CHAPTER 1

INTRODUCTION
This chapter details introduction to the research topic and includes an understanding of the significance of the research topic while outlining the purpose and objectives of the research work. The attempt herein is to give an understanding of why this research topic was chosen and how can fulfillment of this research work be of benefit to current and future researchers working in similar or allied domains through better integration of knowledge on Indian Generation Y employees.

The chapter has been divided into following sections.

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1.1 Introduction

The demographics of the workplace has vastly changed in the 21st century; with strong aspects of multi-generational workforce dominating work values and characteristics through their specific attitudes, perceptions and learning processes (Kyles, 2006). The workforce termed as the ‘Multi-Generational’ Workforce is characterized with a mix of all generations from Baby Boomers, to Generation X, with recent and ongoing inclusion of Generation Y since the last few years. The expectations and expressions of this diverse workforce differ significantly resulting at times in organizational conflicts; challenging both management styles and practices related to managing generational differences across organizations (McGuire, Todnem and Hutchings, 2007) Research in the last two decades has steadily contributed to understanding the differences in generational cohorts and impact of these different outlook and approaches on organizational practices thus trying to understand the context of person-organization fit (Sparrow, 2000; Kupperschmidt, 2000; McGuire et al., 2007; Mackey, Gardener and Forsyth, 2008).

This study was an attempt to look at Indian Gen Y employees who comprise almost half of the Indian working population and is growing at a rapid pace. Preliminary studies and efforts related to deciphering these young employees have classified them as the most demanding population with high expectations from the work environment in terms of better on-site support facilities and norms for work-life balance. The research proposed to link outlook and approaches of this generation based on their work values (extrinsic, intrinsic, status-related, freedom-related, and social related) to their expectations from organizations (POS) in terms of organizational support and its impact on outcomes related to job satisfaction and turnover intention through a critical analysis and fact finding process. 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.

1.2 Importance of the Study

This study was formulated with an objective to understand the most happening Generation of the Millennia, aptly termed Generation Y or Millennial. With the aspect of ‘Multi Generational’ workforce existing and work alongside in the Industry; it is getting increasingly difficult for Industry Practitioners/ Human Resource Managers and Trainers to understand how to manage the aspirations and psychological expectations of the varied workforce that
seem to have a strong impact on their outlook towards their respective organizations and their productivity at the workplace. Numerous research initiatives in the direction of generational research have tried to understand varying characteristics of different generations, their context of working together and also how the differences in their cohorts impact their organizational outlooks. However research has been limited in the context of Generation Y employees, specifically with relation to the Indian subcontinent and on the linkage of psychological constructs like Work Values, Perceived Organizational Support and Employee Attitudes. This research work is an attempt in that direction to give an insight to Industry Practitioners/Human Resource Managers and Trainers about what does the Indian Generation Y think in terms of organizational outlook and how do their Work Values impact their understanding of Organizational Support and how does this further have an effect on their Job Attitudes like Felt Obligation and Affective Commitment with an impact on their levels of Job Satisfaction and intention to stay on or leave their respective organizations.

Industry today is facing major challenges with managing aspirations and expectations of a diverse workforce, specifically with the inclusion of this happening, demanding and wired Generational cohort (Gen Y). This generation is also at times referred to as the ‘Wired Generation’ that needs to be connected at all times and feels most comfortable in digital environments. Born and brought up mostly in urban nuclear families, and having early access to communication medium; this generation believes in three major factors, Expectations, Expressions and Acceptance. They are increasingly demanding, wired and virtually connected, questioning traditional practices cum authority, displaying and openly voicing their disagreements and opinions without paying heed to set cultural norms and organizational practices. This is a generation that knows what it wants, in terms of their space, comfort levels or communication channels. They are open and brash about their expectations and expressions, seeking to collaborate and rapidly exchange knowledge/information, networking for acceptance, thus challenging ways traditional organizations functioned.

