CHAPTER-4
DATA ANALYSIS AND INTERPRETATION

The data collected from employees of the IT industries in Chennai, with regard to their work expectations, in the 11 parameters have been analyzed and presented under following sections.

4.1. Profile of the respondents

The profile of those involved in the study is studied and presented in the form of pie charts.

4.2. Expectations of Gen X and Gen Y Respondents

In this section, the data collected with regard to the work expectation of Gen X and Gen Y has been presented. This is in answering the objective 2 of the study 'To gain insight into the work expectations of Gen X and Gen Y.' The Gen X and Gen Y respondents who have chosen "agree" and "strongly agree" have been characterized as ones having higher expectations for the given work expectations. Taking a percentage analysis of these respondents under each of the work expectations, the researcher has drawn up a bar chart.

4.3. Relationship between age and work expectations:

The relationship of age or generational differences and its bearing on work expectations was studied and tested using Man-Whitney U-test.

4.4. Relationship between other demographic details and work expectations:

The relationship between the various demographic details and work expectations were studied. However, only those in which there is a significant relationship with the work expectations are discussed in detail. The tests used were: Man Whitney U test, chi square test, Kruskal Walis test, wilcoxon signed rank test.
4.5. Linear relationship between variables:

A few variables were chosen and the linear relationship between each of them was studied.

4.6 Impact of Expectations relating to Organization culture on the expectations for Rewards and Recognition:

The relationship between the variables that relate to organization culture and those that relate with Rewards and recognition were studied. This was studied using the SEM model.
4.1. PROFILE OF THE RESPONDENTS

INTRODUCTION:

The researcher studied the profile of the respondents in fulfilling the first objective of the study. The respondents were categorized under the following heads: Generation, Nature of job, Designation, Gender, Educational qualification, Family type, marital status, No of members in the family, Annual Income, Father’s occupation. Based on the above classification, the profile of the respondents was studied. The findings are presented in the form of pie charts.

❖ AGE OF RESPONDENTS:

The respondents were categorized as Gen X and Gen Y based on their age.

DIAGRAM 1: AGE OF RESPONDENTS

Inference:

The diagram 1 shows the classification of the respondents based on age. About 70% of the respondents are Gen Y, while the remaining 30% are of the Gen X category.
**NATURE OF JOB OF RESPONDENTS:**

The nature of job of the respondents was predominantly IT and HR. Those in Finance and other kinds of jobs were also part of the respondents, albeit in small numbers.

**DIAGRAM 2: NATURE OF JOB OF RESPONDENTS**

Inference:

The diagram 2 shows the classification of the respondents based on nature of job.

Of the Gen X respondents studied, about 47% are involved in IT related job profiles, about 30% carry out HR functions, about 10% are employed in the finance dept, while about 11% are involved in sectors other than the above.

Of the Gen Y respondents studied, about 70% are involved in IT related job profiles, about 18% carry out HR functions, about 6.4% are employed in the finance dept, while about 4.9% are involved in sectors other than the above.
DESIGNATION OF RESPONDENTS:

Respondents were grouped as Executives, assistant manager, manager and senior manager based on their designation.

Inference:

The diagram 3 shows the classification of the respondents based on designation of respondents.

Of the Gen X respondents studied, about 47.1% are working as Executives, about 30.6% are employed as Asst. Managers, about 11.6% are holding the designation as Senior Managers while about 10.7% are working as Managers.

Of the Gen Y respondents studied, about 71.4% are working as Executives, about 17.3% are employed as Asst. Managers, about 6.7% are holding the designation as Managers while about 4.6% are working as Senior Managers.

GENDER OF RESPONDENTS:

The respondents were categorized as male and female. Their prevalence was studied.
DIAGRAM 4: GENDER OF RESPONDENTS

**GEN X**

![Gender Distribution for Gen X](image1)

**GEN Y**

![Gender Distribution for Gen Y](image2)

**Inference:**

The diagram 4 shows the classification of the respondents based on gender of the respondents.

Of the Gen X respondents studied, 81% are Male and 19% are Female. Of the Gen Y respondents studied, 51.9% are Male and 48.1% are Female.

❖ **EDUCATIONAL QUALIFICATION OF RESPONDENTS:**

The respondents were categorized as those with UG qualification, those with PG qualification and those with a professional degree.

DIAGRAM 5: EDUCATIONAL QUALIFICATION OF RESPONDENTS

**GEN X**

![Educational Qualification Distribution for Gen X](image3)

**GEN Y**

![Educational Qualification Distribution for Gen Y](image4)
Inference:

The diagram 5 shows the classification of the respondents based on their educational qualification.

Of the Gen X respondents studied, about 57.9% have studied professional courses; about 34.7% completed their PG degree while about 7.4% did their UG.

Of the Gen Y respondents studied, about 73.9% studied professional courses; about 20.5% completed their PG degree while about 5.7% did their UG.

FAMILY TYPE OF RESPONDENTS:

The respondents were categorized as those who live in a joint family and those who live in a nuclear family.

DIAGRAM NO 6: FAMILY TYPE OF RESPONDENTS

Inference:

The diagram 6 shows the classification of the respondents based on family type.
Of the Gen X respondents studied, about 66.1% came from Nuclear family while about 33.9% came from Joint family.

Of the Gen Y respondents studied, about 74.6% came from Nuclear family while about 25.4% came from Joint family.

- **NUMBER OF FAMILY MEMBERS OF RESPONDENTS:**

  The respondents were categorized under two heads as those in families with 4 members or less and those in families with 5 members or more.

**DIAGRAM 7: NUMBER OF FAMILY MEMBERS OF RESPONDENTS**

*Inference:*

The diagram 7 shows the classification of the respondents based on the number of family members.

Of the Gen X respondents studied, about 65.3% said that they have less than or equal to 4 members in their family while about 33.9% said that they have greater than or equal to 5 member in their family.

Of the Gen Y respondents studied, about 71.7% said that they have less than or equal to 4 members in their family while about 28.3% said that they have greater than or equal to 5 member in their family.
WORK EXPERIENCE OF RESPONDENTS: (No. of Yrs)

The respondents were classified based on the years of their experience at work under 3 heads: those with up to 10 years work experience, those with up to 10 years work experience and those with 11 to 20 years work experience.

DIAGRAM 8: WORK EXPERIENCE OF RESPONDENTS (No. of Yrs)

Inference:

The diagram 8 shows the classification of the respondents based on work experience.

Of the Gen X respondents studied, about 61.2% are having 1 – 10 Years of Work experience; about 3.5.5% are having 11 – 20 years of work experience while about 3.3% are having more than 30 years of work experience.

Of the Gen Y respondents studied, about 94.7% are having 1 – 10 Years of Work experience while about 5.3% are having 11 – 20 years of work experience.

ANNUAL INCOME OF RESPONDENTS: (In lakh of Rs.)

The respondents were classified under 5 heads based on their annual income: those earning 1 to 5 lakhs per annum, those earning 6 to 10 lakhs per annum, those earning 11 to 15 lakhs per annum, those earning 16 to 20 lakhs per annum and those earning 20 to 25 lakhs per annum.
Inference:

The diagram 9 shows the classification of the respondents based on annual income.

Of the Gen X respondents studied, about 51.2% are earning 1 to 5 Lakhs per year, about 36.4% are earning 6 to 10 Lakhs per year, about 9.9% are getting 11 – 15 Lakhs as their annual income, about 1.7% are getting 16 – 20 Lakhs as their annual income while about 0.8% are getting 20 – 25 Lakhs as their annual income.

Of the Gen Y respondents studied, about 79.2% are earning 1 to 5 Lakhs per year, about 19.8% are earning 5 to 10 Lakhs per year, while about 1.1% are getting 10 – 15 Lakhs as their annual income.

FATHER’S OCCUPATION OF RESPONDENTS:

The respondents were classified based on their father’s occupation under the following heads: those whose father were employed in Govt service, those whose father were employed as professionals, those whose fathers were self employed and those whose father were retired.
Inference:

The diagram 10 shows the classification of the respondents based on father’s occupation.

Of the Gen X respondents studied, about 43.8% of the respondents father’s are retired persons, about 43% of them are into Professional Jobs, about 9.1% of them are Self employed while about 4.8% of them are holding Government Jobs.

Of the Gen Y respondents studied, about 46.6% of the respondents father’s are into Professional jobs, about 26.9% of them are retired persons, about 23.7% of them are Self employed while about 2.8% of them are holding Government Jobs.

4.2. WORK EXPECTATIONS OF GEN X AND GEN Y RESPONDENTS

INTRODUCTION:

In this section, the data collected with regard to the work expectation of Gen X and Gen Y has been presented. This is in answering the objective 2 of the study ‘To gain insight into the work expectations of Gen X and Gen Y.’ The Gen X and Gen Y respondents who have chosen “agree” and “strongly agree” have been characterized as ones having higher expectations for the given work expectations. Taking a percentage analysis of these respondents under each of the work expectations, the researcher has drawn up a bar chart.
Career Advancement:

The work expectations of Gen X and Gen Y respondents with respect to Career Advancement was studied and tabulated based on the questions given to the respondents:

DIAGRAM – 11: EXPECTATION FOR CAREER ADVANCEMENT

Inference:

The expectation of Gen X and Gen Y respondents with regard to career advancement is depicted in diagram 11.

