CHAPTER 6

RECOMMENDATIONS
This chapter details the recommendations that arise from the concerned study on Indian Generation Y employees and impact of their Work Values on psychological construct of organizational support and job attitudes. Recommendations have been linked to objectives of the study for better clarity and understanding.

The chapter also details recommendations that may be applicable in general for effective management of Generation Y employees in the Indian context. The recommendations are based on an analysis of outcome of the primary analysis and review of literature to give an understanding of Generation Y Indian employees. It would be prudent to divide this section into recommendations that may be applicable for different stakeholders related to the Indian Generation Y cohort as the context may vary for each stakeholder in terms of understanding this cohort.

The chapter has only one section.

6.1 Recommendations
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I. Gen Y employees significantly differ on their perception of work values (extrinsic, intrinsic, status, social, and freedom): In terms of analysis of the Descriptive, the highest scoring responses were related to Extrinsic Work values; good benefits and satisfactory salary (G4), good career advancement opportunities (G5) and good work environment (G6). Respondents also seem to rate Intrinsic values (G1, G2 & G3) highly while Status values (G10, G11), Social values (G12, G13) seem to be on rated on a moderate level on the scale. Respondents seem to give less preference to Freedom values (G8, G9) with a particular scale item ‘Live life the way one wants’ getting the lowest mean score of 3.882 in the Work values scale. Highest mean score in the scale goes to ‘Good career and development opportunities’ at 4.65. This implies that for Indian Gen Y employees, Extrinsic values still hold the highest priority followed by Intrinsic values. Other aspects related to Social, Status and Freedom do have an implication in their perceptual process albeit less than the primary values.

Recommendations:

1. Clearly outline and clarify their Compensation structure: This generation is impatient and is highly in need of clarity with relation to ‘What’ they will avail in terms of ‘Inputs’ provided by them. The balance of the scale on their equity perception is very important for this cohort. Hence it is important to outline what ‘Monetary’ and ‘Non-Monetary’ benefits are they accruing out of the efforts put by them both in terms of work and time commitment. Salary and benefits finds highest importance under Extrinsic values for this generational cohort and they are unwilling to compromise on this particular parameter. Benefits structuring needs to take cognizance of this aspect and structure benefits in line with expectations of this cohort rather than create a ‘one shoe fits’ policy for all employees. For ex. benefits like health coverage may need to look at inclusion of ‘cosmetology non-invasive procedures’ as additional coverage parameter; since this matches the aspirational aspects of Gen Y employees.

2. Clearly outline their Growth path and Job role: Gen Y employees need clarity on the type of work they are expected to do and what would be the possible outcome of that work in terms of benefits towards their career and aspirational growth. Clear outline of expectations from this cohort in terms of work can be more effective in availing productivity. Also if the concerned organizations can bring clarity on their
current job roles with clear alignment of where they are headed next, should they perform well; will ensure they put more trust in the organization and more commitment in their work. As outlined by the study, Intrinsic values hold as much importance as Extrinsic values for this cohort. Hence organizations need to find a balance through their HR policies in not only availing Extrinsic benefits but also aligning Intrinsic factors like Job challenges, growth paths and independence to present and undertake challenging ideas; to ensure this cohort can achieve the work-life balance they aspire to. There is a constant need to balance the demands of Gen Y employees in terms of both extrinsic and intrinsic values; for organizations this needs re-structuring of HR strategies and aligning resources in specifically catering to this workforce that is increasingly entering the workspace with its unique talents and propositions.

This reflects the ‘aspirational’ aspect of Gen Y employees wherein they aspire towards growth in terms of career, salary & benefits, while equally intending to balance the extrinsic factors with intrinsic factors wherein career growth coincides with knowledge upgradation (challenging work) and salary & benefits commensurate with their contribution towards organizational achievement by way of new ideas or suggestions that may help their individual organizations prosper.