Global survey by IABC and Deloitte Consulting towards understanding GEN Y imperatives, discusses how important it is for GEN Y employees to feel connected, updated and involved in an organization. Gen Y is dynamic and eager to collaborate, they respect leaders who are honest, forthright and open, hence their relationship to an organization is not just based on their perception of the organization but also of the leader they are associated with. This
emotionally charged enthusiastic young workforce seeks to contribute to their organizations through a plethora of ideas, suggestions and informed opinions; which at times challenge the traditional mind set of organizational management. Their ideas are creative, innovative and at times exceptional; being based on the knowledge acquired by being part of a socially networked cum connected domain. However this generation also believes in the concept of instant acceptance and open feedback, these being critical factors for their enthusiasm and satisfaction towards organizational processes (Rai, 2011).

Similar survey on Global Workforce Innovation was conducted by Johnson Control in association with Haworth, iDea and Oxygenz.com (Generation Y and Workplace Annual Report 2010). The survey also puts up interesting facts related to why GEN Y’ers opt to work for specific organizations; prominent factors being Learning & Development opportunities, Quality of Life and Work Colleagues (includes peers & superiors).

CRISIL 2010 Report on Skilling India highlights the tremendous opportunity and challenges for Indian business organizations. The country with a population of 1.2 billion (as on 2010) has 17.6% share in the world population pie making it the second largest country after China in terms of demography. This is slated to change by 2030, with India reaching 1.5 billion population crossing China and becoming the largest populated country in the world. While this may seem challenging, there is also an opportunity; India’s working population (15-59 years) will swell from 749 million to 924 million by year 2030, making it the most desired location of talent acquisition (employee availability) heightening business growth and progress in the country. Interestingly as on 2010, half of India’s working population that is around 362 million is below the age of 25 and this number shall only increase with the population figures making it one of the youngest countries of the world. Research report by Haworth, iDea and Johnson Control on Gen Y and Workplace, 2010 gives a different picture relating to Indian youngsters (Gen Y employees) through their global survey. Indian Gen Y workforce is considered the most demanding population with high expectations from the work environment in terms of better on-site support facilities and norms for work-life balance. They believe in not only socially collaborating but also engaging socially as an extension of their workplace to enhance learning opportunities and maintain a balance between their personal and professional lives. This generation of Indian youngsters is tech-savvy, entrepreneurial, ambitious, optimistic and ready to walk the extra mile for achieving
their dreams and goals. They are strongly influenced by social opinions and base their judgments on peer factors much like their counterparts across the globe. They are a generation tuned to opportunities and consumerism, which make them more open for change, demanding with higher levels of expectations, impacting their perception towards organizations and their engagement processes.

Facts detailed above clearly highlight the **Expectations** of the younger generation employees aptly termed the GEN Y employees or Gen Next employees in terms of their work environment and well-being. Given the high attrition rates being faced currently by Indian organizations during the growth phase, this research delves into challenges faced by Human Resource professionals (Practitioners/Managers/Coaches/Trainers) in understanding and engaging such employees and further suggestions towards amalgamation of this medium for increasing HR effectiveness across organizations. 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.

### 1.3 Understanding Generational Cohorts

Kupperschmidt (2000, pp. 66) refers to generational cohorts as “identifiable group that shares birth years, age location, and significant life events at critical developmental stages”. ii

Studies in the generational context understandably during its early origin phases has been identified to be a part of Greek and Egyptian mythology, wherein many research scholars have found clear distinction segregating older generations to younger generations (Redford, 2003; Burnett, 2011). (Joshi, Dencker, Franz and Martocchio, 2010) define ‘Generation’ as a construct that is elusive and has become more sophisticated and complex in academic interpretations over time. Studies in the generational context understandably during its early origin phases has been identified to be a part of Greek and Egyptian mythology, wherein many research scholars have found clear distinction segregating older generations to younger generations (Redford, 2003; Burnett, 2011). (Joshi, Dencker & Franz, 2011) through a comprehensive study tracing the history of Generational origins and extensive review of literature related to understanding the aspect of ‘Generations in Organizations’; outline that understanding ‘Generations’ can be based on - chronology (the idea that a unique location in
time creates a ‘generation’) and genealogy (the idea that generations are linked through the transmission/descent of ideas/values/skills/knowledge) (Joshi, Dencker & Franz, 2011, p179). The researchers portray that ‘generational differences are rooted in temporal distinctions between individuals who occupy unique locations in a chronological order. Preceding and succeeding generations are also linked through the unique imprints (e.g., the set of knowledge, skills, and values) that they acquire and are in a position to transfer based on their location in a temporal order’ (Joshi, Dencker & Franz, 2011, p179). Their research highlights that during the early origin phase, study on generations was in relation to a particular age or portrayal of people who lived in a particular age (sense of time borders), i.e. “‘kind of people’ who lived in ‘kind of time’” (Burnett, 2011). Later studies on generations moved towards – the notion of ‘kinship’ (lineage through blood or marriage) and the notion of a ‘cohort’ (a group sharing a common socio-historic context) (Joshi et al., 2011, p180).

