with the twin objectives that these job resources are commonly given offerings from the organizations to its employees and it coincides with generation Y work preferences.

Upon measuring the availability of intrinsic job items, findings suggests that generation Y employees are experiencing sufficient degree of core elements in their work. The presence of these elements adds meaning in one's work thereby increasing the worth of the job. However intrinsic job characteristics when taken as a factor is not found to be engaging generation Y employees which suggests that core elements like skill variety, task identity, task significance autonomy and feedback are not sufficient for engagement and organizations need to explore certain other dimensions and making jobs more creative to address the gap between what is offered and what is required. The extrinsic job items selected to be measured in the study are perceived adequately by generation Y employees in more or less equal proportions. The presence of these items gives an extrinsic motivation to the employees which are helpful in the achievement of work goals but when extrinsic job characteristics taken as a factor is not found to be engaging generation Y employees suggesting that monetary items such as salary structure, performance appraisal and fringe benefits along with non - monetary items such as job security, job opportunities and adequate working conditions are not enough or relevant to offer to generation Y employees. Organizations in order to engage generation Y on this dimension have to work out with certain pro-generation Y strategies to gather their engagement. Social support gathered from supervisor is also an important source of engaging employees. Results show that generation Y claims to receive support from supervisors in their job and maximum being a supervisor supporting by the way of listening to troubles faced by employees pertaining to their work. Support offered to employees gives them a sense of psychological safety be it in form of emotional, informational or instrumental support. As discussed hitherto, results suggest that social support drawn from

supervisor found out to be a significant predictor of generation Y engagement. This shows that it is important to maintain a good rapport with generation Y employees as good amount of their engagement in job is reliant on inter-personal relationship. The other source from where employees gather social support is from the colleagues or coworkers. Findings suggest that generation Y employees proactively support each other in their job related issues or otherwise also. Generation Y shares a sense of belongingness with fellow colleagues, keeps them abreast of recent information, encourages them and remain transparent. Like supervisor support, coworker support is also found out to be significant predictor of generation Y engagement. This is an important input for IT organizations as to achieve generation Y engagement, ensuring to give them a culture conducive for team work.

Organizational climate is defined as employees shared thought on processes and policies charted out by senior functionaries to be followed in an organization. Findings show that generation Y employees perceive to have clarity of roles in their function backed by their participation in decision making. Generation Y also informed that they are supported for being innovative. Conflict redressal mechanism is quite active in the organizations and employees feel proud of being a part of their organization. However organizational climate when taken as a whole factor has not found out to be a significant predictor of generation Y engagement. This gives an idea that organizations need to revamp their policies, processes and procedure that could engage employees from generation Y. Human resource development has gained much significance in the recent years in the private sector and is gaining prominence in public sector as well. It is an essential part of human resource management that involves training and career development of employees and organization

development. The aim of HRD department is to supplement current workforce with necessary skills and abilities through training to enhance their job performance. This will lead to employees becoming eligible for better work positions being offered in the current organization or elsewhere necessitating their career development. Results of the present study reflect the same notion that generation Y employees perceive that their employing organizations are sensitive to training and career development needs and also follows a flexible working schedule policy. It is also a noted fact that HRD practices followed by Indian IT sector organizations taken in the study are able to engage their generation Y staff significantly.

Popular perception about generation Y is that they do not show engagement in work easily. It calls for the organizations to make an extra effort and pledge more resources in making work and job environment more generation Y favorable to gain their engagement. However, result of the present study show a different story that the generation Y employees exhibit sufficient level of involvement in their work. Engagement in the present study entails items on physical, emotional and cognitive engagement on which generation Y employees fairly agree. It is a matter of debate to find out probable factor raising the level of engagement of generation Y employees of Indian IT sector organizations. The limited inter-organizational mobility due to volatile job market conditions in Indian IT sector and dented economic growth across the world over could validate this fact. The issue of layoffs due to adoption of newer technologies coupled with stringent visa policies adopted by Trump administration in US is going to affect employees in a big way as most top notch Indian IT companies are planning to ask at least 56000 employees to leave this year (Sood, 2017). The reason that could enable this layoff is the stricter performance levels expected and