Almost 70%, (or in some cases more) of all the respondents showed a preference for all the above parameters, both Gen X and Gen Y.

For the parameters - Career goals, authority appeal, reaching vision through leadership and leaders’ definite plan to reach organization goals, the Gen Y respondents show greater preference than their Gen X counterparts. While, for the parameters - Excellence at work, Appeal of improving skills, opportunities to improve skills, the Gen Xers showed greater preference than the Gen Yers among the respondents.
Gen X respondents show preference to opportunities that would – enhance and improve their skills, which would lead to better performance and promotion.

Gen Y respondents show preference for higher levels of responsibility and leadership. The leadership of the organization is of prime importance to them. A steady, planned leadership is preferred by them.

The following questions were used to determine the expectation of Gen X and Gen Y respondents with regard to Career Advancement

- Q.No.17. Progression toward your career goals is expected by you.
- Q.No.18. Higher levels of responsibility, authority and status are appealing to you.
- Q.No.33. Becoming a leader appeals to you.
- Q.No.34. Excellence at work is very important to you.
- Q.No.48. Improving your skills and developing new ones holds great appeal to you.
- Q.No.49. Opportunities for promotion are looked forward to by you.
- Q.No.52. Reaching the vision of the organization is possible through the leadership and commitment of the organization.
- Q.No.53. You want to know that the leaders of the organization have a definite and workable plan toward the achievement of the Organization’s goal.

Team work:

The work expectations of Gen X and Gen Y respondents with respect to Team Work was studied and tabulated based on the questions given to the respondents:
Inference:

The expectation of Gen X and Gen Y respondents with regard to team work is depicted in diagram 12.

Almost 75% of the respondents of both Gen Y and Gen X show a high preference to Team Work. While most Gen Y respondents showed a high preference to good team work within their teams, greater number of Gen X respondents believed in having a culture of working together. This is to say, that gen Y respondents were more bothered about team participation within their teams, while Gen X respondents believed in the organization culture itself being favorable to people sharing knowledge and skills and working together.

The following questions were used to measure Team Work correspond to the respondents opinions:

- Q.No.3. Opportunities to contribute should be open to all and not biased in favor of position or status.

- Q.No.4. You expect team members to actively participate in giving and taking views from others’.
- Q.No.62. You want your colleagues to share their skill and knowledge with each other.

- Q.No.64. Whether in a group or not, an atmosphere of working together is essential

**Expression:**

The work expectations of Gen X and Gen Y respondents with respect to Expression was studied and tabulated based on the questions given to the respondents:

**DIAGRAM – 13: EXPECTATION FOR EXPRESSION**

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Gen X (%)</th>
<th>Gen Y (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job reflects value</td>
<td>70</td>
<td>80</td>
</tr>
<tr>
<td>Liberty to express</td>
<td>75</td>
<td>85</td>
</tr>
<tr>
<td>Enjoy work</td>
<td>80</td>
<td>90</td>
</tr>
<tr>
<td>Expression of belief</td>
<td>75</td>
<td>90</td>
</tr>
<tr>
<td>Job opportunities</td>
<td>70</td>
<td>80</td>
</tr>
<tr>
<td>Organization - pursuit of new</td>
<td>70</td>
<td>80</td>
</tr>
<tr>
<td>Individual expression</td>
<td>75</td>
<td>85</td>
</tr>
</tbody>
</table>

**Inference:**

The expectation of Gen X and Gen Y respondents with regard to expression is depicted in diagram 13.

Almost 70% of both Gen X and Gen Y respondents show preference for expression at work.

However, in all the parameters measuring diversity, the Gen Y respondents show a significantly higher preference to expression than Gen X. The value attached by the Gen Y respondents for the above parameters is significantly higher than the Gen X respondents.
This implies that the expectation of having the freedom and opportunities to express is very higher among Gen Y employees.

The following questions were used to show Gen X and Gen Y respondent’s preference for Expression at work.

- Q.No.11. Your job should be a reflection of what you value in life.
- Q.No.12. You want to have the liberty to express your concerns and emotions appropriately.
- Q.No.21. You want to love and enjoy what you do at work.
- Q.No.22. Your work should be an expression of your belief about yourself
- Q.No.56. Job should provide opportunities to express One’s creativity.
- Q.No.57. You expect your organization to constantly be in the pursuit of new ideas and values.
- Q.No.61. Individual expression is important for organization’s success.

❖ Work Environment:

The work expectations of Gen X and Gen Y respondents with respect to Work Environment was studied and tabulated based on the questions given to the respondents:

**DIAGRAM – 14: EXPECTATION FOR WORK ENVIRONMENT**

![Diagram showing expectations of Gen X and Gen Y respondents for work environment]

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Inference:

The expectation of Gen X and Gen Y respondents with regard to work environment is depicted in diagram 14.

A significant portion of the respondents, about two thirds of them, showed preference for a comfortable work environment.

While about three-fourths of both Gen X and Gen Y respondents showed equally high preference for comfortable work environment. However, the Gen Y respondent’s value having friends at work significantly more than Gen X respondents do.

The following questions were used to show Gen X and Gen Y respondent’s preference for comfortable work environment:

- Q.No.19. Comfortable physical work environment, in terms of, personalized workspace, convenient access to equipment, accommodating physical needs etc., are of great importance to you.
- Q.No.20. You want your colleagues to be friendly and respectful.
- Q.No.44. Being with your colleagues should be fun.
- Q.No.45. Having friend at work is very important to you.

Diversity:

The work expectations of Gen X and Gen Y respondents with respect to Diversity was studied and tabulated based on the questions given to the respondents:
Inference:

The expectation of Gen X and Gen Y respondents with regard to diversity is depicted in diagram 15.

More than two-thirds of all respondents – both Gen X and Gen Y, showed a preference towards diversity. The Gen Y respondents believe in diversity being a norms or culture at the organization level itself, while the Gen X respondents are only bothered if their supervisors and colleagues being open and tolerant to different viewpoints. The following questions were used to show Gen X and Gen Y preference towards Diversity.

- Q.No.25. Encouraging and promoting diversity is something you expect of the organization.
- Q.No.26. Being open to new ideas is something you expect of your supervisors.
- Q.No.35. Tolerance towards differences is something you expect of your colleagues.
- Q.No.36. It is important that you colleagues recognize that diversity is essential for the realization of the organization’s goals.
• Q.No.54. While differences in views may lead to conflicts, variation and healthy debating are essential for creating new ideas.

• Q.No.55. The organization’s mission and policy should be committed to promote diversity.

❖ Work life Balance:

The work expectations of Gen X and Gen Y respondents with respect to Work life balance was studied and tabulated based on the questions given to the respondents:

**DIAGRAM 16: EXPECTATION FOR WORK LIFE BALANCE**

![Diagram 16: Expectation for Work Life Balance]

**Inference:**

The expectation of Gen X and Gen Y respondents with regard to work life balance is depicted in diagram 16. More than two thirds of all respondents – Gen X and Gen Y show a high preference toward work life balance. However, Gen Y respondents show a higher level of expectation of the organization and colleagues being supportive of their need to balance personal life with work. The following questions were used to show Gen X and Gen Y preference towards Work life balance.
• Q.No.15. You aspire for the accomplishment of a number of personal and professional goals.

• Q.No.16. It is important to you that others understand the importance of all your commitments.

• Q.No.29. The support of your organization and your supervisor in promoting work life balance, is something you expect.

• Q.No.30. Your colleagues need to understand that balancing your work with the other aspects of your life, does not mean, your job is of less importance to you

❖ Autonomy:

The work expectations of Gen X and Gen Y respondents with respect to Autonomy was studied and tabulated based on the questions given to the respondents:

DIAGRAM 17: EXPECTATION FOR AUTONOMY

![Diagram 17: Expectation for Autonomy]

Inference:

The expectation of Gen X and Gen Y respondents with regard to autonomy is depicted in diagram 17. More than two-thirds of the respondents – Gen X and Gen Y value Autonomy.
However, Gen Y respondents believe value having control over resources, having a sense of accomplishment, appreciation of ideas by peers, ability to choose opportunities to improve skills, having a job profile that fits individual goal, higher than their Gen X counterparts.

Gen X respondents value the acknowledgement of their suggestions by the organization and participative goal setting higher than their Gen Y counterparts.

The following questions were used to measure Gen X and Gen Y Autonomy.