Seminal research work by Mannheim (1928, 1952) outlined the concept of ‘generations’ as being a sociological issue than a biological issue. He argued that the concept of ‘generations’ was essentially linked to two components – a historical time period and a distinct consciousness as a result of similar events in history during a particular time period. His theory argues that each generation through their participation in collective events during their young adulthood develops a collective consciousness that segregates their generation collectively from the older or younger generation that may follow them in the future.

The definitions related to generational cohorts in this study is based on studies related to understanding generational cohorts in the context of American people, which has later been applied broadly to the world population with an argument that major world events witnessed by generational cohorts are similar ensuring homogeneity in the social learning experience.

1.3.1 Silent Generation or Traditionalists

This generation has been defined as people born from 1925-1945 in America; broadly this definition has been extended across the world from Europe to Asia characterized by individuals born during times of great political and economical turmoil in the world like the Great Depression and World War II. Researchers identify characteristics of this generation to be hard working, loyal, committed, financially conservative and cautious. This generation is understood to give a lot of respect to authority and believe that progress is possible only with Seniority. They do not like sudden changes and are also understood to be risk intolerant.
Personal morality, near absolute standards of right and wrong and strong sense of civic duty outlined this generation. They prefer thus a controlled style of leadership and like to be in command of a situation. Working in a job for this generation was for life and they generally believe in strong sense of organizational loyalty.

1.3.2 Baby Boomers

“Baby boomer is a person who was born during the demographic post-World War II baby boom between the years 1946 and 1964, according to the U.S. Census Bureau”. This generation is generally understood to think of themselves as a special generation as they grew up post - World War II, a time when the United States as a nation was slowly coming out of the shadows of war undergoing a major social change process. It is during these times that commercial success was increasingly been understood as components of a better life in the post war era. Thus researchers outline that this generation got an abundant, post-war economy hence they turned into an egocentric generation. They are self-righteous and self-centric. This is understood to be the largest generation in US and also the first generation that had access to the good things of life. They are optimistic, driven and goal oriented. They are also the first US generation that prefers to live by their own rules. For them retirement unlike their parents was not the end of life. They prefer to enjoy their retirement and strike a balance in their existence.

1.3.3 Generation X

Generation X is understood to be children born post World War II. Although researchers find it difficult to attach a particular timeline to this generation, it is understood that this generation started rising after the baby boom ended around late 1950’s. Hence most researchers specify a timeline starting from early 1960’s to 1980’s. Some even refer to this generation as the ‘Baby-bust’ generation to signify the sharp drop in birth rates across America post 1950. They are also called as the ‘Latch-Key’ kids as they were born to working Baby Boomer mothers who valued independence and thus this generation children had to take care on their own. They are Entrepreneurial and Very driven towards their goals. Theirs is a generation that saw the transition from written knowledge based era to the digital era, that is they saw the advent of computer and technological devices around their high school years hence are more adaptable to transition. Report on the Longitudinal Study of American Youth (LSAY), refers to Generation X as young adults born between 1961 and
1981; the first generation to grow up in the evolving Internet Era, tuned to hardships in both political and economic domain, understandably the most highly educated generation, family-oriented while being ambitious and achievement oriented. Contrary to earlier beliefs that Generation X’ers are more materialistic and disoriented, this report highlights that a majority of Generation X’ers are active, balanced and happy individuals who strive to work hard while being oriented towards securing a good future for their children and families. This generation has been understood to be more family oriented and focused on their children than previous generations. While this study focused on general life attributes and characteristics of Generation X, studies on work environment fit and preferences related to this generation portray them as being individualistic, self-sufficient with disregard for authority and position attributing it to environmental impacts on this cohort.