II. To understand if the aspect of differing work values amongst this generation (Gen Y) employees impact the aspect of Perceived Organizational support (POS) and Affective Commitment: This study found that Indian Gen Y employees seems to place a lot of emphasis on the aspect of their contribution to the organization and how the same is valued by the organization in terms of reciprocation by taking care of their aspirations and needs (support context). Factors outlining organization’s valuation of Individual contribution scored at higher levels on the scale; however the reciprocation of the same through consideration of their goals and values seemed not too favorable for Gen Y employees wherein their perception is impacted by the level of support given by their respective organizations. This finding outlines the increasing importance of the ‘me’ aspect amongst this generational cohort employees wherein the perceptual relationship is transactional in nature; the give and take of individual contribution vis-à-vis benefits accrued by the organization.
Recommendations:

1. **Apprise them of their worth:** This generational cohort is high on ‘Expression’ and ‘Acceptance’. They prefer clarity and immediate feedback on what they are doing, how they are doing and whether they are making a meaningful contribution. They need consistent structured feedback and positive affirmation to get a clear idea of where they are headed and how this will help them progress up the career path.

   Managers/Supervisors need to work on this particular aspect of organizational support for Gen Y employees. Managers need to ensure that along with job and role clarity they give a structured feedback at periodic intervals to this cohort, enabling them to be more effective in their work. Here it is needed that Managers/Supervisors do not enact the role of Parents but enact the role of supportive mentors in encouraging these cohort employees to explore their own ideas/options and get the work done. This will ensure that Gen Y employees feel the independence in implementing their own ideas and also feeling that they have support from the organization in terms of Supervisory support.

2. **Create relationships with Gen Y employees:** Gen Y employees put a lot of emphasis on relationships with their supervisors wherein recognition and support availed by Supervisors is understood to be meaningful and expected; sort of motivational aspect for this generation. It implies that in general young employees look up to their supervisors for knowledge and support, demonstrating willingness to develop and nurture effective relationship which merits due recognition from supervisors, acting as mentors in developing young talent.

   POS research (Eisenberger et al., 2001) outlines that Supervisory support is understood to be support extended by the organizations as in perception of employees, supervisors/managers play the role of the organizational connect. Hence it is imperative that Managers/Supervisor play the role of effective mentors and motivators for this young cohort. They need to be Role Models by displaying leadership behavior that nurtures these cohort employees; while not acting as dominant parents. Personalization of work teams by getting to know the young team members, understanding their issues both at work and to an extent personal level that may be affecting their work productivity can go a long way in developing strong supervisor-employee relationship that is above the ‘Monetary benefits’ provided by the
organization. This sort of role wherein the Manager/Supervisor encourages motivates and understands the young employees will command immense respect and commitment from Gen Y employees as they like to give respect and stature to people who deserve the same as per their perception. Respect cannot be demanded from Gen Y employees as this is an impatient and demanding cohort itself; respect and commitment can be nurtured through effective relationship only with this young cohort. By way of impact of national culture, this generation believes in effective supervisor-subordinate relationship; does not maintain a high power distance as has been evidenced about Indian employees through previous studies (Hofstede, 2001).

III. To understand if the aspect of Work Values mediated by Perceived Organizational Support has an impact on Job Attitudes of Affective Organizational Commitment and Felt Obligation further impacting employee outcomes related to Job Satisfaction and Turnover Intention (Intention to leave): This is strengthened with the analysis results related to Job Attitudes; Affective Organizational Commitment, Felt Obligation, Job satisfaction and Turnover Intention. The study demonstrates that Indian Gen Y employees are inclined to put in more efforts towards their work performance and continue for a certain time period with their organization, provided the organization reciprocates this commitment with balanced support both in terms of intrinsic and extrinsic factors. This is reflected in their thought process related to being satisfied with their current organizations and also in their intention to continue or move away from the same if the transactional nature of the agreement is not fulfilled. Majority of the participants in this study seem to view commitment and continuance linked to pride; that is if their organization cares about them then they too would feel obliged towards the organization and be proud to refer others to the organization while themselves being committed for a long term working relationship.

Recommendations:

1. **Involve Gen Y employees in Organizational issues:** The aspect of being able to express their opinions (*Expression*); and having their ideas being valued and recognized (*Acceptance*) hold a higher level of importance for this category of employees. This is evident through their higher presence on social media platforms wherein they seek to share ideas, collaborate and grow both individually and as a group. Transparency in organizational procedures and clear communication channels where opinions are considered and merited is high on Indian Gen Y agenda in terms of improvements
expected in organizational support. This generation believes more in expressing their ideas/opinions and want their potential to be recognized by their leaders (supervisors); thus growing by availing opportunities of mutual development.