- Q.No.13. You want freedom to exercise choices in work
- Q.No.14. You want encouragement from the organization to acknowledge ideas and suggestions of employees
- Q.No.27. Employee should be consulted in the fixing of work goals/ KRA.
- Q.No.28. Having adequate control to execute a job assigned is essential.
- Q.No.46. Increasing your sense of accomplishment is important to you.
- Q.No.47. Appreciation of your ideas by your peers is important to you.
- Q.No.50. You welcome any opportunity for improving your skills.
- Q.No.51. Your job profile should be aligned with your individual goals

**Recognition:**

The work expectations of Gen X and Gen Y respondents with respect to Recognition was studied and tabulated based on the questions given to the respondents:
Inference:

The expectation of Gen X and Gen Y respondents with regard to recognition is depicted in diagram 18. More than 65% of all respondents value recognition.

However, Gen Y value colleagues and the organization knowing about their achievements and importance, higher than their Gen X counterparts.

Gen X value - success, appreciation, acknowledgement of contribution by the supervisor higher than Gen Y respondents.

The following questions were used to measure Gen X and Gen Y Recognition.

- Q.No.10. You are motivated by appreciation and praise.
- Q.No.23. You want your supervisor to know about your achievements.
- Q.No.24. You want your contributions to be appreciated by your supervisor.
- Q.No.58. You want the impact of your role on the organization goals to be realized by the entire organization.

- Q.No.59. You want your colleagues to know, how well you do the work assigned to you.

- Q.No.60 You expect your colleagues to know the significance of your job to the organization’s success.

**Stability:**

The work expectations of Gen X and Gen Y respondents with respect to Stability was studied and tabulated based on the questions given to the respondents:

**DIAGRAM – 19: EXPECTATION FOR STABILITY**

![Diagram 19: Expectation for Stability](image)

**Inference:**

The expectation of Gen X and Gen Y respondents with regard to stability is depicted in diagram 19.

More than two-thirds of the respondents expect stability at work. However in most cases, Gen Y respondents value stability at a greater degree than their Gen X counterparts.

The following questions were used to measure Gen X and Gen Y expectations for Stability at work:
• Q. No. 7. You want the job to be yours until you need it.
• Q. No. 8. As long as your performance is good, you want the job to be yours.
• Q. No. 42. You want to know and trust the supervisor you work for.
• Q. No. 43. You want your organization to possess clarity about their vision and the plan to achieve it.
• Q. No. 63. You expect your organization to have consistency and clarity in policies and procedures.

 dresser:

The work expectations of Gen X and Gen Y respondents with respect to Structure was studied and tabulated based on the questions given to the respondents:

**DIAGRAM – 20: EXPECTATION FOR STRUCTURE**

![Diagram](image)

**Inference:**

The expectation of Gen X and Gen Y respondents with regard to structure is depicted in diagram 20. More than 70% of the Gen X and Gen Y respondents expect structure at work. In most cases, Gen Y’s expectation for Structure exceeds that of their Gen X counterparts. The following questions were used to measure Gen X and Gen Y expectations for Structure at work:
• Q. No. 5. You want to have access to all necessary resources.

• Q. No. 6. Information required to reach your goals should reach you, ahead of the time you actually need it.

• Q. No. 37. You expect to have access to equipment and materials needed for your job. Knowing in advance, whom you would have to go to, if you need them, is important to you.

• Q. No. 38. You want your organization to have a strategic plan and a committed leadership.

• Q. No. 41. You expect support for a well organized approach for the achievement of your work goals.

❖ Compensation:

The work expectations of Gen X and Gen Y respondents with respect to Compensation was studied and tabulated based on the questions given to the respondents:

DIAGRAM – 21: EXPECTATION FOR COMPENSATION
Inference:

The expectation of Gen X and Gen Y respondents with regard to compensation is depicted in diagram 21.

More than 70% of both Gen Y and Gen X respondents of the study, expect good compensation. As in most cases, Gen Y’s expectation for Compensation is higher than that of their Gen X counterparts.

The following questions were used to measure Gen X and Gen Y expectations for Compensation at work:

- Q. No. 1. You look for benefits as insurance policies, retirement benefits, vacations, etc.
- Q. No. 2. You would like to be eligible for additional benefits, as, tuition reimbursement, flexi work hours, employer sponsored child care.
- Q. No. 31. You expect to know if your salary is on par with the salary of people in similar jobs with similar experience.
- Q. No. 32. You look for opportunities to increase your salary.
- Q. No. 39. A fair salary is what you expect to receive.
- Q. No. 40. Your salary should reflect your level of responsibility and skill.

CONCLUSION:

A large number of respondents both from GEN X and GEN Y have shown great preference to the 11 areas of work expectations studied. In answering the second objective, the researcher concludes that all the respondents in both generations have a higher level expectation toward the 11 areas, implying that employers and HR strategists should make serious consideration in seeing to it that these expectations are met, so as to engage and retain key talent in these two generations.
4.3. THE INFLUENCE OF AGE ON WORK EXPECTATIONS

In the section, the most important aspect of this research, which is also synonymous to the title of the study – the influence of Age on Work expectations is studied in this section. This section aims to find out if employees belonging to Gen X and Gen Y, vary in their levels of expectations in the above mentioned areas. The Mann Whitney-U test was used to study this.

The study influence of age or generational diversity on work expectation is analyzed below:

❖ AUTONOMY:

Hypothesis – 1: There is no significant difference in Autonomy expectations between Gen X and Gen Y.

TABLE 1: AGE AND EXPECTATION FOR AUTONOMY
(MANN-WHITNEY U TEST)

<table>
<thead>
<tr>
<th>Autonomy</th>
<th>Generation</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
<th>Z</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GEN Y</td>
<td>283</td>
<td>210.33</td>
<td>59523.5</td>
<td>-2.065</td>
<td>0.039</td>
</tr>
<tr>
<td></td>
<td>GEN X</td>
<td>121</td>
<td>184.19</td>
<td>22286.5</td>
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<tr>
<td></td>
<td>Total</td>
<td>404</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Inference:

The table 1 shows that the significance value is 0.039, which is less than 0.05. This is significant at the 5% level. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. The mean rank for the Gen Y is 210.33. This higher than that of Gen X, which is 184.19. This implies that Gen Y expect more autonomy at work than the Gen X.
Discussion:

Gen Y value a high degree of freedom and autonomy in everything, from the way they carry out work to the relationship they have with managers. Gen Y does not want their boss to keep watching over them and behave in a controlling and micromanaging way. They place greater emphasis on soft management skills as respect, communication, support, trust and listening. They want to be treated as individuals and they want greater freedom over how they reach their objectives. Gen Y are more independent, they seek early responsibility and desire to be empowered to organize their work schedule and targets. Gen Y are more autonomous, seek greater control over work. They are ready to be more accountable and are looking to make an impact on the bottom line. They are loyal to their skill and expect to co-create and work transversally to solve real business issues. They dislike executing tasks or parts of a system or process. They expect to have more control over their work and be able to personalize their work to suit their personal routine. They want their boss to empower them, to be flexible in how work gets done and delegate real time responsibilities and internal mobility rather than to adopt a directive style of management. Gen Y exude a lot of self confidence probably because of their upbringing. Parents have doted on them, instilled in them a lot of self-confidence by encouraging them to take part in a lot of competitive activities. Gen Y also rate high on risk taking and taking initiatives even during their pre career stage.

Gen X who are referred to as the latchkey kids, lacked the constant attention and encouragement of their parents. Having witnessed a volatile business environment, expectations for autonomy are lower on their agenda.

This outcome of the research matches with the findings of a study conducted by Steelcase Workspace Future (2009) which conducted a nine months study on the Gen Y demographics. Describing GEN Y as empowered and with tremendous amount of self confidence the study states that Gen Y are very efficient, they want to analyze problems, select options and move on. They don’t sit around and wait for things to happen because they know they can make things happen.
In an article posted on TELUS International(2012) , Jeff Gangemi states that Millennials are a powerful and creative force, yet thirsty for autonomy. Define their jobs but don’t micromanage: Provide Gen Y with a clearly defined job structure but without micromanaging. Ensure that they know what they need to do (clear expectations and timelines) but that they can tackle the job on their own terms and have their voice heard along the way.

Yet another study on ‘Generation Y’ Behaviours at Workplace in Penang by Md. Aminul Islam, Teh Wee Cheong, Dayang Hasliza Muhd Yusuf, Hazry Desa (2011) state that Gen Y has a strong need to self-manage their work. They want to be given goals and targets but want to be left to their own devices to get the job done. They want their managers to be coaches but allow them to navigate their work and life and just be there to support their development.

When compared to their previous generations, Gen X need for autonomy was definitely high, but when compared to Gen Y their need to have a stable job was greater than the need for autonomy.

Hence, there is a significant difference between the expectations of Gen X and Gen Y, in terms of autonomy.

WORK LIFE BALANCE:

Hypothesis – 2: There is no significant difference in work life balance expectations between Gen X and Gen Y.

