



Career Expectations of Generation Y IT Employees with Special Reference to Bangalore

Mrs Mamatha J

Assistant Professor, SJB Institute of Technology and Research Scholar-Department of Management Studies and Research Centre, BMS College Of Engineering, Bangalore

Dr. A Satya Nandini

Professor and Head of the Department Of Management Studies and Research Centre, BMS College Of Engineering, Bangalore

ABSTRACT

Generation Y employees form the core of current and the future workforce. They have high expectations of their leaders for their success. Their Expectations from the job and the employer are considerably more and are also volatile. Because of this, an employer must realize that, hiring candidates and providing them with a job is not only the issue but also retaining them in their organization is the major challenge.

By understanding the needs, expectations, and perceptions of youngsters, an organization can think of providing them what they expect, so that they can catch the attention and motivate them. It also helps to retain them in their organization. In this study, seventeen IT companies in Bangalore are being covered. The various factors that are expected by these employees from their job are identified. And also, the various reasons for preferring and not preferring a company are being recorded.

KEYWORDS : Generation Y, Career expectations, Perception

INTRODUCTION:

The youngest members of work forces all over the world are making their presence felt, causing businesses to re-think their workplace practices and adapting flexibility at workplace to this new breed of Generation Y employees and managers. With about half of India's one billion people under the age of 25, Generation Y in India is the world's largest compared out of total of 1,723,911,077, which is 25.47% of world population (Indian Population Bureau, 2009). The Gen Y, in our study, is the generation born in between 1981-1991, as the scope of our research study is limited to the working Gen Y professionals in Bangalore.

The Generation Y in India is a remarkable group which is ambitious, optimistic, embraces change and has a clear sense of where they are headed. In India, they will be the largest percentage of employed workforce for next 50 years, thus, Generation Y professionals' skills and potentials are crucial if economies are to move up the value chain. In addition, as the Baby Boomers (born 1946 – 1964) retire, both Generation X (born 1965 – 1979) and Generation Y (born 1980– 2000) replaces them. Despite the large potential Gen Y workforce, it is mentioned many a times that not all are 'employment ready' and so their talents are in short supply.

Whether the challenges posed by Gen Y, also called as Millennial, outweigh the opportunities they present, i.e. their ability to use communication technologies and social media, their tech-savvy culture, new ways of contemplating work, new managerial forms etc, or they are creating both challenges and opportunities in the workplace. There is little doubt, however, that organizations that embrace the challenges will be in a better position to benefit from their skills and high potential. Therefore, deep insights and understanding of Gen Yers' career expectations, and preferences will give a foundation for developing effective management strategies in attracting, motivating, engaging and retaining the Gen Yers. It is a proven fact that knowledge and human capital are increasingly important determinants of an organization's sustainable competitive advantage.

REVIEW OF LITERATURE

The Millennials or Gen Y (born 1980– 2000) are the newest generation to enter the workforce. While being touted as the most "watched over" generation in history, they are also being portrayed as possibly "the best generation yet" (Martin & Tulgan, 2001). As children they were heavily programmed with multiple at-school and after-school activities. They are highly collaborative and optimistic (Howe & Strauss, 2000). They want a voice in the workplace as they have become accustomed to having significant influence on family decisions and teams throughout their lives (Alsop, 2008). They are technology dependent and expect automation in the workplace to support their skills at multitasking. On the other hand, they share their feelings easily and also

share Gen Xers' emphasis on work-life balance.

A major challenge which faces organizations is how to attract, engage, and retain Gen Y who, because of their characteristics and attitude towards work, is markedly different from Baby Boomers in their workplace needs and expectations. Consequently, they have become skeptical; mistrustful, and apathetic towards traditional hierarchies and authority (Martin & Tulgan, 2002). With Gen Y declared "the most entrepreneurial generation in history", organizations are confronted with the added weight of convincing young employees that working for a corporation has greater appeal than self-employment (Martin, 2005).

Today, organizational leaders lack understanding of the communication preferences of Gen Y (Reynolds, Campbell Bush, Geist, 2008). Given their pressing sense of immediacy and impatience, Gen Y is unlikely to be enticed by promises of distant pay raises and promotions (Lancaster & Stillman, 2002). Traditional career structures, where a person made a series of upward career moves usually within a single company have, since the beginning of the 1990s, been supplanted by the boundary-less career for Gen Y employees (Arthur, 1994). More transactional and short term relationships are common place nowadays and people now expect an organization to serve them – rather than the other way round – which might only be for two-to-three years (Baruch, 2004a).

Furthermore, as many organizations have been downsized and de-layered, so career paths have become blurred. Many of them are redesigning jobs and roles. People now expect to move between companies more than in the past. As a result, multi-directional career systems (Baruch, 2004) have emerged. This approach focuses on the individual, not the organization, who takes responsibility for their own career. Baruch (2004) contends that it is not restricted to the realm of paid work or work and non-work domains. He also argues that along with the hierarchical ladder climb, other criteria are now held to be important: inner satisfaction, life balance, autonomy and freedom. If we relate these criteria to Generations Ys, we can see parallels between them and the values Generation Ys hold. When thinking of careers, a traditional linear career structure is often considered the most successful and the most sought after. This has traditionally been reinforced by many organizational structures, cultures and remuneration packages along with definitions of success and commitment, which may be opposed to the Generation Y's value of equality (Morton, 2002).

