CHAPTER – 3

METHODOLOGY

Introduction

The purpose of this study is to explore and analyze the work expectations of the Gen X and Gen Y employees of IT industries in Chennai. The study also focuses to determine the difference in the work expectation between the two generations. This chapter discusses the research methodology adopted for the study.

3.1. Objectives of the study:

- To analyze the profile of the respondents.
- To gain insight into the work expectations of Gen X and Gen Y.
- To recognize the source of motivation of Gen X and Gen Y.
- To identify the source of generational conflict.
- To suggest strategies to harness the potential of each generation group.

3.2. Definition of terms:

Generation

Kupperschmidt (2000) has defined a generation as a recognized group of people who shares years of birth and significant life events at critical stages of development.

Psychological Contract

A psychological contract, a concept developed in contemporary research by organizational scholar Denise Rousseau, represents the mutual beliefs, perceptions, and informal obligations between an employer and an employee. It sets the dynamics for the relationship and defines the detailed practically of the work to be done. It is distinguishable from the formal written contract of employment which, for the most part, only identifies mutual duties and responsibilities in a generalized form.
Work Ethics, values, attitude

Work ethic is a value based on hard work and diligence.

Values can be defined as broad preferences concerning appropriate courses of action or outcomes. Values tend to influence attitudes and behavior.

A job attitude is a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job. Overall job attitude can be conceptualized in two ways. Either as affective job satisfaction that constitutes a general or global subjective feeling about a job, or as a composite of objective cognitive assessments of specific job facets, such as pay, conditions, opportunities and other aspects of a particular job. Employees evaluate their advancement opportunities by observing their job, their occupation, and their employer.

Organizational Citizenship Behaviour

Organizational citizenship behaviour (OCB) is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company.

Motivation

Motivation is a theoretical construct used to explain behavior. It represents the reasons for people's actions, desires, and needs. Motivation can also be defined as one's direction to behavior or what causes a person to want to repeat a behavior and vice versa.

Job Satisfactions

The term job satisfactions refer to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).
**Employee engagement**

Employee engagement is a workplace approach designed to ensure that employees are committed to their organization’s goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being.

**Employee retention**

Employee retention refers to the ability of an organization to retain its employees.

**Work expectations**

Work expectations refer to those conditions that employees expect at their workplace, so as to efficiently perform the tasks at hand. These expectations when met would motivate employees to bring out the optimal level of performance in them.

**IT sector**

A sector relating to the research, development and/or distribution of technologically based goods and services. This sector contains businesses revolving around the manufacturing of electronics, creation of software, computers or products and services relating to information technology.

The technology sector offers a wide arrange of products and services for both customers and other businesses. Consumer goods like personal computers, stereos and televisions are continually improved and upgraded, offering the latest technology to all users. Businesses receive information and services from software and database systems, which allow the companies to make strategic business decisions.


3.3. **Hypothesis:**

1. There is no significant difference in Autonomy expectations between Gen X and Gen Y.
2. There is no significant difference in work life balance expectations between Gen X and Gen Y.
3. There is no significant difference in work Environment expectations between Gen X and Gen Y.
4. There is no significant difference in Expression expectations between Gen X and Gen Y.
5. There is no significant difference in career growth expectations between Gen X and Gen Y.
6. There is no significant difference in diversity expectations between Gen X and Gen Y.
7. There is no significant difference in Recognition expectations between Gen X and Gen Y.
8. There is no significant difference in Stability expectations between Gen X and Gen Y.
9. There is no significant difference in Structure expectations between Gen X and Gen Y.
10. There is no significant difference in Team work expectations between Gen X and Gen Y.
11. There is no significant difference in Compensation expectations between Gen X and Gen Y.
12. Autonomy expectations do not significantly differ with respect to years of experience.
13. Team expectations do not significantly differ with respect to years of experience.

14. Diversity expectations do not significantly differ with respect to years of experience.

15. There is no significant difference in work life balance expectations between males and females.

16. There is no linear relationship between the expectations for autonomy and for that of work environment.

17. There is no linear relationship between the expectations for autonomy and for that of Expression.

18. There is no linear relationship between the expectations for autonomy and for that of work life balance.

19. There is no linear relationship between the expectations for work environment and for that of expression.

20. There is no linear relationship between the expectations for work environment and for that of work life balance.

21. There is no linear relationship between the expectations for expression and for that of work life balance.

22. There is no linear relationship between the expectations for recognition and for that of compensation.

23. There is no linear relationship between the expectations for recognition and for that of career advancement.

24. There is no linear relationship between the expectations for compensation and for that of career advancement.
3.4. Research design:

Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way.

The Researcher has used descriptive design for the study. This study primarily focuses on the work characteristics and work expectations of the respondents. This study draws out the various details of the respondents namely, their socio demographic profile and their work expectations.

3.5. Field of study

The IT and ITES (Information Technology Enabled Services) sector in India has continued to perform its role as a significant growth driver for India's economy. Service, software exports and BPO remain the mainstay of the sector. Over the last five years, the IT & ITES industry has grown at a remarkable pace. Recognizing the importance of IT and its role in the development of India, various Central and state government agencies have given SOPs for the industry. This impetus has resulted in the emergence of a few important IT hubs in the country.