failing which could place an employee in highly vulnerable situation. Infosys has already placed more than 3000 senior managers in the category of employees needing improvement (Sood, 2017). Therefore, for generation Y joining and working in IT sector organizations, the strain is to perform which cannot be achieved without being engaged in work. The link between engagement and intentions to quit is also evident in the literature as numerous studies shows that engagement significantly reduces employees' intentions to leave the job. The relation of engagement with turnover is credited to hard work and dedication shown in the work that it becomes hard to decide to leave the job. An employee gets adapted to resources (e.g., flexibility, work-related skills) that an employee drops the idea of making an exit from the organization (De Lange, De Witte & Notelaers, 2008). There is an element of risk involved in changing jobs which an employee does not want to take. COR theory explains that individuals tend to take steps to protect their current resources and are cautious in pledging their resources (Hobfoll, 2001). This study conforms to the fact that even with respect to generation Y employees, their engagement at job has led to a decrease in intentions to quit as exhibited by them. The results obtained in the study about engagement and intentions to quit of generation Y employees working in Indian IT sector organizations contradict the beliefs held about this generation. Although, the negative market sentiments through which whole IT industry is going currently has given them a blessing in disguise wherein employees' find a cut throat competition to which they can survive only with high levels of job performance.

Demographic information of the sample is also collected to enable inter group differences. The difference has been noted between male and female generation Y employees and it has been found that female generation Y employees significantly

differs from male generation Y in their perception of better availability of organizational climate conditions i.e. role clarity, innovativeness, decision making authority and in considering them valuable part of the organization. The difference reveals that organizations in IT sector are working towards giving its young female workforce, suitable working environment which is helpful in achievement of their work goals. Another important difference found between male and female generation Y employees is on intentions to quit. Results of the study found that there is a significant difference between male and female generation Y employee's intentions to quit. Male generation Y IT professionals have shown higher intentions to leave an organization than female counterparts. It is a clear indication that male generation Y employees in IT sector does not feel afraid to make a move from an organization in search of better career opportunity. It becomes necessary for IT organizations to take effective measures to preserve its talent as competing firms may resort to activities like poaching in times of stiff competition which is quiet prevalent in IT sector. Recently news reports alleged that Infosys have poached talent from other companies like HCL, TCS, and Tech-Mahindra to ramp up headcount abroad (Sood, 2017). Differences have also been noted between generation Y employees with different work experience. No such difference is noted between generation Y employees with different work experiences with respect to availability of job resources, levels of engagement and intentions to quit exhibited by generation Y employees. It means that work experience does not influence an employee's perception of availability of job resources in their job, their propensity to get engaged and their intentions to quit as per the results achieved in the study which are relevant only for young group of employees. The current research incorporated generation Y employees of different

age group and facilitated inter group differences on perception of job resources availability, engagement and turnover intentions. It has been found that there is significant difference between employees of different age group on their perception of supervisor support and intentions to quit. The younger age group comprising of generation Y employees between 22-25 age group have shown more availability of supervisor support than the elder generation Y employee groups and have also exhibited lower intentions to quit.

### **5.3 Contributions of the Study**

**5.3.1** The study has identified and classified generation of employees in western context and simultaneously in Indian context. The review of secondary sources reveals that there is parity in literature in terms of number of generations i.e. veterans, baby boomers, generation X and generation Y present in context of western countries i.e. USA, UK, Canada, New Zealand and Australia. The work characteristics of different generations of employees have also been noted objectively and differences have been observed on various parameters as shown in table 2.2. More importantly, same exercise is done in identifying the different generations of people and employees in India. It has been an onerous task to do as literature pointed to diverse views on classification of generations in India. However, homogeneous views of authors have been noted with respect to years of emergence of generation Y in India and their critical life events. On the basis of evidences available in academic and popular literature, attempt has been made to create a profile of generation Y activities and work preferences.



**5.3.2** The study proposed job resources - engagement model which is an important pre-cursor to reducing the intentions to quit, tested exclusively in this study in context of generation Y employees working in Indian IT sector organizations. Large number of studies have raised the problem of frequent quitting of job by generation Y employees across the world. However, exclusive research on generation Y in India is still in very nascent stage, which gives an impetus to pursue this study and enrich current body of knowledge on job resources led engagement and turnover intentions of generation Y employees working in Indian IT sector organizations.

**5.3.3** The current research identified certain significant job resources required to be present in job to engage generation Y employees. Literature helped in identification of link between job resources and engagement that is ultimately leading to a reduction in employees' turnover intentions. The job resources that are significantly predicting engagement are supervisor and coworker support and HRD practices. This again contributes to scant body of literature that generation Y working in Indian IT sector organizations can be effectively engaged through supportive interpersonal relations and HRD practices. This study suggest that with high engagement in the organization, employees' intentions to leave the organization reduces, this result is in congruent with the literature.