1.3.4 Generation Y

Gen Y are loosely defined as a group born from 1982-2000 (hence the term Millennial Generation) who would range in the age groups of 15-29 years identified herein as the young generation. Statistics by the U.S. Census Bureau, estimate that Generation Y comprises of around 25.7% of the world total population given the age category of 15-29 years. Analysts define this generation as having an upbringing in a world marked by neoliberal approach towards politics and economics marked by increased usage of communications, media and digital technologies. This generation is also at times referred to as the ‘Wired Generation’ that needs to be connected at all times and feels most comfortable in digital environments. This generation has grown up in a digital world, a world of technology and computers hence they cannot comprehend anything that does not use technology. They have unlimited access to information and hence are more open to sharing information, they are also highly assertive and have strong views on almost everything they encounter in their lives. Unlike their parents and grandparents, this generation does not live to work. For them work is just a part of their life, they have varied interests and seek to pursue different areas of interest to get more out of life. They like lots of hand holding, communicating and accolades. They do not abhor authority but would seek to respect authority only if they deem it suitable.

1.4 Concept of Generational Studies

Most researchers believe that each generational cohort experiences almost similar learning processes, growing up around the same time frame with access to similar social, political and
economical events during their life progression stages. This process of learning creates a cohort which share similar attitudes, values and perceptions unique to their own generational cohort (Costello et al., 2004; Bogdanowicz and Bailey, 2002) that in turn can impact organizational practices related to support, work outcomes and commitment levels.

Researchers argue that differences in generational cohorts is related to their learning process that is impacted by their early socialization process impacting development stages of life and adulthood, socio-cultural events like disasters, wars or it’s after effects, advent of technological factors that impact family and life patterns, political events like protests, revolts, or collapse of political machinery (nation specific), socioeconomic events like market collapses, depressions and successive recessions (Mackey et al., 2008).

(McGuire et al., 2007) point out that these differences in learning process of generational cohorts are widely exhibited through their outlook and approach, while ageing employees have high experience levels, maturity, work-orientation and stability; the younger workforce is highly mobile, impatient, and exhibit less organizational commitment but are entrepreneurial, better educated and technologically more competent than previous generations. They further argue that it is these differences in generational cohorts that give way to intergenerational conflicts impacting organizational performance; failure to understand and manage intergenerational conflicts in severe economic situations leads to further complications in terms of lower employee morale, productivity and innovation in turn impacting corporate citizenship resulting in higher employee attrition and turnover.

1.5 Outline of Generation Y or Millennial

Gen Y are loosely defined as a group born from 1982-2000 (hence the term Millennial Generation) who would range in the age groups of 15-29 years identified herein as the young generation. Statistics by the U.S. Census Bureau, estimate that Generation Y comprises of around 25.7% of the world total population given the age category of 15-29 years. Analysts define this generation as having an upbringing in a world marked by neoliberal approach towards politics and economics marked by increased usage of communications, media and digital technologies. This generation is also at times referred to as the ‘Wired Generation’ that needs to be connected at all times and feels most comfortable in digital environments.
Gen Y has started entering the ranks, infiltrating the traditional workplace with their baggage of digital technology, social media networks and higher expectations/norms towards a flexible work environment. They are increasingly demanding, wired and virtually connected, questioning traditional practices cum authority, displaying and openly voicing their disagreements and opinions without paying heed to set cultural norms and organizational practices. This is a generation that knows what it wants, in terms of their space, comfort levels or communication channels. They are open and brash about their expectations and expressions, seeking to collaborate and rapidly exchange knowledge/information, networking for acceptance, thus challenging ways traditional organizations functioned.