**TABLE 2: AGE AND EXPECTATION FOR WORK LIFE BALANCE (MANN-WHITNEY U TEST)**

<table>
<thead>
<tr>
<th>Work life balance</th>
<th>Generation</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
<th>Z</th>
<th>Asymp. Sig. (2-tailed)</th>
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<tr>
<td></td>
<td>GEN Y</td>
<td>283</td>
<td>212.69</td>
<td>60190</td>
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</tr>
</tbody>
</table>
Inference:

The table 2 shows that the significance value is 0.007, which is less than 0.05. This is significant at the 5% level. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted.

The mean rank for the Gen Y is 212.69. This higher than that of Gen X, which is 178.68. This implies that Gen Y expect more work life balance, than the Gen X

Discussion:

Gen Y desire work life balance that will allow them to balance play and work. They feel flexibility within their schedules would allow them to pursue activities, they enjoy outside of work, while maintaining a high level of productivity. Gen Y does not buy into the “long hours of work” culture. While they are keen to progress into management positions, they say that work life balance is of prime importance to them. In fact, Work life balance is among the top 5 expectations that they expect at their work place. They do not want to carry home work. They never want to mix work with home. They are able to separate work from the rest of their life. Gen Y being technology savy find it easy to work from home, yet they value opportunity to work from home, only if it helps them achieve the balance that they want.

Gen Y is concerned about how much time they have to maintain relationships with family and friends, without interference from tasks at work. Work life balance issues are key to them to make career decisions. They feel a healthy Work life balance positively affects their job performance, ethical decision making and job satisfaction. Flexibility and Work life balance can keep this Generation motivated. Many Gen Y employees would even forgo pay rises and promotions for greater flexibility. For Gen Y, the meaning of Work life balance would be flexible working hours, flexible locations of work and innovative ways of striking a balance between their career and goals. Their sentiment is this “working hard is good, but not at the cost of personal relationships.”
Gen X, on the other hand, though requiring some work-life balance, come across as a very focused and highly dedicated group. Since they graduated at a time of economic downturn and recession, their focus was more on getting a job and proving themselves, rather than personal considerations.

A study titled Great expectations: managing Generation Y – conducted by ILM and Ashridge Business School (2015) examines the attitudes and expectations of Generation Y graduates and their managers in relation to work. The study states that, despite their high career expectations and ambitions, Gen Y graduates do not buy into a long-hours culture in the same way their managers do. A few key findings that matches the outcome of this research with regard to work-life balance are as follows:

- Work-life balance is among the top five things graduates want at work. 63% of managers take work home at least once or twice a week, compared to 38% of graduates. A quarter of graduates never take work home, compared to just 6% of managers.

- In an article titled, They don't live for work ... they work to live (2009) Anushka Asthana cites the following views on Gen Y’s need for work-life balance: Procter and Gamble has already adapted its recruitment efforts and what it offers to meet the needs of Generation Y. Instead of just stressing higher salaries, this international company is highlighting the opportunity for flexible hours, the chance to work from home, the offer of up to a year of 'family leave' to look after children or elderly parents, and the promise of regular three-month sabbaticals. Similar packages are being offered by companies across Britain.

The findings and the views mentioned in the above lines clearly reiterates the outcome of this research.

In yet another survey - The PwC NextGen survey of 44,000 workers, in conjunction with the London Business School and the University of Southern California (2011), reveals that Generation Y are more likely to stay in a job if they
feel supported and appreciated, are part of a cohesive team and have greater flexibility over where and how much they work. Gaenor Bagley, head of people at PwC, said: "Generation Y want more from their jobs than just financial reward. A strong and supportive team, flexibility and work/life balance are far more likely to keep this generation motivated at work and many would be willing to forgo pay rises and promotions for greater flexibility.

Thus, we come to understand that while both Gen X and Gen Y rank their expectation for Work life balance as important, Millenial’s expectations is much higher. Their technology savviness and varied hobbies have had this effect on them.

Hence, there is a significant difference between the expectations of Gen X and Gen Y, in terms of work life balance.

WORK ENVIRONMENT:

Hypothesis – 3: There is no significant difference in work Environment expectations between Gen X and Gen Y.

<table>
<thead>
<tr>
<th>TABLE 3: AGE AND EXPECTATION FOR WORK ENVIRONMENT (MANN-WHITNEY U TEST)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work environment</td>
</tr>
<tr>
<td>-------------------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Inference:

The table 3 shows that the significance value is 0.041, which is less than 0.05. This is significant at the 5% level. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. The mean rank for the Gen Y is 210.21. This higher than that of Gen X, which is 184.46. This implies that Gen Y expect more in terms of their work environment than Gen X.
Discussion:

Work environment is rated as one of the most important work value by the Gen Y. They want a collaborative work environment. They are a social generation wanting a communication friendly environment. They want an environment that gives them a sense of “belongingness.” They want an environment that integrates work life and social life, and one that permits them to work on personal projects that they passionate about.

Gen Y want a Work environment that is active, professional and inspiring. They expect to have gym facilities on the site to work out before, during or after their work. They also crave for a mobile Work environment that does not tie them down to a single location. They expect their workplace to be social with warm, colourful, collaborative setting, that are physically welcoming, and technology friendly.

They want a positive Work environment that promotes fun and is lively, with friendly colleagues, supportive and technically sound superiors, access to information and promotes social interaction. Technology plays a key role in the working and personal lives of this generation, and so this generation has preference for using social media, instant messaging blogs and wikis rather than traditional communication tools. Having grown up in a time of social prosperity, being digitally, globally and constantly connected and also being 24/7, exposed to all forms of social interaction, it is not surprising to note the expectations of Gen Y with regard to Work environment. They hold Google in high esteem for its unique work environment, with its juice and lack of cubicle wall. This employer is often cited as the best where work environment is concerned.

While Gen X has witnessed economic prosperity, they have also witnessed economic slowdown and recession. This has impacted their expectation for Work environment, which is much lesser than their Gen Y counterparts.
Many studies and researches confirm the above mentioned findings. A few of them are given below:. Steelcase Workspace Future (2008) conducted a nine months study on the Gen Y demographics. Describing the work environment expectations of Gen Y, the report stated that Gen Y want their ideal work environment to be professional and inspiring, but most importantly – they need it to be active! An impressive 62% of Gen Y expressed the desire for an active work environment and nearly that many are also looking for work flexibility. This means they not only expect to have gym facilities available on site where they can exercise before, during or after work, but they also crave a mobile work style that doesn’t anchor them to a single location. They expect their ideal workplace to be social with warm, colorful, collaborative settings that are physically welcoming and technologically friendly.

From discussions with HR managers the researcher also got to know the work environment needs Gen Y. They expect the organisation to provide non-hierarchical and informal collaboration setting. They want team hub spaces that connect to other project teams. They want environment that are in sync with technology. They want smart furniture products that support a great range of work postures. They want an environment that integrates work and social technologies.

Thus from the above paragraph we understand that Gen Y has a very high expectation regarding work environment than Gen X.

This implies that Gen Y expect more in terms of their work environment than Gen X.

Hence, there is significant difference between the expectations of Gen X and Gen Y, in terms of work expectation.

❖ EXPRESSION:

Hypothesis – 4: There is no significant difference in Expression expectations between Gen X and Gen Y.
TABLE 4: AGE AND EXPECTATION FOR EXPRESSION (MANN-WHITNEY U TEST)

<table>
<thead>
<tr>
<th>Expression</th>
<th>Generation</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
<th>Z</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEN Y</td>
<td>283</td>
<td>211.14</td>
<td>59754</td>
<td>-2.281</td>
<td>0.023</td>
<td></td>
</tr>
<tr>
<td>GEN X</td>
<td>121</td>
<td>182.28</td>
<td>22056</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>404</td>
<td>182.28</td>
<td>22056</td>
<td>-2.281</td>
<td>0.023</td>
<td></td>
</tr>
</tbody>
</table>

Inference:

The table 4 shows that the significance value is 0.023, which is less than 0.05. This is significant at the 5% level. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. The mean rank for the Gen Y is 211.14. This higher than that of Gen X, which is 182.28. This implies that Gen Y expect to be given more liberty to expression than Gen X.

Discussion:

Gen Y want their managers to seek out and listen to their ideas. They expect to have weekly, monthly, quarterly, bi-annual and annual one-on-ones with their boss, specially designed to brainstorm and listen to their ideas. They want to bring success into their organization, by their new and innovative ideas. They want their managers to have regular, open communications about their expectations and ambitions and how to align these ambitions with the organization. They feel solution begins with communication and that open conversations build trust that underpins shared understanding. Gen Yers are generally confident, relatively self-absorbed and risk taking. They have the ability to take the organization forward with their creativity, innovation, global perspective and inclusiveness. They are expressive and socially responsible. The need to heard on matters of insight also stems from the fact that they are the most learned generation. Millenials want to work for an organization that fosters leadership development and innovative thinking. While Gen Xers also value expression at workplace, they are not as assertive and vocal.
about this workplace expectation, when compared to Gen Y. Research and studies have also indicated the same.

