CHAPTER – 5
FINDINGS, SUGGESTIONS & CONCLUSION

5.1. INTRODUCTION

As globalization of work continue and the age composition of the workforce changes, understanding and leveraging the difference between generational groups is critical for organizations so as to continue motivating and engaging a multi-generational workforce for optimum performance. As work teams become more and more diverse, becoming acutely aware of the cultural, experiential, skillset, expectations and communication difference between generational groups is critical in order to connect with not only colleagues but also clients, customers and other stakeholders. To aim for competitive advantage and sustained business success, the organizations must strive to leverage the differences among the diversified generational workforce.

5.2. SUMMARY OF MAJOR FINDINGS:

5.2.1. Profile of the respondents:

The researcher analyzed the profile of the respondents.

- **Age:** The highest number of respondents belong to Gen Y – 70.5%

- **Nature of Job of Respondents:**

  Among Gen X respondents the highest number of respondents (47.1%) belong to IT sector.

  Among Gen Y respondents the highest number of respondents (70.7%) belong to IT sector.

**Designation of Respondents:**

- Among the Gen X respondents the highest number of respondents (47.1%) belong to the executive cadre.
Among the Gen Y respondents the highest number of respondents (71.4%) belong to the executive cadre.

- **Gender**

  Among the Gen X respondents the highest number of respondents (81%) are males.
  
  Among the Gen Y respondents the highest number of respondents (51.9%) are males.

- **Educational Qualification of Respondents:**

  Among the Gen X respondents the highest number of respondents (57.9%) qualification is Professionals.

  Among the Gen Y respondents the highest number of respondents (73.9%) qualification is Professionals.

- **Family type:**

  Among the Gen X respondents the highest number of respondents (66.1%) belong to nuclear family.

  Among the Gen Y respondents the highest number of respondents (74.6%) belong to nuclear family.

- **Number of Family Members**

  Among the Gen X respondents the highest number of respondents (65.3%) have equal or less than 4 family members.

  Among the Gen Y respondents the highest number of respondents (71.7%) have equal or less than 4 family members.

- **Work Experience of Respondents**

  Among the Gen X respondents the highest number of respondents (61.2%) fall in the classification of 1 to 10 years of experience.
Among the Gen Y respondents the highest number of respondents (94.7%) fall in the classification of 1 to 10 years of experience.

- **Annual Income**

Among the Gen X respondents the highest number of respondents (51.2%) fall in the annual income bracket of 1 – 5 lakhs per annum.

Among the Gen Y respondents the highest number of respondents (79.2%) fall in the annual income bracket of 1 – 5 lakhs per annum.

- **Father’s Occupation:**

Among the Gen X respondents the highest number of respondents (43.8%) father’s have retired.

Among the Gen X respondents the highest number of respondents (46.6%) father’s have retired.

### 5.2.2. Work expectation of Gen X and Gen Y employees:

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.

- Almost 70%, of all the respondents showed a preference for career advancement, both Gen X and Gen Y.

- Almost 75% of the respondents of both Gen Y and Gen X show a high preference to Team Work.
Almost 70% of both Gen X and Gen Y respondents show preference for expression at work.

About 70% of both Gen X and Gen Y show a preference for a comfortable work environment.

More than two-thirds of all respondents – both Gen X and Gen Y, showed a preference towards diversity.

Almost 70% of both – Gen X and Gen Y show a high preference toward work life balance.

Almost 70% of both of the respondents – Gen X and Gen Y value Autonomy.

More than 65% of all respondents value recognition.

More than 65% of the respondents expect stability at work.

More than 70% of the Gen X and Gen Y respondents expect structure at work.

More than 70% of both Gen Y and Gen X respondents of the study, expect good compensation.

Since in all cases, more than two thirds of all respondents, show high expectations for the 11 work expectations. Meeting these expectations can prove to be a source of motivation for both Gen X and Gen Y

5.2.3 The Impact of Age on Work Expectations

The following were the major findings relating to the impact age on the work expectations of respondents.

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

There is significant difference between the expectations of Gen X and Gen Y, in terms of work life balance.
- There is significant difference between the expectations of Gen X and Gen Y, in terms of work environment.
- There is significant difference between the expectations of Gen X and Gen Y, in terms of expression.
- There is no significant difference between the expectations of Gen X and Gen Y, in terms of career advancement.
- There is no significant difference between the expectations of Gen X and Gen Y, in terms of diversity.
- There is no significant difference between the expectations of Gen X and Gen Y, in terms of recognition.
- There is no significant difference between the expectations of Gen X and Gen Y, in terms of stability.
- There is no significant difference between the expectations of Gen X and Gen Y, in terms of structure.
- There is no significant difference between the expectations of Gen X and Gen Y, in terms of team work.
- There is no significant difference between the expectations of Gen X and Gen Y, in terms of compensation.

5.2.4. Impact 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. 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.

- There is significant difference between the expectations of autonomy with respect to years of experience.
There is significant difference between the expectations of team work with respect to years of experience.

There is significant difference between the expectations of diversity with respect to years of experience.

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

5.2.5. 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. 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.

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 the other 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.

There is a linear relationship between the expectations for autonomy and for that of work environment.

There is a linear relationship between the expectations for autonomy and for that of Expression.
- There is a linear relationship between the expectations for autonomy and for that of diversity.

- There is a linear relationship between the expectations for work environment and for that of expression.

- There is a linear relationship between the expectations for work environment and for that of diversity.

- There is a linear relationship between the expectations for expression and for that of diversity.

- There is a linear relationship between the expectations for recognition and for that of compensation.

- There is a linear relationship between the expectations for recognition and for that of career advancement.

- There is a linear relationship between the expectations for compensation and for that of career advancement.