Global Workforce Innovation Survey conducted by Johnson Control in association with Haworth, iDea and Oxygenz.com (Generation Y and Workplace Annual Report 2010) defines Gen Y as collaborative, mobile, flexible and unconventional, valuing sustainability and environmental adaptability. This report is explicit in detailing the valuation this generation places on factors like ‘Workplace environment’, perceived as an emotionally engaged place where they socialize, learn and collaborate. This is their area or their ‘own work space’ which is personal, sacrosanct linked to their well-being in the organization. Being emotional and trendy (also referred as stylish), Gen Y prefers workplaces that are boundary less, colorful and open with breakout spaces, conversation areas and chill out zones that allow them to collaborate, innovate and be creative.

1.6 Motive for research on Indian Generation Y employees

While studies have worked on the multigenerational context, analyzing outlook, approaches (Jorgensen, 2005), intergenerational conflicts and even intergenerational differences in values (Cennamo and Gardner, 2008); there is dearth of research on understanding values and characteristics of Gen Y employees and implications of their outlook and approaches (albeit their learning process and values) on organizational processes and practices.

Preliminary studies linking GEN Y and HRM practices have generally been conducted in the western countries focusing on the aspects of attracting, engaging and retaining this talented but impatient workforce. However there seems to be limited research in relation to growing economies, like India wherein work values are strongly influenced by national cultural values which may have an impact on employee perceptions and expectations from the workplace.
Research work in classification of the Indian generational cohort has generally been limited with initial focus being on generational research in the context of cohorts defined by the western world (Bijarpurkar, 2007; Erickson, 2009; Ghosh and Chaudhari, 2009; Roongnerngsuke, 2010). However in recent years some researchers have attempted to outline generational cohorts in the Indian context with specific reference to social, economical and political changes that have happened in India and their impact of the related generational cohorts. Srinivasan (2012) in her research done with 1600 Indian employees classifies Indian employees as per their professional work experiences into Pre-Liberalization (exp>21 years), Pre-Liberalization (exp between 10-21 years), Rapid growth (exp 5-10 years) and Plateaued growth (exp 0-5 years) (SHRM Report, 2012). The research focused on understanding ranking of Instrumental and Terminal values by multi-generational Indian employees. Rajesh and Ekambaram (2014) in their study on 250 corporate representative samples in India have classified Indian generational cohorts based on birth years as Veterans (1920-45), Free-Gens (1946-1960), Gen X’s (1961-1970), E-Gen’s (1971-1980) and Gen Y’s (1981-1990).

Research report by Haworth, iDea and Johnson Control on Gen Y and Workplace (2010) gives a different picture relating to Indian youngsters (Gen Y employees) through their global survey. Indian Gen Y workforce is considered the most demanding population with high expectations from the work environment in terms of better on-site support facilities and norms for work-life balance. They believe in not only socially collaborating but also engaging socially as an extension of their workplace to enhance learning opportunities and maintain a balance between their personal and professional lives. This generation of Indian youngsters is tech-savvy, entrepreneurial, ambitious, optimistic and ready to walk the extra mile for achieving their dreams and goals. They are strongly influenced by social opinions and base their judgments on peer factors much like their counterparts across the globe. They are a generation tuned to opportunities and consumerism, which make them more open for change, demanding with higher levels of expectations, impacting their perception towards organizations and their engagement processes (Rai, 2011).

Studies and data pertaining to Indian generational cohorts is limited, hence the researcher has looked at U.S. Generational cohort time-frame and applied it in the context of the Indian
population; drawing inferences based on outcomes of this study related to a particular generational cohort (Generation Y).

This study specifically focuses on the most evolving and happening Generation of the century; termed GEN Y in the concerned research. GEN Y or Millennial Generation or Net Generation and even Echo Boomers, broadly classified as children born in the eighties and early nineties, comprising a working population in age group 20-29 years.

1.7 Concept of Work Values

Theory defines ‘Values’ as deep beliefs held by human beings towards specific modes of conduct which are socially and morally preferable. Values vary in terms of importance as guiding principles for an individual’s life, about what is good, right and appropriate in terms of leading one’s life (Rokeach, 1973). It gives an understanding of what is ‘right’ and ‘wrong’ outlining acceptable modes of conduct which are preferable and acceptable over socially unacceptable modes of conduct.