Hence, *there is significant difference between the expectations of Gen X and Gen Y, in terms of expression.*

**CAREER ADVANCEMENT:**

**Hypothesis 5:** There is no significant difference in career growth expectations between Gen X and Gen Y.

**TABLE 5: AGE AND EXPECTATION FOR CAREER ADVANCEMENT (MANN-WHITNEY U TEST)**

<table>
<thead>
<tr>
<th>Career advancement</th>
<th>AGE</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
<th>Z</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEN Y</td>
<td>283</td>
<td>208.5</td>
<td>59005</td>
<td></td>
<td>-1.582</td>
<td>0.114</td>
</tr>
<tr>
<td>GEN X</td>
<td>121</td>
<td>188.47</td>
<td>22805</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>404</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Inference:**

The table 5 shows that the significance value is 0.114, which is greater than 0.05. This is not significant at the 5% level. Therefore, the null hypothesis is accepted and the alternative hypothesis is rejected.

**Discussion:**

Gen Xers want their leaders to create an open and transparent environment, where they feel comfortable stating their career development without a sense of retribution. They want the organization to not only ask them about the direction and skills they would like to take and develop, but also honour and support their request. Gen Xers are open to independent learning, also open to be coached and mentored to go up the career ladder. Gen Y is growing up in an era where their interests, opinions and ideas are solicited, listened and acted upon. This is instilled in them
confidence and self esteem. Within this reality, Gen Y expect their the organization to continuously assist them, to find meaning in their current and future career goals. They perceive Learning and Development as a must have and not as a reward. Gen Yers are more vocal in asking for promotions and in communicating their expectations for career advancement.

The following studies corroborate with the findings of this research.

The study Robert Half Singapore > News & Insights > Media > Ref. PR-03661 Generation Y has higher career expectations for pay and promotion than all previous generations 15 April, 2013, reports that: Hiring a Gen Y employee is hard, but retaining them is even harder globally and in Singapore.

The table below shows which generation is the most challenging to retain?

<table>
<thead>
<tr>
<th>Generation</th>
<th>All Countries</th>
<th>Singapore</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baby Boomers (born 1946 - 1964)</td>
<td>7%</td>
<td>13%</td>
</tr>
<tr>
<td>Generation X (born 1965 - 1978)</td>
<td>21%</td>
<td>17%</td>
</tr>
<tr>
<td>Generation Y (born 1979 - 1999)</td>
<td>45%</td>
<td>59%</td>
</tr>
</tbody>
</table>

The study says, Globally, 45 per cent of employers say Gen Y is the hardest to retain, followed by Gen X at 21 per cent. When asked why Gen Y employees are difficult to retain, 80 per cent of the Singapore respondents believe Gen Y employees have high expectations for career advancement. The survey also found that Gen X and Gen Y employees place the same emphasis on career advancement.

A Comparative Study of The Work Values Between Gen X And Gen Y by the University of Guelph (2012) observed that Gen X and Gen Y both bear quite similar preferences regarding the workplace pertaining to career advancement.

Another study - Career Expectations by n-gen Generational Index Report (September 2009) states that: Gen Xers and Gen Ys are much more likely than Traditionalists and Baby Boomers to want and expect to reach a senior level position, with Gen Xers (66%) and Gen Ys (77%) indicating this desire. This data is
not surprising as Gen Ys are very vocal in asking for promotions and in communicating their expectations of career advancement. Gen Xers have a desire to progress up the corporate latter, but only if it means they can still maintain a work-life balance. Their drive is to have challenging work that improves their skill sets.

Hence, there is no significant difference between the expectations of Gen X and Gen Y, in terms of career advancement.

DIVERSITY:

Hypothesis – 6: There is no significant difference in diversity expectations between Gen X and Gen Y.

**TABLE 6: AGE AND EXPECTATION FOR DIVERSITY (MANN-WHITNEY U TEST)**

<table>
<thead>
<tr>
<th>Diversity</th>
<th>AGE</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
<th>Z</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEN Y</td>
<td>283</td>
<td>209.07</td>
<td>59166</td>
<td></td>
<td>-1.733</td>
<td>0.083</td>
</tr>
<tr>
<td>GEN X</td>
<td>121</td>
<td>187.14</td>
<td>22644</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>404</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Inference:

The table 6 shows that the significance value is 0.083, which is greater than 0.05. This is not significant at the 5% level. Therefore, the null hypothesis is accepted and the alternative hypothesis is rejected.

Discussion:

Both Gen X and Gen Y show extraordinary diversity skill – the ability to build cultural competent “inclusive” team, and not discriminate based on age, race, gender, etc., they take conscious measures to even avoid unconscious bias. Both Generations project the ability to the best inclusive leader, involving diverse set of people in providing opportunities, developing strategies and making decisions. Gen
X and Gen Y have learnt to value diversity, diverse nationalities, diversity family constellation and diverse technology.

In late June 2013, EY conducted an online generations survey of 1,215 cross-company professionals outside of the EY organization and across the US. The study found that Gen Y (69%) and Gen X (68%) in display “diversity” skills, or the ability to build culturally competent teams and to not discriminate based on race, gender, sexual orientation, age, physical abilities, etc., including taking measures to avoid unconscious bias.

The study “Diversity Management: A Generational Cohort Perspective” by Human Resources Institute of New Zealand (HRINZ) (Jan 2015) states that: Gen X and Gen Y have learnt to value diversity: diverse nationalities, diverse family constellations, and diverse technology.

The two studies quoted above, reiterate the findings of the researcher.

 Hence, there is no significant difference between the expectations of Gen X and Gen Y, in terms of diversity

❖ RECOGNITION:

Hypothesis – 7: There is no significant difference in Recognition expectations between Gen X and Gen Y.

TABLE 7: AGE AND EXPECTATION FOR RECOGNITION (MANN-WHITNEY U TEST)

<table>
<thead>
<tr>
<th>Recognition</th>
<th>AGE</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
<th>Z</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEN Y</td>
<td>283</td>
<td></td>
<td>205.24</td>
<td>58082</td>
<td>-0.722</td>
<td>0.47</td>
</tr>
<tr>
<td>GEN X</td>
<td>121</td>
<td></td>
<td>196.1</td>
<td>23728</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>404</td>
<td></td>
<td></td>
<td></td>
<td>-0.722</td>
<td>0.47</td>
</tr>
</tbody>
</table>
Inference:

The table 7 shows that the significance value is 0.470, which is greater than 0.05. This is not significant at the 5% level. Therefore, the null hypothesis is accepted and the alternative hypothesis is rejected.

Discussion:

The most common reason for Gen X and Gen Y to leave their job is that they don’t feel appreciated. Gen X and Gen Y believe that fairness is the most important aspect of the workplace culture and that feeling valued, appreciated and recognized encourage happiness at work.

Both generations value recognition and appreciation. They do not want to wait for promotions. They expect immediate recognition through praise, promotion and pay. This need is fueled by the belief that they have invested so much into their work. They expect their managers to know them by name and acknowledge their good work. They believe in giving personal attention to every employee and also believe in peer-to-peer recognition.

The study - Understanding Generation X and Y Employees by Vistage Chair Tim Shaver (2014) has proposed some tips for managing Gen Y and gen x employees at the workplace, three important points among them are: Reward them for a jobs and assignments well done. Praise them in public, make them a star. Give them regular feedback and recognition. Employers who Identify this need for recognition by the Gen X and Gen Y can retain them longer and get better productivity out of them.

Another study on How to Hire and Manage Gen X and Gen Y Employees by Ranstaad Engineering (October 2014) states the following about retaining Gen X and Gen Y: This recent national survey found that one of the most common reasons Gen X and Gen Y employees leave is that they don’t feel appreciated.
The study Generational differences in the workplace by Anick Tolbize, University of Minnesotta (August 16, 2008) states that: 74% of both Gen X and Gen Y respondents said they valued recognition and appreciation. Organizations in which workers feel valued, recognized, appreciated, and supported may have higher retention rates.

Hence, there is no significant difference between the expectations of Gen X and Gen Y, in terms of recognition.

❖ STABILITY:

Hypothesis – 8: There is no significant difference in Stability expectations between Gen X and Gen Y.

**TABLE 8: AGE AND EXPECTATION FOR STABILITY (MANN-WHITNEY U TEST)**

<table>
<thead>
<tr>
<th>Stability</th>
<th>AGE</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
<th>Z</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEN Y</td>
<td>283</td>
<td>208.72</td>
<td>59068.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GEN X</td>
<td>121</td>
<td>187.95</td>
<td>22741.5</td>
<td>-1.645</td>
<td>0.1</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>404</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Inference:

The table 7 shows that the significance value is 0.100, which is greater than 0.05. This is not significant at the 5% level. Therefore, the null hypothesis is accepted and the alternative hypothesis is rejected.

Discussion:

Gen X and Gen Y place equal emphasis on the need for stability at the workplace. Gen Xers value job security and have faced more stress and frustration
due to unemployment. With families to feed and provide for as well as mortgages and other financial responsibilities, they value security much. Instability caused by unemployment has a impact on the daily emotional state of Gen Xers. For this reason Gen Xers are more focused on job security over higher salary and work place flexibility.