Organizations need to understand how much this generational cohort values expression and acceptance of their ideas/opinions. Even if they are not workable or applicable; atleast giving them a platform to put their ideas/opinions forward is also understood as support. They need to be told in logical terms why and how their ideas are not workable but can be if improved; they are more than willing to put in dedicated efforts to ensure that they are committed towards enhancing and improving the same. For this generation, it is very important to be heard, appreciated and considered. They do not like to dealt like other employees wherein they only give productivity without understanding what exactly they are working for and how is their productivity going to be valued by the organization. They want to know at each stage, where is the organization going and what can they do for mutual development. Hence it is important to keep Gen Y employees involved in team decision process, idea sharing and initiatives that challenges their intellect; this will ensure that they feel worthwhile in the team and deem this as a crucial parameter of support and recognition by the organization.

2. **Involve Gen Y employees in Philanthropic/Creative organizational activities:**

   Generation Y employees are highly impatient and look towards instant gratification in terms of results. Routine work and long hours bring monotony in their jobs and lack of involvement in activities other than work takes a toll on their strong desire for work-life balance. Actually this generation is kind of ‘wants it all’ and ‘in very short time’; also know for ‘wearing their heart on their sleeves’. Work stress and early work fatigue can be a resultant effect of their perception of work monotony, leading to lower productivity and lack of motivation. Being a generation more tuned to the transactional aspect of work, it is imperative to deal with these cohort employees by availing those activities other than work where they feel they are making a meaningful contribution.

   Organizations can take initiatives towards involving Generation Y employees in CSR (Corporate Social Responsibility) activities where they can invite ideas/opinions/suggestions as to where young employees think the organization should focus its CSR funds and how do they think this can make a meaningful contribution to
the society. This involvement will not only generate creative ideas but also spur this young cohort to think of something different other than work, bring variety in their won job roles; ultimately breaking the job monotony. Further encouragement by selecting the best ideas and creating a talent pool and ideas panel from this young cohort can instill in them a sense of commitment towards the organization. Also this generation is very much willing to support their organizations if they feel a sense of pride in where they work and who they work for. Organizations can build on this sense of pride by allowing them to work voluntarily on various social and CSR initiatives wherein they can make contributions and also reciprocate the organizational support by spreading word about what their organization is doing. This ensures that they remain aligned with the vision and mission of the organization while being committed to their job roles.

Thus it is important to understand that while this cohort is willing to reciprocate the support given by their organizations in the current context by being highly committed and obliged to the organization; it does not necessarily translate in to long term employment or reduced turnover intention for the cohort. The reciprocal relationship is purely based on availability of support and opportunities in the current context; given a better option employees of this cohort will not shy away in leaving their current organization. Hence organizations need to keep them engaged and involved at each and every stage of their work life through various initiatives to avail commitment and productivity.

**General Recommendations for different stakeholders**

**I. Line Managers/Supervisors**

This is the first and primary line of Organizational Support that is encountered by this generational cohort. Supervisors or Line Managers represent the ‘Organization’ in physical reality (tangible) which otherwise is deemed intangible, hence the perception of organizational support is strongly dependent on the Supervisor-supervised relationship and its reciprocation in the organizational context.

1. **Be open and clear in communication channels** – This cohort vociferously believes in the concept of ‘Expressions’ and ‘Acceptance’, hence for them everything is about sharing, collaborating and appreciating. This is amply evidenced by their constant updates through social media platforms and dependency on peer acceptance of whatever they do. In light of this characteristic it is important for Line Manager/Supervisors to keep this
young populace updated on Key initiatives by the organization that they perceive/deem to be supportive in their growth path. It would be advisable to have electronic communication channels for this cohort as outlined in previous work (Rai, 2012); as this generation is techno-savvy and prefers to be more connected on social media platforms.

2. **Be transparent on policies related to performance evaluation and linked monetary rewards** – This cohort strongly believes in clear communication and does not shy away from voicing its strong adverse opinions if they deem processes as inappropriate to the context. It is important for them to know, how their contributions are being valued by the organization and what kind of reciprocatory support/reward can they expect in return. Expectancy theory of motivation that caters to better productivity based on employee expectancies caters to this cohort as this young workforce will put heart and soul in their work if they are clear on fair systems of evaluation and meritocracy being rewarded. Consistent feedback and constant affirmation is the key to keeping this cohort motivated and raring to go.