Researchers in their understanding of relationships relating to work values and organizational constructs have linked it to work attitudes, job satisfaction and most importantly to the aspect of organizational commitment. (Elizur, 1996; Kildron, 1978; Putti et al., 1989) through their research found that a moderate relationship existed between work values and the aspect of organizational commitment with Putti et al., (1989) further propounding that intrinsic work values relate more closely to organizational commitment than extrinsic values. Researchers working on the aspect of work values believe values can be theorized as being conceptually parallel to higher-order needs of human beings, while intrinsic values are more related to self-actualization like interesting work, autonomy, growth and creativity; extrinsic values tend to focus on basic human needs of job security, pay enhancement or work environment cohesion.

Debate on whether generations do make a difference in one’s work values has fuelled many studies. Parker and Cusmir (1990) through their generational study on belief systems and value scores, found Boomers to being more humanistic/moralistic while pre-boomers were more traditional and pragmatic. This study strengthened the line of thought that highlights differences in generational values and its possible impact/affect in the organizational environment. Subsequent studies by (Judge and Bertz, 1992) related to impact on organizational culture, (Jurkiewicz and Brown, 1998 and Jurkiewicz, 2000) related to impact
on human resource management processes, and (Dose, 1997) related to impact on ethical aspects outlines that generational differences in work values do tend to have an impact on organizational processes and its related environmental factors.

1.8 Concept of Perceived Organizational Support

Organizational support theory (Eisenberger et al., 1986; Eisenberger et al., 2001; Rhoades and Eisenberger, 2002) suggests that employees are likely to develop higher levels of POS when the organization cares about their well-being and values their contributions; however, little research has been carried out on the factors that contribute to POS, particularly high performance work system elements such as workplace partnerships. The implementation of appropriate and strategic human resource (HR) practices can develop high levels of POS, which in turn, contribute to positive work attitudes and organizational behaviors.

In terms of Perceived organizational support, researchers have looked at expectations of the workforce related to organizational support and their perceptions of HR practices and work outcomes are correlated (Blau, 1964), (Eisenberger, Huntington, Hutchinson and Sowa, 1986). Researchers believe effective HR practices help acquire, develop and motivate employee behavior affecting firm performance (Jackson et al., 1989; Schuler and Jackson, 1987). Research has looked at impact of HRM practices on organizational performance (Guest 2003, Huselid, 1995) and to an extent on employee attitudes and work behaviors (Guest, 1997). Plethora of research has been conducted on generational cohorts and their differences impacting organizational performance through an impact on HR practices mediated or moderated by the aspect of Perceived Organizational Support (POS), but in the context of US, UK or Canada. There exists a dearth of research in relation to developing economies, specifically the Asian countries where even the work values are highly differentiable in a cross-cultural context.

This study is an attempt to look at Indian Gen Y employees who comprise almost half of the Indian working population and is growing at a rapid pace. Preliminary studies and efforts related to deciphering these young employees have classified them as the most demanding population with high expectations from the work environment in terms of better on-site support facilities and norms for work-life balance. The research proposes to link outlook and approaches of this generation based on their work values (extrinsic, intrinsic, status-related,
freedom-related, and social related) to their expectations from organizations (POS) in terms of organizational support and its impact on outcomes related to job satisfaction and turnover intention through a critical analysis and fact finding process. The motive is that this study should be a preliminary document and an information resource for a potential future researcher, who may be interested in understanding Indian Gen Y employees and their outlook towards work across Indian organizations.

1.9 Job Attitudes outlined in the study

Eisenberger et al., (1986) evolved the concept of Perceived Organizational Support (POS) based on the effect-outcome expectancy and the aspect of affective attachment to one’s organization based on exchange ideology; an area that was explored by previous researchers (Levinson, 1965; Mowdays et al., 1982). This exchange ideology between the employee and his employer (the organization) seems to have strong impact on job attitudes like organizational commitment, turnover, absenteeism and work-performance for those employees who have strong exchange ideology than on those with weak exchange ideology. This implies that employees’ perception of how the organization supports him/her through its agents (Supervisors) and takes care (recognition, rewards, fairness in processes etc) directly impacts the relationship with the organization as per the norms of social reciprocity; demonstrating strong or weak impact on job attitudes (which varies according to the exchange ideology of individual employee).