**5.2.6. Influence of Expectations Relating to Organization Culture on the Expectations for 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.

**5.3. SUGGESTIONS:**

Organizational success aims to achieve competitive advantage and to ensure business sustainability in the long run. Leveraging and capitalizing on the value of generational diversity is important to achieve this end. It can contribute to
 Improved talent attraction and retention

 Increased employee commitment

 Enhanced workplace productivity

 Expanded view of succession planning and building leadership bench strength.

 Given below are some suggestions to bridge the generation gap, so as to harness and maximize, the limitless capabilities of a multigenerational workforce.

 Each generation and their unique perspective should be acknowledged and incorporated through the implementation of Organizational policies. Management needs to leverage the strengths of each generation and understand how individuals in different generations act and react.

 Leaders should view generational differences, not merely as idiosyncratic, intergroup differences, nor as a reflection of age differences. Employers should accept these trends and adjust to a new reality of transactional, short-term, employment relationship or must work to provide flexible work conditions.

 Each generation has strengths to offer, building on them will help make a healthy and productive work environment.

 Each generation’s unique experiences are likely to influence their attitude towards work. Managers should understand such differences and design productive work environment and appropriate reward and compensation programmes.

 Leaders play an important role in creating a positive workplace. They should create an environment that is Engaging and interactive, supportive and encouraging and wherein one is respected and valued.
• Leadership should encourage harmonious collaboration by creating diverse teams that draw members from a cross-section of generations.

• Organizations should encourage cross generational mentoring, which would navigate gaps in 5 areas:
  
  o Communication
  o Career
  o Management style
  o Feedback
  o Expectation

• Organizations must be aware that the recognition and rewards programme must keep-up with the changing demographics and expectations of the modern workforce.

• While designing recognition programmes, the following aspects should be considered:
  
  o Use both formal and informal recognition.
  o Provide a wide variety of recognition rewards.
  o Emphasize the recognition of increased quality in performance instead of simply quantity of effort.
  o Recognize workers frequently.
  o Reward activities that are linked to specific business objectives and/or desired cultural values.
  o Measure the cost of the recognition and rewards system and the benefits gained.
• Employee recognition programmes can be made more meaningful and encouraging by leveraging on social media. Social media platforms can be used to recognize workers.

• Organizations need to move beyond a superficial awareness of the generational gap, and seek actions that attract and embrace the next generation.

• Managing “generational diversity” is only partly about knowledge; it is mostly about communication. It is the process of asking and engaging in more effective conversations within an organization as well as with clients that will help to piece the generational puzzle together.

• Organizations that once embraced a “one size fits all” approach to rewards must shift gears as they consider the options provided to each generation of employees. Benefits in the areas of money and non-monetary incentives are viewed quite differently by employees of different generations.

• Leaders in even the most traditional organizations need to make room in their talent pipeline for successors who are not like themselves.

5.4 IMPLICATIONS FOR SOCIAL WORK

Every social worker is uniquely qualified to help people right in their own environment, by looking at all the different aspects of their life and culture. They work to ensure personal well-being, prevent crisis, and to counsel individuals, families, and communities. They make sure people get the help they need from the best resources available. Social workers care for people in every stage of life, from children to the elderly. They help them overcome life’s most difficult challenges, and the troubles of everyday living

Professional social workers assist individuals, groups and communities to restore and enhance their capacity for social functioning, while creating societal
conditions favorable to their goals. The practice of social work requires knowledge of human development and behavior, of social, economic and cultural institutions, and of the interaction of all these factors.

Professional social workers are found in every facet of community life—in schools, hospitals, mental health clinics, senior centers, elected office, private practices, prisons, military, corporations, and in numerous public and private agencies that serve individuals and families in need.

Such being the scope of intervention and facilitation by a social worker it is imperative that they possess a thorough understanding of the people and communities they serve. The width of the people they serve range from children to the elderly be it child care, medical and psychiatric care, community health, geriatric care or even managing human resources social worker’ are operating completely in the peoples domain. Thus it becomes imperative for social workers to understand the complexities of the multigenerational phenomenon.

5.5 SCOPE FOR FURTHER RESEARCH

This research has provided pointers for future work to be done, in the following areas. This research has been confined to the IT sector. Generational diversity studies can be carried out in other sectors as well. This research has used only 11 parameters to study work expectations. There is much scope for scores of other work expectations dimensions to be explored, in the generational diversity context. This research has dealt with only the influence of generational diversity on work expectations, while the influence of generational diversity on other spheres of work and life can be explored.

While this study dealt in studying Gen X and Gen Y, studies on the oncoming generations – Gen Z and Gen alpha can be also carried out.
5.4. CONCLUSION

The main objective of this study was to investigate the work expectations of Gen X and Gen Y, and to determine if age had an impact on their expectations at their workplace. To this end, 11 work expectations parameters, and 11 demographic factors were explored, in the context of generational differences. The study concludes that, generational difference, along with certain demographic factors does impact workplace expectations. Research into generational diversity issues across a wide variety of organizations, continues to be an active field of research. Many of the findings also suggest that varying levels of employee disenchantment, miscommunication and ill-will, is also attributed to generational differences that exist in organizations. Conducting researches and deliberations on this multi-dimensional topic – managing generational diversity is the need of the hour, especially because, the rate and number of economic, technological, societal and political changes, which have occurred in the recent past have resulted in pronounced generational differences, than have ever existed in the past. With not just one or two, but with almost four distinct generations in the workforce today, managers must be able to change management styles and approaches, readily in order to keep with the changing values, attitudes and needs of each generations.

It is imperative that organizations understand generational diversity and adjust appropriately, in order, to reap bottom line rewards.