3. **Allow them to be creative and independent** – Generation Y strongly supports independence in work and decision making, as also sharing and collaboration to formulate ideas and plans. Hence trying to outline work details for them and make them work according to pre-set guidelines is not the key to achieving higher productivity. They expect to be given an outline of the work to be performed and allowed independent working and decision making, ensuring higher levels of meaningful work, higher levels of creativity and increased productivity.

4. **Be vocal and encourage them in the current context** – This generational cohort thrives on ‘Appreciation’ and ‘Acceptance’. Additionally they believe in the current moment than savoring the accolades at a later time period. It is thus important for the Line Managers/Supervisors to ensure timely appreciation for their work and demonstrate how much their work is valued by the organization. This gives them a sense of purpose and they are more than willing to put increased efforts and energy in giving their best output. Later periods of appreciation through bi-annual or annual formal appraisal processes has very little motivational impact on this generational cohort. They are employees of the ‘moment’, hence an encouraging pat on the back, appreciating words or even allocation
of challenging work in return of their good work goes a long way in demonstration of strong supervisory support (i.e organizational support) for this cohort.

5. **Demonstrate support by mentoring** – Generation Y believes in a strong and mutually beneficial relationship with their Line Managers/Supervisor who are for them the ‘Organizational entities’. They also strongly believe in learning from their seniors and sharing ideas for their career growth and development. In this context it is also important for the seniors to take on a meaningful ‘Mentorship’ role that encourages and hones this extremely energetic, raw and youthful talent. Even ‘reverse mentoring’ is a strong possibility through which a wonderful Mentor-mentee relationship can be shaped with this generational cohort. Technology is their strong point and their ability to use it for higher work efficiency is something worthwhile to learn for the ‘Mentors’ from their young ‘mentees’.

6. **Walk the Talk** – Gen Y believes that respect needs to be earned on merit rather than purely on factors of age or position. They will go all out to give high levels of respect to a senior colleague if they believe that the concerned person possesses the necessary knowledge/skills for commanding such a position in the organization. They strongly believe in the ‘demonstration’ effect than mere rhetoric by seniors. Hence to ensure that this generation actually delivers, it is imperative for the Line Manager/Supervisor to ‘Walk the Talk’ on policies, rules and regulations rather than sermonizing. If this generation accepts that a particular policy or regulations is practical and needs to be followed for their benefit, then they would be more than willing to support the cause their seniors have espoused. Remember you cannot make this generation work under duress, their commitment to work is based on their acceptance of the role and situation; not the other way round!

II. **Human Resource Facilitators/Managers:**

1. **Clear outline of extrinsic rewards parameters and policies** – The study shows that Indian Gen Y employee score higher on Extrinsic Work Value parameters. Previous research on Gen Y across the globe and also in the Indian context have outlined this generation as being demanding and giving higher importance to extrinsic reward parameters specifically economic returns. This is amply evident from the age group this cohort belong to and stage of life that this generation is in the current context. This
implies that to engage this generational cohort and to keep them motivated at the primary level, it is important to make them aware of the extrinsic rewards (pay, perks and benefits) available within the organization. Additionally since Gen Y places higher prominence on transparency and openness in communication, organizations need to keep them updated on fair performance evaluation systems and its linkage to pay & reward practices. This aspect is very critical in their perceptual process of organizational support and is strongly linked to their job attitudes (Commitment, Satisfaction and Turnover Intention).

2. Provide clarity on their role and contribution in the organization – Generation Y believes in clarity and transparency, hence it is important for them to understand the ‘Role’ they would be or are playing in their respective organizations. Also they are quite concerned about how their contributions are valued by the respective organizations and how would they be rewarded in this reciprocal relationship. Thus the HR department needs to ensure that ambiguity is reduced in their functioning process and issues related to ‘Role overlap’ are adequately addressed in the organizational hierarchy. Gen Y is highly uncomfortable with clashing power equations and ambiguous job roles that create unnecessary stress, hampering their ability to integrate technology for creativity and collaboration.

3. Help them visualize their growth opportunities in the larger organizational hierarchy – Extrinsic Work Values that relate to career development displayed higher approvals from Indian Gen Y employees in the current study. This implies that career development and growth opportunities hold high prominence for this cohort, to the extent that their obligation and commitment also can be affected if a better opportunity comes their way in future. Thus it becomes important to make this cohort aware of existing growth opportunities and path available within respective organizations and link the same to their individual progression during the induction and orientation phase itself. They need to know how and when will their performance be evaluated and how will that help them progress up the organizational hierarchy.