Scholars have understood commitment to be one’s psychological attachment to the organization (Buchanan 1974, O’Reilly and Chatman 1986). Mowday et al., (1982) used the term attitudinal commitment in terms of differentiating the psychological aspects of commitment from the economic and behavioral views of commitment, further defining is as a construct that signifies identification and involvement. Meyer and Allen (1991) classified organizational commitment into three categories: affective commitment, continuance commitment and normative commitment. Employees with strong affective commitment remain with the organization because they want to, those with a strong continuance commitment remain because they need to, and those with a strong normative commitment remain because they feel they ought to.
Felt obligation is viewed as an outcome of POS and depends on the employee’s acceptance of the reciprocity norm as applied to work (Wayne et al., 1997). POS fosters affective commitment by meeting the employees’ socio-economical needs and by creating felt obligation to the organization (Armeli et al., 1998; Eisenberger et al., 1986). This increased obligation towards the organization results in increased productivity and higher work performance beyond standard limits as prescribed by the organization. Felt obligation is also understood to reduce employee withdrawal behaviors like absenteeism and tardiness.

Research regarding relationship between job satisfaction and organizational commitment indicates a positive correlation between organizational commitment and job satisfaction (Becker 1992; Williams and Hazer, 1986). It is understood that employees with higher levels of job satisfaction display higher levels of organizational commitment (Chen, 2007). There has been a lot of debate in literature to the similarities that may exist between Perceived Organizational Support (POS) and Job Satisfaction as most people seems to understand that both may be similar in perspective. However evidence based research by POS theorists distinguish POS and Job Satisfaction; Shore and Tetrick (1991) illustrate that while POS has been conceived as a descriptive belief about the organization and relates to the “humane aspect of the organization in long term perspective, job-satisfaction is understood to be an affective-laden attitude. They argue that overall job satisfaction is more subject to recent changes in job conditions than POS which has a more long term perception and not purely based on conditions of the job wherein organization may have little control.

Turnover intent is defined as the reflection of, “the (subjective) probability that an individual will change his or her job within a certain time period” (Sousa-Poza and Henneberger, 2002) and is an immediate precursor to actual turnover. Although research has looked at understanding both actual turnover and turnover intention in separate studies, it has been found that the factor of actual turnover is influenced by turnover intention and as turnover intention increases, actual turnover also increases. Studies related to turnover intention have focused on both economical and psychological factors that affect this intention in employees, however the focus from the psychological school of research has been found to stronger with aspects of Job satisfaction, Organizational Commitment, Psychological contract having impact on employees’ perceptual process in turn increasing or decreasing his or her intention to either leave or continue participation in the organization.
The study thus attempts to look at the antecedents and consequences of the construct Perceived Organizational Support and its relationship with Job Attitudes like Affective Organizational Commitment, Job Satisfaction, Felt Obligation and Turnover Intention. The researcher has also attempted to look at the larger relationship of how Work Values can have a direct or indirect impact on Job Attitudes when mediated through Perceived Organizational Support.
CONTENT NOTES

i http://en.wikipedia.org/wiki/Generation_Y. The author would have liked to detail more on influence of Social Media and Gen Y, however currently that is outside the scope of this paper. Hence some data on Adult Social Media Influence (Nielsen Survey) has been appended in Appendix for reference.

ii Refer Generational Differences Chart in Annexure (Table 1.4). Accessed on 24th July 2012, at 4.10 pm from: http://www.wmfc.org/GenerationalDifferencesChart.pdf


vii Parts of the portion on Generation Y and Indian Gen Y employees have been published by the author as research articles in reputed journals. For more details refer to Rai., S., (2011) and Rai., S., (2012) on Engaging Gen Y employees.

viii Refer Annexure (Table 1.1)

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


xi http://en.wikipedia.org/wiki/Generation_Y