While stability is not near the top of the list for the Gen Y, financial security certainly is. Having watched their parents lose their jobs, they need to be savvy about finances. They see work stability as something that will enable them to live a financially stable life.

The study - How Different Generations of Americans Try to Find Work by Dan Schawbel (Sept 2012) states that: Gen X value job security and have suffered more stress and frustration due to unemployment relative to other generations. In fact, Gen X is more focused on job security than a higher salary and workplace flexibility.

In the article How Generation Y Works by Michael Franco (2014), the following is discussed:

While job security might not be near the top of the list for young Gen Y'ers, financial security certainly is.

The two studies stated above clearly reiterate that both Gen X and Gen Y value Stability equally.

*Hence, there is no significant difference between the expectations of Gen X and Gen Y, in terms of stability.*

**STRUCTURE:**

**Hypothesis 9:** There is no significant difference in Structure expectations between Gen X and Gen Y.
### TABLE 9: AGE AND EXPECTATION FOR STRUCTURE (MANN-WHITNEY U TEST)

<table>
<thead>
<tr>
<th>Structure</th>
<th>AGE</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
<th>Z</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEN Y</td>
<td>283</td>
<td>209.58</td>
<td>59310</td>
<td></td>
<td>-1.871</td>
<td>0.061</td>
</tr>
<tr>
<td>GEN X</td>
<td>121</td>
<td>185.95</td>
<td>22500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>404</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Inference:**

The table 9 shows that the significance value is 0.061, which is greater than 0.05. This is not significant at the 5% level. Therefore, the null hypothesis is accepted and the alternative hypothesis is rejected.

**Discussion:**

Structure is an integrated part of the workplace for both generations. They expect to be aware of the procedures, timelines and guidelines. Both Gen X and Gen Y place access to information and record at high premium. They need instant access to the information required. Such being the need access to computer based database is very important.

Research and studies have also emphasized on the need for structure so as to retain Gen X and Gen Y employees.

A study - Meeting Employee Work Expectations: 4 Keys for Minimizing Turnover by Eric Fox (2011) states that: Structure is an integral part of the workplace for employees today, than ever before. Perhaps they like to know that certain resources are available to them. Providing workers with specific timelines, procedures, or guidelines may be beneficial to them when completing a project or problem-solving.

Another study - Leveraging Generational Work Styles to Meet Business Objectives by Arma International publication (2008) states that: To Gen Xers,
access to records are very important. Gen Y workers and citizens have such a high expectation of instant access to information and records.

Hence, there is no significant difference between the expectations of Gen X and Gen Y, in terms of structure.

❖ TEAM WORK

**Hypothesis 10**: There is no significant difference in Team work expectations between Gen X and Gen Y.

**TABLE 10: AGE AND EXPECTATION FOR TEAM WORK (MANN-WHITNEY U TEST)**

<table>
<thead>
<tr>
<th>Team Work</th>
<th>AGE</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
<th>Z</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GEN Y</td>
<td>283</td>
<td>209.44</td>
<td>59271.5</td>
<td>-1.843</td>
<td>0.065</td>
<td></td>
</tr>
<tr>
<td>GEN X</td>
<td>121</td>
<td>186.27</td>
<td>22538.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>404</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Inference:

The table 10 shows that the significance value is 0.065, which is greater than 0.05. This is not significant at the 5% level. Therefore, the null hypothesis is accepted and the alternative hypothesis is rejected.

Discussion:

Both generations have placed equal emphasis on the need for teamwork. Both Gen X and Gen Y tend to seek comfort and have more respect for those who share their own values. Both groups admitted that collaboration allowed for higher levels of job satisfaction and that cooperative and diverse teams offer a strategic advantage to the learning of both the individual and team. Both generations seem to agree most to being part of collaborative and inclusive teams.
There are some studies that contradict the view of this research. These studied indicate that teamwork is one of those work attributes in which a clear difference between Gen X and Gen Y is evident. Although personal relationships are important to Gen X, many of this generation are said to be poor team players and often do things themselves. Perhaps because of their individualistic character, they are impatient for a working group coming together. Gen Y has been involved in teamwork since childhood. They tend to gravitate toward group work, either through face to face or virtual groups.

In the researcher’s view and experience, both generations are good team players. Organizations see teamwork as an effective way to organize tasks an initiative for these two generation.

Gen X and Gen Y are more team oriented because as children, they have participated in team sports, play groups and other activities. Both generations are more peer conscious and peer dependant, seeking more often to be acknowledged, approved and included by their peers. This can be one reason for their expectation for team work. Gen Y and Gen X are inclined to be more sociable, collaborative, inclusive and civic minded. Facebook, Whatsap and other social media platforms are second nature to them. The up-side is, they are great networkers and collaborators and that is a key skill in the working world. Their physical peer-to-peer interaction often resulted in quick informative, collaborative, sessions, in which they learn, share ideas and build consensus. All of this is valuable for building social and intellectual capital within an organization.

The study - Comparing Generation X to Generation Y on work-related beliefs by Susana Fernandez, San Jose State University (2009) states that: Gen X needed friends and built friendships in order to get through a tough independent childhood; whereas Gen Y also saw the need for teamwork in order to get through school projects and team sports.

The study - Generations in the workplace: Winning the generation game by The Economist (Sept 2013) states that: Generation X-ers and Gen Yers, who might
be expected to be battling their way up the corporate ladder, are viewed as good
team players.

Though the need for team during their formative years were fuelled by different reasons, yet, both the generations, found teams to be an integral part of their work culture.

Hence, there is no significant difference between the expectations of Gen X and Gen Y, in terms of team work.

❖ COMPENSATION:

Hypothesis 11: There is significant difference in Compensation expectations between Gen X and Gen Y.

| TABLE 11: AGE AND EXPECTATION FOR COMPENSATION  
(MANN-WHITNEY U TEST) |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>AGE</td>
<td>N</td>
<td>Mean Rank</td>
<td>Sum of Ranks</td>
</tr>
<tr>
<td>GEN Y</td>
<td>283</td>
<td>207.65</td>
<td>58764</td>
<td></td>
</tr>
<tr>
<td>GEN X</td>
<td>121</td>
<td>190.46</td>
<td>23046</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>404</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Inference:

The table 11 shows that the significance value is 0.174, which is greater than 0.05. This is not significant at the 5% level. Therefore, the null hypothesis is accepted and the alternative hypothesis is rejected.

Discussion:

Both generations have found compensation to be a very important part of their work expectations. They were found to have high and unrealistic expectations
for their starting salary. This trend might be because of the following reasons. They have invested considerably in education, as they believe that qualifying themselves is very important. Due to a greater availability of job opportunities, competitive compensation has become highly essential in retaining both generations. Due to better communication and transport facilities, both generation have greater mobility, and are willing to move across the globe in search of better compensation. Both generations are willing to take risks, given their beliefs about their own creativity, innovation, multitasking and skills.

The researcher’s findings that compensation is a very important expectation for Gen X and Gen Y, is beautifully captured in this study. A Comparative Study of Work Values between Generation X and Generation Y by the University of Guleph (2012) states that: Both Generations found compensation as extremely important. These generations found that receiving competitive pay was vital to them accepting their first job.

Hence, there is no significant difference between the expectations of Gen X and Gen Y, in terms of compensation.

Conclusion:

From the analysis of data in this section, we understand that of the 11 work expectation parameters studied, age does have an impact on four work expectation parameters, namely, Autonomy, work life balance, work environment and expression. Gen Y employees’ expectations with regard to the above mentioned parameters, is significantly higher than that of Gen X.

4.4. INFLUENCE OF OTHER DEMOGRAPHIC FACTORS ON WORK EXPECTATIONS

In this section, the impact of demographic factors, other than age on the work expectations of Gen X and Gen Y are studied.
The following were the demographic details studied:

- Annual Income
- Designation
- Educational qualification
- No of Family members
- Family type
- Father occupation
- Gender
- Marital Status
- Nature of Job
- Years of Experience
- Father’s occupation

Of the above 11 demographic details studied, the following areas had significant impact on a few areas of work expectations.

- Gender:

  Gender has a significant impact on the expectation for work life balance.

- Years of experience

  Years of experience has significant bearing on the following work expectations:

  o Autonomy
  o Diversity
  o Team
Those areas which have a significant influence on work expectations have been studied below.

YEARS OF EXPERIENCE AND WORK EXPECTATION

The influence of years of experience of respondents on their work expectations has been studied. The researcher was able to identify 3 areas which had significant difference based on the respondents’ work expectations.

Hypothesis – 12: Autonomy expectations do not significantly differ with respect to years of experience.