OBJECTIVES

The key objective of the research is to explore the career expectations of Gen-Y IT professionals working in Bangalore based IT companies. The following questions are addressed in the research study:

- What are the Generation Y IT professionals' career expectations?

- What are the reasons because of which they prefer to join some organizations?
- What are the reasons because of which they do not prefer to join some of the organizations?

RESEARCH METHODOLOGY:

The study is cross-sectional exploratory research; conducted on Generation Y IT Professionals in Bangalore based IT companies. 17 IT companies were covered and Sample population consisted of graduates and post graduates who were born between 1981 and 1991. A structured questionnaire was designed for the purpose and the data was collected using it from a total sample of 100 employees. Questionnaire contained both open ended and closed end questions. Firstly, 10 important factors were listed and asked to rate on scale of 1-10. For example, one may assign 10 points to that factor which they feel extremely important; 1 point to the least important factor and any number between these two according to the importance they feel. Then the factor with the highest score and least score were listed. Secondly, the most important reasons from majority of the sample population for preferring a particular company and Thirdly, reasons for not opting for a company were recorded.

FINDINGS

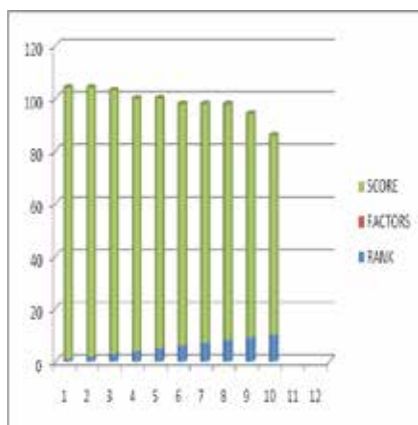
I. A list of 10 factors was asked to respondents to rank them on a scale of 1-10.

For the purpose of analysis the scale was divided into 4 categories and different weightages were assigned for each category. After the analysis, final results are as shown in the table 1.0 and graph 1.0.

Rank	Factors	Score
1	Learning opportunities provided.	103
2	Career growth.	102
3	Job responsibility.	100
4	Work culture.	96
5	Salary and perks.	95
6	Work and life balance.	92
7	Technology.	91
8	Company name and reputation.	90
9	Job security.	85
10	International exposure.	76

TABLE 1.0

GRAPH 1.0



II. The reasons for preferring a company

The reasons given by the respondents are listed below

1. Very good well established big company
2. Good Work culture. They value humans very much.
3. Pay & perks given are good & high
4. Their products & services are good.
5. They have high reputation in the market
6. Basically the recognition & opportunity to grow is good
7. Work satisfaction is very high
8. Kind of foreign exposure, kind of people interaction, and management is flexible
9. It is a fastest growing company

III. The reasons for not preferring a company

The reasons given by the respondents for not opting to join few companies were recorded and are as follows:

1. No career growth
2. Bad HR , do not have good HR policies
3. Too demanding with respect to results
4. Service provided is not good

ANALYSIS AND INTERPRETATION

It is evident from the findings that the learning opportunities provided on the job and career growth takes the top position among all the other factors. Generation Y Professionals in the IT sector prefer the companies which are very well established, reputed, with very good work culture and high salary payers for them to learn and grow. Some of the respondents feel that few companies do not provide an opportunity for their career growth that is limiting them to join those companies.

CONCLUSION

Employee loyalty to the company is higher when the job fulfills intrinsic needs and personal goals of the employees. An organization can ensure higher loyalty and productivity from employees by assisting an individual in planning his career and providing opportunities for career development. The corporate focus must change from lifelong employment to lifelong employability in order to prepare people deal with this reality. Companies must support the individuals in planning their careers by providing personalized information on the direction the business is headed towards, setting the career expectation of people in the right perspective and responding to career initiatives of individuals.

REFERENCES

1. Alsop, R. (2008). The trophy kids grow up: How the millennial generation is shaking up the workplace. New York: Jossey-Bass. | 2. Howe, W., & Strauss, N. (2000). Millennials rising: The next great generation. New York: Random House. | 3. Lancaster, L. C., & Stillman, D. (2002). When generations collide: Who they are, why they clash, how to solve the generational puzzle at work. New York: Harper Business. | 4. Linda P. Morton(2002);"Targeting Generation Y. (Segmenting Publics)", Public Relations Quarterly 47, p46(3) | 5. Martin, C. A., & Tulgan, B. (2001). Managing generation Y. Amherst, MA: HRD Press. | 6. Martin, C. A. and Tulgan, B. (2002). Managing the Generational Mix. Amherst, MA: HRD Press | 7. Martin, C. (2005), "From high maintenance to high productivity: what managers need to know about Generation Y", Journal of Industrial & Commercial Training, Vol. 37 No. 1, pp. 39-44. | 8. Michael B Arthur(1994), The boundaryless career: A new perspective for organizational inquiry, Journal of organizational Behavior,Vol.15,Issue 4, pp. | 295-306 | 9. Reynolds, Elizabeth Campbell; Geist, (2008)"The Gen Y Imperative" Magazine article from Communication World, Vol. 25, No. 2 | 10. Yehuda Baruch, (2004) "Transforming careers from linear to multidirectional career paths: Organizational and individual perspectives", Career Development International, Vol. 9 Iss: 1, pp.58 - 73 | 11. Yehuda Baruch (2004a),"Career development in organizations and beyond: Balancing traditional and contemporary viewpoints", Human Resource Management Review, Vol.16, Issue 2, June 2006, pp. 125-138