CHAPTER 5

FINDINGS

AND

DISCUSSION
This chapter deals with major findings related to the research study to understand whether the research has been aligned with the objectives of the study in relation to understanding perspectives of Organizational support amongst Indian Generation Y employees and its impact on various Job attitudes like commitment, obligation and employee outcomes of satisfaction and turnover intention.

The chapter has been into only one section.

5.1 Findings and Discussion
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The research study was undertaken to understand the impact of Work Values on the perception of organizational support, herein termed as the concept of Perceived Organizational Support (as propounded by Eisenberger et al. 1986, 2001) and Job Attitudes like Affective Organizational Commitment, Felt Obligation, Job Satisfaction and Turnover Intention; the sample being Indian Generation Y employees in the age group of 19-29 years. Previous discussions through the various chapters of the research study have clearly outlined parameters of choosing this particular study and research frame, however it is imperative to understand that Gen Y employees as a research frame was specifically chosen to give an understanding of what this new working generation thinks and feels in terms of work and employment. The objective was clear from the commencement phase of the study, to understand the Perception of Organizational Support amongst young employees who are and will compromise a huge chunk of the working population in the coming years and whose values are significantly different from their previous generational cohorts given better exposure to economic and social freedom in modern day India than their previous counterparts. Thus the research questions that were formulated and attempted to be addressed during the course of this study took the path of exploring the thought process of Indian Gen Y employees towards these psychological factors that have a strong impact on their work profile, in turn impacting organizational survival and growth.

The study hypothesized specific relationships amongst variables of the study for an understanding of the impact of Indian Gen Y Work Values on Perceived Organizational Support and Job Attitudes. Analysis of the data allowed rejection of certain hypothesized relationships, while most of them were approved as per the research assumption. During the process of discussion, the researcher has outlined each research question and linked the outcomes of the research study for a better understanding.

*How does Generational Difference affect Work Values of Indian Employees, specifically in the context of Generation Y employees?*

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.

Research studies on generational differences influencing Work Values have consistently outlined that differentiating learning experiences during growth phases of each generation has a strong influence on their perceptions and values towards life both in terms of personal and individual values. Smola and Sutton (2002) in their study found that significant difference existed in two major values constructs, ‘Desirability of work outcomes’ and ‘Moral importance of work’. While older employees had less desire for promotion or growth, the younger generation had strong desire to move ahead in life. Similarly on the aspect related to ‘Moral importance of work’, Boomers felt that one’s recognition is through his/her work hence it should be the most important aspect of one’s life; Gen X-ers on the other side related more to work being associated with making them better individuals in terms of money, learning and growth. Study conducted by Chen and Choi (2008) in the format of work value ranking found two major work values as being similar across all generations (Baby boomers, Generation X-ers and Millennial or Gen Y); namely ‘way of life’ and ‘achievement’. However there existed significant difference in terms of other work value rankings amongst employees from different generational cohorts. Baby Boomers gave high ranking to ‘Altruism’ while Generation X gave higher ranking to ‘Security’ and ‘Independence’ and Gen Y preferred ‘Supervisory relationship’ and ‘Economic returns’ amongst given work values.

Research studies in the context of Indian Generation Y employees have portrayed 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. 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 (Haworth, iDea and Johnson Control on Gen Y and Workplace, (2010)).

For Indian Generation Y employees, the highest scoring responses were related to Extrinsic Work values; good benefits and satisfactory salary (G4), good career advancement opportunities (G5) and good work environment (G6). Respondents also seem to rate Intrinsic values (G1, G2 &G3) highly while Status values (G10, G11), Social values (G12, G13) seem to be on rated on a moderate level on the scale. Respondents seem to give less preference to
Freedom values (G8, G9) with a particular scale item ‘Live life the way one wants’ getting the lowest mean score of 3.882 in the Work values scale. Highest mean score in the scale goes to ‘Good career and development opportunities’ at 4.65. This implies that for Indian Gen Y employees, Extrinsic values still hold the highest priority followed by intrinsic values. Other aspects related to Social, Status and Freedom do have an implication in their perceptual process albeit less than the primary values.

This study reflected the ‘aspirational aspect’ of Gen Y employees with Extrinsic factors like good work opportunities, salary and benefits getting higher ratings followed by an equally higher emphasis on Intrinsic factors like challenging work and independence to create new ideas. This implies that while Gen Y employees aspire towards growth in terms of career, salary & benefits, they would equally like to balance the extrinsic factors with intrinsic factors wherein career growth coincides with knowledge upgradation (challenging work) and salary & benefits commensurate with their contribution towards organizational achievement by way of new ideas or suggestions that may help their individual organizations prosper.