Chennai is the capital of Tamil Nadu. According to one estimate, about 15% of India's software exports are contributed by Chennai alone. Chennai is next to Bangalore as far as a software export is considered. Many software and software services companies have development centers in Chennai.

The city is a hub of a number of technological park and promises the employment of nearly 3,00,000 people.

Major software companies in Chennai are Cognizant Technology Solutions, Accenture, CSC, Satyam, EDS, HP, HCL, Infosys, IBM, Sun Microsystems, Symantec, Verizon TCS and Wipro. At present Chennai is the second largest exporter of IT and IT enabled Services in India next to the Silicon Valley. As of 2012, Chennai is India’s second largest exporter of Information Technology (IT) and Business Process Outsourcing (BPO) services.
Since, the IT companies represent a major portion of India’s young working population; the researcher chose to carry out the study therein.

3.1. Sampling design

The researcher has adopted purposive sampling method for the data collection, as the access to the data collection in the IT sector is restricted. Purposive or Judgment sampling refers to deliberate selection of sample units that conform to some pre-determined criteria. It is based on the judgment of the researcher. The researcher being a human resource professional had established a rapport with some of the other HR professionals in the IT industries. Building on that rapport, the researcher contacted the HR managers of the industry and collected the samples from those industries that showed interest in the study and granted permission.

3.6.1 The Selection criteria for sampling

The employees from IT industries from Chennai are the population for the study. 70% samples studied belonged to Gen Y and 30% belonged to Gen X. This being a study on generational diversity, age was a criterion for the selection of samples.

3.6.2 Selection of Respondents

Tech parks were considered as the sources of the sample units as they house clusters of IT companies. There are about 35 tech parks in Chennai. Tech parks started between the year 2000 and 2005 were considered by the researcher with a view that the proportion of Gen X population here would be sizable. Out of these, only in 1 Tech Park the researcher was able to draw sample units, from six IT companies. The researcher administered the questionnaire only to 404 sample units who were willing to be part of the study.

Once the researcher got the approval for data collection from the organizations, an agreeable time was arranged as to when the researcher would meet with the participants. The researcher explained the purpose and objective of the
study to the participants who were willing to be part of the study. The questionnaire was given to them to fill up. The participants were instructed not to mention their names on the instrument and were assured that their responses would be kept confidential and used only for the purpose of this study.

3.6.3 Sources of Data

The sources of data for this study are classified as primary and secondary.

Primary data refers to the data directly collected from the respondents from IT industries. Secondary data was collected from the books, journals, seminars, newspapers, and websites, from the reports of the industries, university and the colleges for the present study.

3.7. Tool of Data collection:

3.7.1. Questionnaire:

The researcher went through various instruments and scales used to measure job satisfaction, namely, Minnesota Job Satisfaction questionnaire, Job descriptive Index, Job satisfaction survey, Inscape Publishing’s Work Expectations Profile. The researcher made an exhaustive list of parameters and criteria used. Recurrent parameters were chosen to formulate the questionnaire.

The data tool employed for collection of data was questionnaire method. The questionnaire was statistically tested for reliability using the Cronbach alpha. Each questionnaire consisted of queries of demographic details, followed by questions relating to the 11 work expectation areas.

3.7.2. Focus group Discussion

Group discussions were held with employees who formed the sample. After the data was collected, some respondents were willing to be part of the group discussion. The researcher conducted group discussion based on the guidelines
previously finalized. The main focus of the group discussion was to gather the employees’ opinion, perceptions beliefs about work expectations.

3.7.3. Observation

Observational research is a social research technique that involves the direct observation of phenomenon in their natural setting. The researcher has used the observation techniques for the study and observed the work environment and the culture of the IT organizations.

During the pilot study and data collection the researcher observed the employees’ behaviour, physical actions, interpersonal interactions, verbal behaviour and emotional expressions. The observations made from the industries and the employees were included in the present study in the analysis and discussion.

3.7.4. Consultation with experts:

The researcher had consultations with experts and participated in deliberations, round table conferences on the theme. The researcher participated in National conferences conducted by ISTD and SHRM on generational diversity and held discussions with them, regarding their views on engaging employees from different generations, the constraints, challenges and benefits, they face and gain in the process.

3.8. Pilot Study:

The researcher visited the IT companies for the pilot study. The researcher interacted with the HR mangers of the respective industry and held discussions with them on the research topic of Generational Differences and Work Expectations. The date, time and procedures to collect the samples were discussed in details.

Pre-testing was conducted in one of the leading Information Technology Organization in Chennai. The respondents at the beginning were instructed to ask for clarifications, in case they were unable to understand any item, statement questions or instruction.
They were also informed that there was no right or wrong answers. Employees were asked to answer honestly without spending too much time. They were instructed that usually the first response is the best response.

The researcher asked the respondents to fill up all the questions without leaving any question unanswered.