4. Adapt practical policies for work-life balance initiatives – While most organizations today have adopted Work-Life Balance policies, the practical implementation of the same remains a grey area. Previous research on this generation cohort specifically Indian Gen
Y cohort has found them to be a demanding generation that seeks to balance work life with family life. So the need for organizations is to implement policies which are viable and practical in actually catering to this need. Irrespective of gender, this cohort seeks to remain not just engaged with work like previous generational cohorts. They want to share, collaborate, enjoy and celebrate life. So whether it is break to learn guitar or a mountain hiking trip, this generation employees are keen on following their interests and pursuits alongside their career paths. HR needs to find a balance of helping them achieve their goals alongside celebrating their passions for life.

5. **Adapt technology initiatives to keep them updated and engaged** – Gen Y is a technosavvy generation. Their lives revolve around efficient and optimized use of technology whether individually or as a social group. Traditional modes of communication do not work with this cohort as they are not employees who will read the company notice board for updates. The need of the hour is to synergize technology with communication and disseminate information through the smart e-mode. Keeping them updated on organizational initiatives, decisions and policies through efficient use of Intranet and other multimedia platforms is the key to keeping this cohort engaged with the organization.

6. **Provide platform for voicing their opinions** – Gen Y strongly believes in ‘Expressing’ their opinions and share their ideas/thoughts. It is their way of contributing their intellectual property to the organization in a reciprocal relationship. So whether it is use of Town Halls, Open forums, Idea Seminars or even Intranet discussion platforms; HR needs to ensure that multiple avenues are created for this generational cohort to voice their opinions. They need to speak, be heard and addressed on whether their ideas are viable or not; this makes them feel whether their organization values their contribution or not.

7. **Create a stimulating work environment** – Previous research depicts Indian Gen Y employees having higher expectations from their workplace both in terms of extrinsic and intrinsic factors. This study reiterates these expectations wherein alongside extrinsic rewards, this generational cohort also expects a motivating and intellectually stimulating work environment wherein they avail better learning opportunities and challenging work. So whether it is colorful and vibrant work places that enhance creativity or better on-site
facilities like technological integration, community networking and collaboration; the need is to create an environment that allows this generational cohort a sense of their own space and keeps them engaged to the organization by way of enhanced motivation and challenging work opportunities.

8. **Create interest in organizational philanthropic ventures** – Social media research on Gen Y employees globally has demonstrated that altruistic motives play a prominent role in their psyche. While the current study specifically does not give an indication of their altruistic motives, it indicates their interest in sharing and collaborating with their peers and seniors for mutual benefit. Given this outline and the rising trend of young employees getting engaged in the social sector domain through voluntary work or social entrepreneurial ventures; HR needs to create platforms that cater to the altruistic psyche of this cohort. Inclusion of philanthropic and social sector oriented activities through the CSR route as part of the organizational mission and engaging this generation cohort in being a part of such ventures makes them feel more responsible. Their feeling of déjà vu comes from being able to contribute back to the society by being part of such social and philanthropic activities. Organizations across the globe are increasingly using internal social media platforms to reach out to this cohort and keep them updated on the CSR initiatives of the company. This strategy is also being used for recruitment purposes by some organizations that want to brand themselves as socially responsible organizations.

9. **Provide enhanced and challenging learning opportunities** – Training via traditional methods is passé for this generational cohort. With reduced attention span and enhanced access to technology it is increasingly becoming difficult to keep Gen Y employees engaged through classroom training programmes. This generation adapts fast and is increasingly looking at learning options that are stimulating and intellectually challenging. HR needs to cater to this ever growing learning hunger of the young generational cohort. In terms of training programmes more options of self-paced online learning sessions, use of multimedia tools like podcasts, videos, live demos etc. need to replace traditional classroom training methods. Additionally allowing this generation to undergo short duration external training modules or sponsoring them for higher level courses, makes them feel valued and needed be their organizations. This also ensures that their hunger to share, collaborate and learn is satiated and they continue to remain engaged with the organization.
III. Top Management Personnel:

1. **Communicate through use of technological platforms** – Research on Generation Y terms them as the ‘Wired generation’, technologically adept with a flair for social connectivity. Traditional modes of communication do not work for a generation that thrives on technological connectivity. Management needs to reach out to this ever connected generation through use of major technological initiatives like Company Intranet platforms, online internal bulletin boards, online chat forums etc. This generation believes in ‘Expressions’ and ‘Acceptance’, hence continuous updation about company initiatives and policies through effective use of technological modes will help this young generation feel involved, committed and develop higher levels of organizational trust.