**TABLE 12 - YEARS OF EXPERIENCE AND EXPECTATION FOR AUTONOMY (RANKS)**

<table>
<thead>
<tr>
<th>Autonomy</th>
<th>Years of Experience</th>
<th>N</th>
<th>Mean Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Upto 10 years</td>
<td>343</td>
<td>209.50</td>
</tr>
<tr>
<td></td>
<td>11 to 20 years</td>
<td>53</td>
<td>158.63</td>
</tr>
<tr>
<td></td>
<td>21 to 30 years</td>
<td>8</td>
<td>193.00</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>404</td>
<td></td>
</tr>
</tbody>
</table>

**TABLE 13 - YEARS OF EXPERIENCE AND EXPECTATION FOR AUTONOMY (KRUSKAL WALIS TEST)**

<table>
<thead>
<tr>
<th>Autonomy</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>8.8</td>
</tr>
<tr>
<td>Df</td>
<td>2</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>0.012</td>
</tr>
</tbody>
</table>

Inference:

The tables 13 shows that the significance value is 0.012, which is lesser than 0.05. This is significant at the 5% level. Therefore, the alternative hypothesis is accepted and the null hypothesis is rejected. The autonomy expectations of those with 1 to 10 of experience rank highest, the mean rank being 209.50.
Discussion:

Employees with 1 to 10 years of work experience are generally known as early career professionals.

They seek a greater degree of freedom to manage their own careers. Early career professionals are more likely to question the meaning of their work, the value of their company’s mission, their job autonomy, their contributions and their relationships.

They value the trust of their bosses they expect to work independently. They look forward to working on challenging assignments and taking up heavy responsibilities in the team.

*Hence, there is significant difference between the expectations of autonomy with respect to years of experience.*

**Hypothesis – 13:** Team expectations do not significantly differ with respect to years of experience

| TABLE 14 - YEARS OF EXPERIENCE AND EXPECTATION FOR TEAM WORK (RANKS) |
|--------------------------|-----|----------------|
| Team                    | Years of Experience | N    | Mean Rank |
| Upto 10 years           | 343            | 209.43 |
| 11 to 20 years          | 53             | 167.02 |
| 21 to 30 years          | 8              | 140.56 |
| Total                   | 404            |       |

| TABLE 15 - YEARS OF EXPERIENCE AND EXPECTATION FOR TEAM WORK (KRUSKAL WALIS TEST) |
|--------------------------------------|----------------|
| TEAM                                 |                  |
| Chi-Square                           | 8.503           |
| Df                                    | 2               |
| Asymp. Sig                           | 0.014           |
Inference:

The table 15 shows that the significance value is 0.014, which is lesser than 0.05. This is significant at the 5% level. Therefore, the alternative hypothesis is accepted and the null hypothesis is rejected. The team work expectations of those with 1 to 10 years of experience rank highest, the mean rank being 209.43

Discussion:

This segment of the respondents is already settled into the pattern of working in teams. These people have tasted that success is dependent on collaboration. Thus they value team work.

By experience, their independent character would have given way, to accommodate group working and dependency on team members for the completion of tasks. Having been part of many group projects and processes, they have struck a harmonious chord with others. They would have now started to work on and leading many group assignments and setting the lead for collaborative activities. Having often been at the helm of affairs, they have, by now been instrumental in creating or co-creating cooperative and cohesive teams.

*Hence, there is significant difference between the expectations of team work with respect to years of experience.*

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

**TABLE 16 - YEARS OF EXPERIENCE AND EXPECTATION FOR DIVERSITY (RANKS)**

<table>
<thead>
<tr>
<th>Diversity</th>
<th>Years of Experience</th>
<th>N</th>
<th>Mean Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Upto 10 years</td>
<td>343</td>
<td>209.41</td>
</tr>
<tr>
<td></td>
<td>11 to 20 years</td>
<td>53</td>
<td>156.81</td>
</tr>
<tr>
<td></td>
<td>21 to 30 years</td>
<td>8</td>
<td>209.00</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>404</td>
<td></td>
</tr>
</tbody>
</table>
TABLE 17 - YEARS OF EXPERIENCE AND EXPECTATION FOR DIVERSITY (KRUSKAL WALIS TEST)

<table>
<thead>
<tr>
<th>Diversity</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>9.389s</td>
</tr>
<tr>
<td>Df</td>
<td>2</td>
</tr>
<tr>
<td>Asymp. Sig.</td>
<td>0.009</td>
</tr>
</tbody>
</table>

Inference:

The table 17 shows that the significance value is 0.009, which is lesser than 0.05. This is significant at the 5% level. Therefore, the alternative hypothesis is accepted and the null hypothesis is rejected. The diversity expectations of those with 1 to 10 of experience rank highest, the mean rank being 209.00.

Discussion:

Those in this segment look forward to being established in their careers. In many cases they would want to travel in job related assignments, across cultures. This anticipation makes them become more tolerant to differences in cultures, ethnicity, skills and beliefs. They start to look at these as the very means to escape monotony and homogeneity at work. In many cases, these professionals would have been part of teams with a diverse range of skills, opinions, cultural and ethnic background and values. This would have enabled them to understand that diversity enables greater performance and productivity, higher levels of innovation and more better results. Hence their expectations for diversity remain high.

Hence, there is significant difference between the expectations of diversity with respect to years of experience.

GENDER AND WORK EXPECTATIONS

Hypothesis 15: There is no significant difference in work life balance expectations between males and females.
TABLE 18 - GENDER AND EXPECTATION FOR WORK LIFE BALANCE (RANKS)

<table>
<thead>
<tr>
<th>Work life balance</th>
<th>Gender</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>245</td>
<td>193.26</td>
<td>47348.5</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>159</td>
<td>216.74</td>
<td>34461.5</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>404</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TABLE 19: GENDER AND EXPECTATION FOR WORK LIFE BALANCE (MANN WHITNEY TEST)

<table>
<thead>
<tr>
<th>Work life balance</th>
<th>MANN-WHITNEY U TEST U</th>
<th>Wilcoxon W</th>
<th>Z</th>
<th>Asymp. Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>17213.5</td>
<td>47348.5</td>
<td>-1.987</td>
<td>0.047</td>
</tr>
</tbody>
</table>

Inference:

The tables 19 show that the significance value is 0.047, which is less than 0.05. This is significant at the 5% level. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted. The mean rank for males is 193.26. This is lesser than that of females 216.74. This implies that females expect more work life balance, than the males.

Discussion:

Work life balance focuses on 2 main aspects called achievement and enjoyment. This would mean that a woman should be able to enjoy job satisfaction (enjoyment), as well as, be able to scale up the corporate ladder (achievement). When a woman is able to enjoy and achieve her goals on the personal and professional front, it would mean that she has a positive Work life balance. Work and family have increasingly become antagonistic spheres, with both demanding ones time and energy. This has contributed largely to work-home conflicts, as
women have to play multiple roles. Women have been experiencing role overload, role conflict and role strain.

Many studies have indicated that women struggle to achieve Work life balance. The reason for this struggle is that they are challenged by the demands of the organization versus the demands of their home. They need to meet the daily requirements of their family, while managing multiple schedules, meetings, business requirements and other routine responsibilities at work.

Working women provide their employers to provide them with the necessary support services, such as, transport, flexi working hours, day care centres, health care centres, maternity benefits, insurance plans, etc., Many organizations already provide these policies that would promote Work life balance for the female employees. Besides, there are some organizations that have women empowerment schemes like forums, committees, grievance redressal systems and suggestion schemes, where women are empowered to share their views, complaints and suggestions with the top management. If an organization needs to be successful with committed and productive female employees, they need to identify and implement Work life balance policies. Creating a task force that would create awareness about the Work life balance of the company, maintain regular feedback, take in suggestion and effectively implement Work life balance policies, might help retain, engage and support female employees.

*Hence, there is significant difference between the expectations of males and females, in terms of work life balance.*

**CONCLUSION:**

This section analyzed the 11 factors of demographic details and its impact on work expectations. The analysis showed that two factors namely: gender and years of experience affect the work expectation of both generations. Female employees’ expectation for work life balance was greater than that of male employees. Employees whose work experience fall between 1 to 10 years, have greater work expectation with regard to autonomy, diversity and team.
4.5. LINEAR RELATIONSHIP BETWEEN WORK EXPECTATION VARIABLES

The linear relationship between the various work expectations variables was analyzed. Using the spearman’s rho, the linear relationship between some of the work expectations was tested. The outcome of the tests is discussed in detail.

- AUTONOMY, WORK ENVIRONMENT, DIVERSITY & EXPRESSION:

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

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

**Hypothesis – 18**: There is no linear relationship between the expectations for autonomy and for that of diversity.

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

**Hypothesis – 20**: There is no linear relationship between the expectations for work environment and for that of diversity.

**Hypothesis – 21**: There is no linear relationship between the expectations for expression and for that of diversity.
Inference:

The following results have been obtained by using the spearman’s rho. Non parametric correlation analysis has been used.

- **Autonomy & Work Environment:**

  The table 20 shows that the significance value is 0.000. This value is less than 0.01. Thus, when the hypothesis is tested at the 1% level of significance, there is said to be a significant or linear relationship. Thus the null hypothesis is rejected, and the alternative hypothesis is accepted.
- **Autonomy & Expression:**
  
The table 20 shows that the significance value is 0.000. This value is less than 0.01. Thus, when the hypothesis is tested at the 1% level of significance, there is said to be a significant or linear relationship. Thus the null hypothesis is rejected, and the alternative hypothesis is accepted.