For filling the instrument, the respondents were provided the instructions and asked to rate their preferences on a scale of 1 to 5, with regard to the statements in the questionnaire that best represented their work expectations. The Questionnaire was distributed to the employees. The data collected during the pilot study was analyzed and found to be relevant and consistent. Since the respondents were well educated with “Under Graduation, Post Graduation and Professional Qualifications” they could easily comprehend the items in English and do the scoring. Hence there were no changes made to the scales.

3.9. Variables

This research has identified 11 areas of work expectations that are considered to be drivers of Gen X and Gen Y in the areas of employee loyalty, employee citizenship behavior, employee job satisfaction, employee motivation and retention and employee engagement.

Working definitions: The researcher seeks to define the scope of the 11 areas of work expectations that are analyzed in this research.

- Expectations for Career Advancement:

Expectations for Career advancement refers to the degree of effort directed toward growth and excellence in one’s career and promotions, the drive to develop one’s skills and competencies and openness to take up higher levels of responsibility when empowered appropriately. This also involves, expectation for the leadership at one’s workplaces to be very focused, so as to have specific plans to meet organization goals.
• **Expectations for team work:**

  Expectations for team work refer to the expressed need for a collaborative, congenial work environment, which is devoid of bias and facilitates working together in an atmosphere of fairness, wherein the contribution of every member is valued.

• **Expectations for Expression:**

  Expectations for Expression refer to the search for a job that is an opportunity for self expression, provides space to express one’s values, principles and views and does not stifle one’s creativity. This would also involve expecting the organization to be a dynamic and not a static, component in the global context.

• **Expectations for Work Environment:**

  Expectations for Work Environment refer to the need for an environment that is conducive and fun loving, wherein the physical, social and emotional needs of every individual is esteemed and accommodated.

• **Expectations for Diversity:**

  Expectations for Diversity refer to an individual’s quest for a workplace that offers colleagues, with differences not just with regard to the physical dimensions, such as, age, sex, race, ethnicity, but also in terms of diversity of ideas, approaches, thoughts, concepts and working styles.

• **Expectations for Work life balance:**

  Expectations for Work life balance refer to an employee seeking the approval and cooperation of colleagues, in pursuing and balancing personal and professional goals.

• **Expectations for Autonomy:**

  Expectations for autonomy include being allowed and empowered to work in one’s own style given that deadlines are met, being acknowledged for contribution
and suggestions by the superiors and peers and having a participative process of fixing work goals. In a nutshell, it would mean “not being micro-managed.”

- **Expectations for Recognition:**

  Expectations for Recognition refer to expecting the appreciation and acknowledgement of superiors and peers, in one’s pursuit of success. It would simply mean, not wanting to be “taken for granted,” but wanting to be considered as one of “value”

- **Expectations for Stability:**

  Expectations for Stability include the need for a secure and stable work environment that imply highly organized, systematic, consistent and predictable policies and procedures.

- **Expectations for Structure:**

  Expectations for Structure include having convenient and timely access to required resources, a system that is strategically planned to facilitate reaching of work goals and a committed leadership that provides clear and engaging directions relating to one’s job and responsibilities.

- **Expectations for Compensation:**

  Expectations for Compensation refer to expecting a fair and competitive remuneration and planned and valuable benefits, in return for the work rendered.

3.10. **Statistical methods:**

The collected data were analysed by using Statistical Package for Social Sciences (SPSS) version -16.0.
Some of the tests used are as follows:

- Man Whitteney U test has been used to determine if there is any significant difference between the work expectations of Gen X and Gen Y as well as between males and females.

- Kruskal Wallis test has been used to determine if there is any significant difference in work expectations based on the years of experience.

- The Spearman’s rho has been used to determine if there is a linear relationship between the various dimensions of work expectations.

- Chi square test has been used to determine if there is any significant difference in work expectations based on the annual income.

- SEM was used in order to study the impact of Expectations relating to Organization Culture on Expectations relating to Rewards & Recognitions.

3.11. Limitations of the study:

- Only willing employees served as samples for the research.

- The number of Gen Yers and Gen Xers are not equal. The samples drawn are in the 70:30 ratio.

- The number of males and females are not equal. The samples drawn are in the ratio 60.6:39.4.

- The study was covered only in the city of Chennai. Hence the findings may not be generalized.

- The study was carried out among Information Technology Industries only. Therefore it may not be considered for the other industries.
3.12. Problems faced during the study:

- The researcher faced challenges in getting permission from IT industries to collect the samples for research study from their organizations.

- Some of the employees had apprehensions regarding confidentiality.

3.13. Chapterization:

- Chapter I titled – ‘Introduction’ has been presented with meaning of Generation, Gen X and Gen Y, Generational diversity (national and global scenario), work expectation. The chapter also presents the statement of the problem and the significance of the study.

- Chapter II titled – ‘Review of relevant literature’ – contains the literature collection and research related to the study.

- Chapter III titled – ‘Research Methodology’ - deals with the methodology adopted for this study.

- Chapter IV titled – ‘Analysis and Interpretation’ – deals with analysis of data

- Chapter V titled – ‘Findings, Conclusion and Suggestions’