**5.3.4** Study has also given some suggested measures that organizations in IT sector can ponder upon in terms of modifying certain job resources made available to generation Y employees to increase their level of job engagement and retention.

#### **5.4 Recommended Strategies for Better Engaging and Retaining Generation Y workforce**

The most profound and accepted work characteristic of generation Y employees is that they are the most technologically proficient people in today's scenario who like to remain connected with internet, probably 24X7. It enables them to do multi-tasking. As far as work preferences of generation Y employees are concerned, as per literature review they ask for meaningful job characteristics, freedom at work and availability of training and career development opportunities more proactively. Meaningful work gives them a chance to prove their caliber in doing challenging tasks and that they wish to perform as per their own means, thus seeking flexibility in their work attitude. Moreover to build their career and to grow in life, they seek career development activities to be undertaken sincerely by the organizations.

In the present study, results suggest that generation Y employees working in Indian IT organization are getting meaningful work characteristics like "autonomy", "task significance", "skill variety" and "feedback" but are not being able to engage them in jobs. This is an important aspect which generation Y prefers in their job. Thus to potentially gain generation Y engagement on this parameter, organizations are recommended to make jobs more challenging and creative in the sense that employees perceive it is as a unique bundle of responsibilities. Generation Y also pay importance to financial rewards but the results of present study points that the monetary and non-monetary benefits available to generation Y employees does not seem to engage them in job. Therefore it is recommended that IT organizations need to restructure the extrinsic reward system offered to this generation. Organizations may work upon developing and offering an ideal system of performance based appraisal and reward

system. The work environment of an organization is an important dimension to engage employees and to modify it as per the needs of any particular group of employees is rather difficult and time consuming task. It is recommended that IT organizations must do an in-depth research or conduct a work climate audit to elicit generation Y cause of concern. Along with it, seeing that this generation of employees is career cautious, organizations should adopt the HRD policies that not only engage but are also helpful in reducing the turnover intentions of this generation.

## **5.5 Implications of the Study**

### **5.5.1 Industry**

Generation Y is the emerging generation of employees entering the workforce. This study would be an immense help to Indian services industry especially the IT/ITES sector as organizations in this sector are the largest employers of this generation and 65-70 percent of the workforce in most companies in this sector comprises generation Y in the age group 20-30.

Job resources are known as the bundle of offerings that are made available to the employees in their jobs in order to help them in the attainment of task objectives whilst reducing the associated job stress. The results of this study would enable organizations to identify job resources and develop it as an approach to engage this young generation effectively reducing their turnover rate.

### **5.5.2 Academia**

The study validates the job resources – engagement-intentions to quit relationship that has not been studied with respect to employees from generation Y in Indian context.

Being defined as the workforce gaining prominence in the corporate world of India, this study will enrich the limited academic literature available on tools to engage and retain generation Y employees. In this regard, the unique thing that the study offers is pairing the job resources in to predictors of engagement and intentions to quit.

## **5.6 Limitation of the Study**

- 5.6.1** Dearth of academic literature in the context of generation Y in India is the prime limitation of the study.
- 5.6.2** Operationalization of birth years of different generation of employees in general and of generation Y in particular is done on the basis of literature in western context.
- 5.6.3** The diversified Indian culture, the rural urban divide makes it difficult to classify a group of people on the basis of birth years and certain specific traits.
- 5.6.4** Standardized questionnaires from literature are used in the study are taken as deemed fit to be used in Indian context. However the reliability and validity of the questionnaire has adequately been checked.
- 5.6.5** The data has been collected only from a portion of generation Y employees and have excluded who are yet to join the workforce.
- 5.6.6** It is an estimate that 65-70% of workforce in Indian IT organizations is from this generation. However no absolute data is available at the organizational level.

## **5.7 Future Scope of Study**

- 5.7.1** Future scope of study is immense as other set of job resources can be put to test to measure their engagement and retention potential that would enrich the scant body of existing literature.
- 5.7.2** Some proportion of generation Y population or younger generation Y is yet to join their workplaces. Their work motivations, needs and expectations remain largely unexplored.
- 5.7.3** The elder category of generation Y employees would have started assuming leadership roles and responsibilities. Research would be of immense help that explore their leadership behaviour.
- 5.7.4** In an organization (e.g. Infosys- where 90 % of workforce is Millennials) where mean age of employees is relatively less, case studies can be conducted to gauge their work dimensions.
- 5.7.5** Similar studies can be conducted in different industries to attain more insights about this generation. Demographic attributes (background, family type, income status) may also be studied with their effect.

