CHAPTER 7

CONCLUSIONS
The chapter details the final conclusion of the research study by linking it to previous work done on the concepts of Perceived Organizational Support, Work Values and Job Attitudes while drawing an understanding of how this may be different for Indian Generation Y employees.

This chapter has only one section.

7.1 Conclusions
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The research study was conceived with a clear objective to understand work values and attitudinal differences amongst Indian Generation Y employees as they seek to constitute a substantial chunk of the Indian workforce in the coming years. Minimal research has been conducted in India on this cohort specifically in the domain of understanding their psychological traits and its impact on their work attitude and performance in the organizational context. The research aimed to work towards this objective through understanding a sample population of Indian Generation employees in the age group of 19-29 years.

The study hypothesized relationships amongst key constructs, Work Values, Perceived Organizational Support and Job Attitudes (Affective organizational Commitment, Felt Obligation, Job Satisfaction and Turnover Intention). While most of the hypothesized relationships were approved in line with the reviewed literature on the key constructs, the results also showed some interesting anomalies which lead to disapproval of some of the hypothesized relationships. Literature review on Generational cohorts and their related psychological factors had focused on differentiating work values amongst different cohorts and its impact on Job attitudes (Affective organizational Commitment, Job Satisfaction and Turnover Intention); however this study went further to understand the impact of these differentiating work values (if any) on a specific psychological construct termed Perceived Organizational Support (POS) and its consequent construct termed Felt Obligation. The objective was to see if the differentiating work values of the Gen Y cohorts mediated through POS would have any impact on the Job attitudes which are critical in an organizational context.

The research study summarizes from its initial understanding that Indian Generation Y employees do seem to have different work values than other generational cohorts and even partly differing viewpoints from their western counterparts. Research by Smola and Sutton (2002) had outlined Gen Xer’s as being the ‘ME’ generation with strong emphasis on individual aspects; ‘what’s in it for me?’ (p.378). The researchers had outlined that compared to previous generations, the coming generations exposed to a different economic and social upbringing develop differing work values and the trend of being the ‘ME’ generation categorized with Gen Xer’s may well continue with Gen Y or the Millennial generation. This
was further evidenced by Chen and Choi (2008), wherein they depicted Gen Y employees to be ahead of their Gen X counterparts. While Gen X employees were concerned with ‘Security’ and ‘Independence’, Gen Y employees emphasize more on ‘Supervisory relationships’ and ‘Economic returns’. The evidences based on responses of Gen Y cohort in the U.S. is supported by the current study on Indian Gen Y employees. The current study found that Indian Gen Y employees in line with their counterparts worldwide (specifically based on U.S. studies) give more importance to Extrinsic Work Values that covered elements of economic returns (pay & rewards), growth opportunities and supervisory relationships. However additionally Indian Gen Y employees also give higher level of importance to Intrinsic Work Values related to challenging work and independence. This implies that Indian Gen Y employees are not only concerned with extrinsic values but also seeks to balance it with intrinsic values that allow them to grow in a holistic aspect, this characteristics of the Indian Gen Y cohort finds favor with an earlier study conducted by Haworth, iDea and Johnson controls (2010). 

The aspect of Perceived Organizational Support (POS) introduced in this study exhibited an interesting mediating relationship with Job Attitudes; Work Values when mediated through POS showed inverse relationship with major Job Attitudes like Affective Organizational Commitment and Felt Obligation. However when Work Values was directly related with Job Attitudes it showed a positive relationship, indicating that there exists a strong relationship between the perception of organizational support and importance given to work values by Indian Gen Y employees. The study outlined that Indian Gen Y employees have strong views of Work Values and lack of organizational support in this context, according to their understanding can lead to lower levels of organizational commitment and also lower obligation towards the organization. The study however found that when the single construct of Perceived Organizational Support and its impact on Job Attitudes is analyzed then it displays a positive impact on both Affective Organizational Commitment and Felt Obligation indicating that Perception of Organizational Support plays a major psychological role in the reciprocal relationship existing between Indian Gen Y employees and their respective organizations. The study thus proves that Perceived Organizational Support is an important psychological construct across generations in a reciprocal relationship framework, based on the premise of social exchange ideology.
This research fact from the current study challenges the notion of relationships that exists between POS, Felt Obligation, Affective Commitment and Turnover Intention; as previous studies (Eisenberger et al., 1986, 1997, 2001, 2002) done across generational cohorts (general population samples) in the western countries have exhibited Felt Obligation and Affective commitment being positively impacted by POS, further leading to lowering of Turnover Intention. This study on the flip side displays that for Indian Gen Y employees while organizational support does bring in obligation and commitment towards the organization, it doesn’t translate into long term retention with the organization. Indian Gen Y employees are quite comfortable in positively valuing organizational and feeling obliged and committed for it, but they would not hesitate to take up a viable and promising opportunity if it comes their way. The indication through this survey analysis is; that while Indian Gen Y employees may not think of actively quitting their organizations before a year yet they are not averse to checking out better opportunities hence, both Felt Obligation and Affective Commitment show a positive relationship with Turnover Intention than a negative or inversely proportional relationship.

The study displays an interesting and differentiating aspect of this particular generational cohort (Indian Gen Y); while they value the organizational support (POS), have a sense of obligation (Felt Obligation) and, feel committed (Affective Commitment) towards their respective organizations, it does not necessarily translate into continuing with the organization for a longer time period. Being a generational cohort that gives more value to the present context than past context, and is impatient in its decision making process; what matters is the level of opportunity available and not necessarily the aspect of organizational support, obligation or commitment that dictates whether they intend to continue or not with the same organization. This cohort is at peace taking sudden decisions wherein they feel that the current opportunity is worthwhile and viable than the aspect of continuation with the same organization.

With Gen Y rapidly increasing numbers across the workforce, it is time for organizations to take a pause and reflect on their future course of action towards engaging a generation that is highly wired, connected and unconventional. The question that arises out of this context for organizations and management would be to re-examine their organizational processes cum protocols and see whether they are prepared to take on this challenge of engaging a workforce that values connectivity, speed, openness and innovation. Organizations need to
increasingly brace for this transformation that shall see the advent of new age communication medium like Social Media Platforms (Blogs, Networking sites, Podcasts, Virtual world) that actively engage GEN Y employees and have catapulted its status as their lifelines. This generation survives on being connected; hence it is imperative that organizations realize the potential of this medium and its efficacy thus utilizing its power for creating an actively engaged GEN Y workforce. The need is to have processes that encourage creativity, innovation and openness through transparency and honesty, allowing this generation to collaborate, share, learn & grow.
CONTENT NOTES

1 Refer research study by Haworth, iDea and Johnson Controls in 2010