2. **Do not expect long term commitment** - Research studies on working professionals in general indicate that with increasing levels of organizational commitment there is a decrease in turnover intention. However this aspect does not seem to work with Indian Gen Y employees as outlined in this study. This implies that for the Indian Gen Y employee populace, higher commitment does not necessarily translate into lower turnover intention. Indian Gen Y employees are quite comfortable in positively valuing organizational and feeling obliged and committed for it, but they would not hesitate to take up a viable and promising opportunity if it comes their way. While they are not averse to continuing with an organization for a year or slightly more time period, they do not intend to stay on for longer time periods or till the end of their career; quite unlike their yesteryear counterparts (Silent Gen and Boomers). Organizations thus need to optimally use this potential resource for the limited time period of association.

3. **Reduce hierarchy and adopt team based structures** – Generation Y much like its previous Generation X abhors hierarchies and stringent bureaucratic systems in the organizational framework. They thrive on connectivity, collaboration and work independence; hence hierarchical organizational structures are very difficult for them to adhere to. Team based structures that seek to utilize their potential creatively while allowing them challenging work and independence in decision making brings out higher levels of productivity. Asking them to perform within set parameters and guidelines reduces their job satisfaction levels, in turn increasing their turnover intention.
4. **Allow free flow of information across organizational levels** – Collaboration and Social connectivity is lifeline for Generation Y. This is amply evidenced in numerous self help websites, blogs and videos available on the web, mostly free of cost. They believe in sharing and growing, not in withholding information that may be potentially helpful in mutual growth and progression. Restricting organizational communication sources or maintaining lack of communication on organizational policies/programmes reduces their trust levels related to supervisory/organizational support. Hence it is important for organizations to allow information to flow freely across organizational levels with curbs on specific sensitive data only.

5. **Treat them as stakeholders and contributors than only employees** – This study identifies ‘Expression’ and ‘Acceptance’ as identifiable characteristics of Generation Y employees. Being a youthful cohort, they are always brimming with ideas and suggestions which may or may not be practical and workable, however ignoring their ideas or not allowing them to voice their opinions is perceived as lack of organizational support by this cohort. Also for this employee group, recognition of their contribution to their respective organizations brings a feeling of pride. Hence it is important for 21st century organizations to treat this youthful employee cohort as equity stakeholders of the organization, ensuring that their ideas are heard, appreciated with encouraging words and their contributions recognized in overall organizational progression. Being only salaried employees with no channel to voice their opinions and not being recognized is a major cause of de-motivation for this energized cohort.

**IV. Educationists/Government Policy Bodies:**

This set of recommendations is for Educationists who are and would be engaged with Generation Y cohort is mentoring and shaping their career and future growth. Recommendations are also provided for Government Policy making bodies like UGC and National Skills Development Corporation that have a huge involvement as potential stakeholders in dealing with Generation Y cohort. This is essential as proper shaping of policies towards nurturing, mentoring and dealing with this cohort can shape them into better employees in the future.
1. **Understand ‘Aspirations’ of Gen Y:** The context of external environmental factors whether economical, political or social has hugely changed for Generation Y over the years of their growing up. Thus this Generation today has developed ‘aspirations’ of a future that is more focused on a good life, good career and new opportunities of development. Being a generational cohort tuned to increased usage of communications, media and digital technologies, this generation is also at times referred to as the ‘Wired Generation’ that needs to be connected at all times and feels most comfortable in digital environments. To formulate any policies that seek to address their unique needs for Educational/Career Growth/Skill Development, it is imperative to understand their interest and preferred mode of knowledge acquisition.