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## APPENDIX A

### QUESTIONNAIRE

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Gender: Male

Female

Name of the current organization: \_\_\_\_\_

Birth year: \_\_\_\_\_

Age: \_\_\_\_\_

Work Experience: 0 – 5 years

More than 5 years

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The job gives me an opportunity to perform variety of tasks	○	○	○	○	○
The job is a complete piece of work that has an obvious beginning and end	○	○	○	○	○
The job I perform has the potential to significantly affect the lives and work of other people	○	○	○	○	○
Job allows me to choose the tasks, its way and order to perform.	○	○	○	○	○
Job measures my performance of the work done.	○	○	○	○	○
There are appropriate working conditions available to do an effective job.	○	○	○	○	○
Job provides me with enough opportunities for advancement and promotion.	○	○	○	○	○

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
There is a sense of job security working in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My salary is as per market standard and job profile.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance appraisal is fairly done in the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are adequate fringe benefits (TA, Medical coverage)etc that can be availed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The superior patiently listen about the difficulties related to the work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is encouragement and motivation from the superior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is easy to approach the superior at any point of time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The superior provides complete information required to perform the job task.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The superior guide the employees of the changes that are vital for the work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a sense of belonging among the fellow workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is an opportunity to share work related issues with the fellow workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The fellow workers give the necessary encouragement and support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fellow workers keep me updated with the current state of affairs in the organization.					
Fellow workers are transparent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
while passing the organizational information.					
I have clear goals and objectives for my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am clear about the priorities and responsibilities at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning is carried out effectively in the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am allowed to participate in significant decisions that affect my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is encouragement to be innovative at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People who offer innovative ideas really get ahead in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflicts are positively resolved in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Motivation is kept at high levels in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees feel valued and proud to be part of this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organization invest adequately in the T & D of the employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are sufficient training opportunities to increase my suitability for a better job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learning programs are helpful to overcome work obstacles.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career progression is taken seriously in the company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Important assignments are offered to me to work upon.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
I have freedom to vary my work schedule	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have freedom to work wherever is best for me either - home or at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performing my job is so absorbing that I forget about everything else.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am rarely distracted when performing my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really put my heart into my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get excited when I perform well on my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My own feelings are affected by how well I perform my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I exert a lot of energy performing my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I stay until the job is done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I frequently think of quitting my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am planning to search for a new job during the next 12 months.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I have my own way, I will be working for this organization one year from now (R).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## APPENDIX B

### BIO-DATA OF THE AUTHOR

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**Name:** Mr. Sahil Malik

**Designation:** Research Scholar

**Institution:** Delhi School of Management, Delhi Technological University

**Educational Qualification:**

Educational Qualification	University/College/School	Year	Percentage
M.com	Shri Ram College of Commerce, Delhi University	2010-12	63.62%
B.com	Ram Lal Anand College, Delhi University	2006-09	65.85%

### List of publications

#### Paper(s) Published in International Journals

Sr. No	Title	Journal/Publisher	ISSN No./Vol. no/issue no.
1	Life priorities and work preferences of Generation Y: An exploratory analysis in Indian context	Jindal Journal of Business Research (JJBR). SAGE Publications. 2016	ISSN – 2278-6821. Vol. 3 No. 1-2
2	Career advancement of Indian women in management: literature review of the challenges and conceptualising stakeholders approach critical for women's development	Journal – International Journal of Learning and Change. (IJLC). Inderscience publishers. 2016	Print ISSN: 1740-2875 Vol. 8 No. 3-4
3.	Conceptualizing and measuring life priorities of generation Y: Evidences from Indian context	Industrial and Commercial Training (ICT) – Emerald Publications. 2017	ISSN. 0019-7858 Vol 49 issue 2
4.	New generation – great expectations: Exploring the work attributes of generation Y	Global Journal of Finance and Management. Research India publication. 2014	ISSN 0975-6477 Volume 6, Number 5.