- **Autonomy & Work life balance:**
  
The table 20 shows that the significance value is 0.000. This value is less than 0.01. Thus, when the hypothesis is tested at the 1% level of significance, there is said to be a significant or linear relationship. Thus the null hypothesis is rejected, and the alternative hypothesis is accepted.

- **Work Environment & Expression:**
  
The table 20 shows that the significance value is 0.000. This value is less than 0.01. Thus, when the hypothesis is tested at the 1% level of significance, there is said to be a significant or linear relationship. Thus the null hypothesis is rejected, and the alternative hypothesis is accepted.

- **Work Environment & Work life balance:**
  
The table 20 shows that the significance value is 0.000. This value is less than 0.01. Thus, when the hypothesis is tested at the 1% level of significance, there is said to be a significant or linear relationship. Thus the null hypothesis is rejected, and the alternative hypothesis is accepted.

- **Expression & Work life balance:**
  
The table 20 shows that the significance value is 0.000. This value is less than 0.01. Thus, when the hypothesis is tested at the 1% level of significance, there is said to be a significant or linear relationship. Thus the null hypothesis is rejected, and the alternative hypothesis is accepted.
Discussion:

Autonomy, work environment, diversity and expression are said to have a linear relationship with each other. An increase in expectation in one of the variables, will lead to increase in all the others.

These factors form the elements of organization culture. This would mean that an individual who shows higher preference toward one of the variables, also showed a higher preference for all of the 3 variable. This proves that these variables are correlated, one with another.

This is seen to be true for both Gen X and Gen Y employees.

- **RECOGNITION, COMPENSATION, CAREER ADVANCEMENT**

  The linear relationship between the expectations for recognition, compensation and career advancement was studied.

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

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

**Hypothesis – 24**: There is no linear relationship between the expectations for compensation and for that of career advancement.
**TABLE - 21: RECOGNITION, COMPENSATION, CAREER ADVANCEMENT**  
(NONPARAMETRIC CORRELATION)

<table>
<thead>
<tr>
<th>Spearman's rho</th>
<th>Recognition</th>
<th>Compensation</th>
<th>Career advancement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition</td>
<td>Correlation Coefficient</td>
<td>1</td>
<td>.633**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>404</td>
<td>404</td>
</tr>
<tr>
<td>Compensation</td>
<td>Correlation Coefficient</td>
<td>.633**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
<td>.</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>404</td>
<td>404</td>
</tr>
<tr>
<td>Career advancement</td>
<td>Correlation Coefficient</td>
<td>.775**</td>
<td>.672**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>404</td>
<td>404</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

**Inference:**

The following results have been obtained by using the spearman’s rho. Non parametric correlation analysis has been used.

- **Recognition & Compensation:**

The table 21 shows that the significance value is 0.000. This value is less than 0.01. Thus, when the hypothesis is tested at the 1% level of significance, there is said to be a significant or linear relationship. Thus the null hypothesis is rejected, and the alternative hypothesis is accepted.
• **Recognition & Career Advancement:**

The table 21 shows that the significance value is 0.000. This value is less than 0.01. Thus, when the hypothesis is tested at the 1% level of significance, there is said to be a significant or linear relationship. Thus the null hypothesis is rejected, and the alternative hypothesis is accepted.

• **Compensation & Career Advancement:**

The table 21 shows that the significance value is 0.000. This value is less than 0.01. Thus, when the hypothesis is tested at the 1% level of significance, there is said to be a significant or linear relationship. Thus the null hypothesis is rejected, and the alternative hypothesis is accepted.

**Discussion:**

These factors form the elements of rewards and recognition. This would mean that an individual who shows higher preference toward one of the variables, also showed a higher preference for all of the 2 variable. This proves that these variables are correlated, one with another.

This is seen to be true for both Gen X and Gen Y employees.

**4.6. INFLUENCE OF EXPECTATIONS RELATING TO ORGANIZATION CULTURE ON THE EXPECTATIONS FOR REWARDS AND RECOGNITION**

The expectations of the respondents studied were classified under two heads, namely, Expectations relating to Organizational culture and Expectations relating to Rewards and Recognition. The variables that are part of the Expectations relating to Organizational culture are: autonomy (AUTO), expression (EXP), work life balance (WLB) and Work environment (W_E). The variables that are part of Expectations relating to Rewards and recognition are Compensation, stability, recognition and
career advancement. The study uses the **Structural Equation Modeling** in order to study the impact of the Expectations relating to Organizational culture on the Expectations relating to Rewards and recognition. Structural equation modeling (SEM) is a series of statistical methods that allow complex relationships between one or more independent variables and one or more dependent variables. In general, it can be remarked that SEM allows one to perform some type of multilevel regression/ANOVA on factors.

**INFLUENCE OF EXPECTATIONS RELATING TO ORGANIZATION CULTURE ON THE EXPECTATIONS FOR REWARDS AND RECOGNITION**

**DIAGRAM – 22**

From the diagram, the parameters are estimated using AMOS 16.0 and its output are given in the following tables.
Regression Weights: (Group number 1 - Default model)

**TABLE – 22**

<table>
<thead>
<tr>
<th></th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>RR &lt;--- OC</td>
<td>1.120</td>
<td>.033</td>
<td>34.264</td>
<td>***</td>
</tr>
<tr>
<td>Expression &lt;--- OC</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WE &lt;--- OC</td>
<td>.565</td>
<td>.019</td>
<td>29.661</td>
<td>***</td>
</tr>
<tr>
<td>WLB &lt;--- OC</td>
<td>.538</td>
<td>.019</td>
<td>29.003</td>
<td>***</td>
</tr>
<tr>
<td>Autonomy &lt;--- OC</td>
<td>1.192</td>
<td>.033</td>
<td>36.272</td>
<td>***</td>
</tr>
<tr>
<td>CA &lt;--- RR</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognition &lt;--- RR</td>
<td>.867</td>
<td>.027</td>
<td>32.669</td>
<td>***</td>
</tr>
<tr>
<td>Stability &lt;--- RR</td>
<td>.587</td>
<td>.020</td>
<td>29.478</td>
<td>***</td>
</tr>
<tr>
<td>Compensation &lt;--- RR</td>
<td>.686</td>
<td>.026</td>
<td>26.655</td>
<td>***</td>
</tr>
</tbody>
</table>

In overall, all the variables are significant and accepted this model is good.

**TABLE 23 - MODEL FIT INDICES**

<table>
<thead>
<tr>
<th>Model Fit Indices</th>
<th>Value</th>
<th>Recommended Guideline</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\chi^2$/df</td>
<td>2.930</td>
<td>Less than 2 but could be between 2 &amp; 5</td>
</tr>
<tr>
<td>Goodness of Fit Index (GFI)</td>
<td>0.968</td>
<td>$&gt;0.90$</td>
</tr>
<tr>
<td>Adjusted Goodness of Fit Index (AGFI)</td>
<td>0.939</td>
<td>$&gt;0.90/0.80$</td>
</tr>
<tr>
<td>Comparative Fit Index (CFI)</td>
<td>0.991</td>
<td>$&gt;0.90$</td>
</tr>
<tr>
<td>Normed Fit Index (NFI)</td>
<td>0.986</td>
<td>$&gt;0.90$</td>
</tr>
<tr>
<td>Relative Fit Index (RFI)</td>
<td>0.980</td>
<td>$&gt;0.90$</td>
</tr>
<tr>
<td>Incremental Fit Index (IFI)</td>
<td>0.991</td>
<td>$&gt;0.90$</td>
</tr>
<tr>
<td>Tucker Levies Index (TLI)</td>
<td>0.987</td>
<td>$&gt;0.90$</td>
</tr>
<tr>
<td>Root Mean Square Error of Approximation (RMSEA)</td>
<td>0.69</td>
<td>$&lt;0.08$</td>
</tr>
</tbody>
</table>
From the Table 21, we observed that the model fit indices chi-square / df, is less than the recommended guideline value 2. Goodness of Fit Index, Adjusted Goodness of Fit Index, Comparative Fit Index, Normed Fit Index, Relative Fit Index, Incremental Fit Index and Tucker Levis Index are perfectly satisfied the given recommended guideline values 0.9 and also the Root Mean Square Error of Approximation (RMSEA) is less than 0.08. Hence it is concluded that the derived model has a high explanatory power in terms of describing the interrelationship among the latent exogenous and latent endogenous constructs.

The SEM therefore goes to prove that there is a positive relationship between the two factors: Expectations relating to Organisational culture and Expectations relating to Rewards and recognition. The model also proves that Expectations relating to Organisational culture has a positive impact on Expectations relating to Rewards and recognition. This would mean that employees’ need for Expectations relating to Organisational culture would lead to a higher need for Rewards and recognition.