2. **Allow Gen Y populace to share their ideas:** Major research studies across the world has found that this particular Generational cohort believes in three major factors, Expectations, Expressions and Acceptance. Gen Y is dynamic and eager to collaborate; this emotionally charged enthusiastic young workforce seeks to contribute through a plethora of ideas, suggestions and informed opinions. Their ideas are creative, innovative and at times exceptional; being based on the knowledge acquired by being part of a socially networked cum connected domain. However this generation also believes in the concept of instant acceptance and open feedback, these being critical factors for their enthusiasm and satisfaction. Hence before any Policy Formulation it is important to float the Proposed Key Policy document and outline Online, enabling this Generational cohort to avail their views/opinions on the Key Policy issues that will ultimately be related to shaping their career opportunities and growth options in the country. This process has already been initiated by the present policy making bodies of the Govt. of India, albeit on a limited scale. The idea should thereby be to enlarge the scope of sharing information through various Social Media platforms to Gen Y cohorts, encouraging them to voice their opinions on crucial policies like Education structuring/ Career options and Skills development.

3. **Allow Flexibility and Choice based Curriculum:** Studies depict that Generation Y cohort gives a lot of importance to the aspect of ‘Independence’ and freedom of choice. Being a socially networked populace with easy access to knowledge and information across the globe, this Generational cohort does not find satisfaction in learning age old curricula or follow rigid course structures and patterns outlined in our existing
Educational system. They want the freedom to choose what they seek to learn, adopt and grow in their careers. They seek the choice to design their own career paths with skills and subjects they choose to learn about. It is all about their opinion and their freedom of living life the way they want, being more individualist in orientation. In light of their characteristics, it is time for Educationists and Policy Bodies to create Flexible course structures/Curricula and design Learning Systems that allow them to choose courses of their interest and learn at their own convenience than be burdened with a rigid inflexible education system. Positive steps in this direction has already been initiated with quite a few Educational Institutes allowing students to opt for eclectic mix of course electives, allowing them the flexibility to choose what they seek to learn.

4. **Extensive use of E-Learning/Social Media Platforms for Knowledge gaining and sharing:** Research has proved that ‘Learning’ that happens at a learner’s own pace and in tune with his/her expectations find better retention. In tune with the same and emergence of strong technology based E-learning Platforms, it is time to deploy them into the Educational sector of the country. Currently E-Learning Platforms/ Social media knowledge sharing (Podcasts/Videos/Knowledge chat forums)/Online Gaming for learning Platforms are being used more by Corporate Organizations for enhancing learning and retention of its employees. However with a Generational cohort that thrives on technology and social media usage and with advent of technology enabled devices like Smart phones and Tablets; it is time to take technology initiatives to traditional classrooms for imparting knowledge. The future is of developing, sharing and learning content through use of technology. Traditional classroom models need to change with Gen Y students been given the opportunity to learn at their own pace through extensive use of E-learning Platforms, collaborating and sharing knowledge on Social Media platforms and test their knowledge on Simulated Application oriented Gaming Platforms. Educationists/Policy Bodies need to structure education policies and courses that take technology enabled learning into consideration for the future.

5. **Nurture Entrepreneurship and Develop relevant skills:** CRISIL 2010 Report on Skilling India highlights India’s working population (15-59 years) will swell from 749 million to 924 million by year 2030, making it the most desired location of talent acquisition (employee availability) heightening business growth and progress in the country. It is further estimated that half of India’s working population is under the age of
25, which in the coming years will make this country the choicest destination for Youth population and employment. This spells tremendous opportunity for the country wherein immense Talent can be developed by equipping the current Generation Y cohort and upcoming Generation Z cohort with skills that may be future relevant and much in demand for career growth. This country is already witnessing an explosion in the Entrepreneurship arena with advent of E-commerce platforms and Technology enables startups. The average age of CEO’s in the young startups are around 25 years, making them part of the Generation Y cohort. Thus it is important for policy making bodies both Governmental(NSDC) and Industrial/Business oriented (ASSOCHAM/FICCI) to develop and nurture a Ecosystem that breeds and supports these Young Entrepreneurs in the country by not only availing then Financial Investment/Support but also helping them nurture Talent through effective and optimum utilization of Gen Y employee skills in the country, leading to brighter future prospects for both Gen Y employees and India as favored destination for Talent Acquisition.

The purpose of this chapter was thus to given an understanding of how better Indian Gen Y employees can be managed if there is an understanding of their outlook towards organizational practices and policies by their different stakeholder. Research has outlined that Indian Generation Y employees share characteristics of their global cohort counterparts but they still differ in terms of their work values which may be an aspect linked to the national cultural values. Given this context it is imperative for stakeholders in leadership domain to understand this cohort and outline organizational strategies and policies in line with better management of these happening generational employees.
CONTENT NOTES

\(^{1}\) Refer Rai, S. (2011)