**List of Papers Presented in National and International Conferences**

<b>Sr. No</b>	<b>Title</b>	<b>Place</b>	<b>Publication</b>	<b>ISBN/ISSN No.</b>
1	Understanding and Engaging generation Y Employees at Workplace.	Paper presented at Int'l conf. IIT, Roorkee, 8-9 March, 2014	Full paper Published in conference proceedings. Excel publishers	ISBN - 978-93-83842-19-3
2	New generation – great expectations: Exploring the work attributes of generation Y	Paper presented at int'l conference (MSMBESSA-2014). JNU.	Full paper published Global Journal of Finance and Management.	ISSN 0975-6477
3	Job characteristics approach to engage generation Y employees	Paper presented in absentia in Int'l conf. at NIT Rourkela, 12 – 13 <sup>th</sup> December, 2014	Abstract published in conference proceedings book. Full paper published in E - proceedings. Springer	ISBN 978-93-5196-520-6
4	Impact of workplace social support on engagement and retention: An empirical study on generation Y employees	Paper presented in Int'l seminar at IIMT, New Delhi, 21 <sup>st</sup> January, 2015.	Full paper published in e-proceedings.	ISBN 978 -93-80494-98-2
5	Organizational attributes to attract generation Y talent	Paper presented in Intl conference at JIMS, Rohini 6 <sup>th</sup> February, 2015	Abstract published in conference proceedings	ISBN – 978-93-84869-17-5
6	Measuring the impact of job characteristics on employees' Organizational engagement: a study on generation Y Employees in India	Paper presented in Intl Conf. at MDI Gurgaon 11- 13 <sup>th</sup> March 2015	Abstract in book proceedings and Full paper published in e-proceedings.	ISBN No.: 978-81-929149-2-3



<b>Sr. No</b>	<b>Title</b>	<b>Place</b>	<b>Publication</b>	<b>ISBN/ISSN No.</b>
7	Measuring generation Y life priorities and work preferences: An empirical analysis in Indian context	Paper presented in Intl Conf. at Jindal Global University, Sonipat on 13-14 <sup>th</sup> August, 2015.	Full paper published in e-proceedings	ISBN – 978-0-979-7593-3-8
8	Drivers and outcomes of engagement: Empirical evidence in the context of generation Y employees	Paper presented in Intl Conf. at VIPS on 26 <sup>th</sup> November, 2015	Full paper published in conference proceedings	ISBN – 978-93-84869-96-0
9	Conceptualizing and measuring life priorities of generation Y: evidences from indian context.	Paper presented in Intl Conf. at IIM –L Noida on 11- 13 <sup>th</sup> December, 2015	Abstract published in e-proceedings	NA
10	The Relationship between Perceived Job characteristics and Job engagement among generation Y Employees	Paper presented in intl conf. at Ansal University, Gurgaon.11-12 Feb 2016	Full paper published in book proceedings.	ISBN – 978-93-85936-05-0
11	Intrinsic job dimensions and employees' organizational engagement: A study on generation Y employees in India	Paper presented in intl. conf. at IP University, New Delhi. 19 <sup>th</sup> Feb 2016	Full paper published in book proceedings	ISBN – 978-93-85936-10-4

Sr. No	Title	Place	Publication	ISBN/ISSN No.
12.	Globalization and women in management: description of the barriers and measures to improve gender inclusion in India.	Paper presented in national conference at IP University, New Delhi. 12 <sup>th</sup> September, 2016.	Full paper published in book proceedings	ISBN – 978-93-86432-97-1
13	Measuring the availability of job resources and their potential to engage generation Y employees	Paper presented in intl. conf. at YMCA University of Science and Technology, Faridabad. Dec 26-27, 2016	NA	NA

**List of Book Reviews published in Journals.**

Sr. No	Title	Journal/publisher	ISBN/ISSN No.
1	Higher standards of leadership – lessons from the life of Gandhi	Journal of Human Values (JHV). Sage publications. October 2015	ISSN -0971 - 6858
2	Employee First, Customer Second: Turning Conventional Management Upside	Values-Based Management. Indian Journals December 2014	Print ISSN – 2249-7000 Online ISSN – 2249 - 7919
3	Mantra and the Modern Man.	Values-Based Management. Indian Journals June 2014	Print ISSN – 2249-7000 Online ISSN – 2249 - 7919
4	Millennials and the Workplace - Challenges for Architecting the Organizations of Tomorrow	Journal of Human Values (JHV). Sage publications. April 2016	ISSN -0971 - 6858