Work Values related to Freedom, Status and Social aspects availed lower importance amongst Indian Gen Y respondents implying that this category of employees owing to their early career years do not make major distinction amongst the these sub-constructs of the Work Value scale. While Freedom and Independence to do their work is important for this generation, it is not critical or a major aspect of their Work Values. However Social values specifically those relating to Fostering collaborative work alliances achieve higher approval from this cohort indicating that Indian Gen Y employees believe in engaging constructively on the social levels, formulating and fostering collaborative work alliances that can help them progress up their career path and also avail them of higher levels of recognition and prestige. Inter item correlations of the Work Values Scale, depicts significant positive relationship between Intrinsic values and Social Values, Freedom values and Social/Status values; Status values and Social values indicating that Indian Gen Y employees who value challenging and interesting work (Intrinsic value), also place equal emphasis on autonomy to take decisions (Freedom value), Have a respectable position in the society (Status value) and Foster collaborative alliances (Social value); hence the inter-linkages are strong and significant.

This finding is in line with a broad research survey undertaken by Haworth, iDea and Johnson Controls in 2010; their survey outlines Indian Gen Y population as tech-savvy,
entrepreneurial, ambitious, optimistic and ready to walk the extra mile for achieving their dreams and goals.

*Can Work Values impact the perception of Organizational Support amongst Indian Generation Y employees?*

POS is a key concept of organizational support theory (Eisenberger et al., 1986; Eisenberger et al., 1997; Rhoades & Eisenberger, 2002), which holds that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. The concept of POS is based on a social exchange theory whereby employees extend their effort and loyalties in return for the material commodities and social rewards given to them by the organization (Blau, 1964).

The mean value for item P1 (‘Organization values my contribution to it’s well being) was highest, at 3.71, implying that respondents perceive that their contribution to their respective organization is highly valued hence the level of response is highly favorable for this particular item. Similarly scale items P7 (‘The organization takes pride in my accomplishments at work’) and P10 (‘The organization is willing to extend itself in order to help me perform to the best of my ability’) also have higher mean values of 3.41 and 3.40 respectively, implying that Gen Y employees give a lot of importance to the ‘me’ factor in terms of their perception of organizational support. However in the context where responses are related to the organization like scale items P8 (‘The organization strongly considers my goals and values’) and P2 (‘The organization fails to appreciate an extra effort by me’), the mean values are lower at 3.09 and 2.97 respectively; indicating that Gen Y employees perception of organization giving consideration to their goals and appreciating their work is less favorable. It is important to note that in the context of scale item P2, the scoring has been reversed; i.e. it is a reverse scoring item of the POS scale.

POS (Perceived Organization Support) has been identified by researchers as an exchange ideology, wherein employees are concerned with the relationship that is shared between the organization and the employee. In such a context, Work Values which moderate employee perspective of work and organizational support in terms of designing work, rewarding performance and managing supervisory support hold strong relationship with employee
perception of organizational support for their growth and well-being; as outlined by the concept of POS.

To test the hypothesized relationships, Structural Equation Modeling (AMOS 18 package) was adopted. At the initial stage Measurement Models where created, starting with 3 constructs i.e Work Values, POS and FO. Thereafter one construct was added for each Measurement Model to get the final Measurement Model D. For each Measurement Model, a Structural Model was created that tested the causal relationships amongst the hypothesized constructs of the study.

Structural Model A was created with 3 constructs; Work Values, POS and FO. Work Values has negative relationship with Perceived Organizational Support (path co-efficient = -0.08) but displays positive relationship with Felt Obligation (path co-efficient =1.14) demonstrating that Work Values of Gen Y employees seems to have a strong impact on their perception of organizational support and their obligation to wards their respective organizations. The relationship is strongest between Work Values and Felt Obligation (path co-efficient=1.14) indicating that Gen Y Work Values (Intrinsic, Extrinsic, Freedom, Social and status) seems to have strong impact on their level of obligatory feeling towards the organization. That is if a Gen Y employees values Freedom as a strong work value and organization supports this by creating a motivating work environment, the employee feels highly obliged to the organization for this gesture and support. The Model A also shows that the relationship between POS and FO is not so strong (path co-efficient =0.05), although the impact is positive. This implies that perception of support by the organization in terms of career growth or better salary & benefits might not necessarily translate into higher obligation on part of the employee.

Structural Model B added a fourth construct, AC to the existing constructs of Work Values, POS and FO. Work Values and POS according to this model exhibited a negative relationship (path co-efficient = -0.10) indicating that changes in Work Values result in inverse changes in POS. This indicates that respondents perceive that while they give importance to ‘Autonomy in decision making’ as a Work Values, their organizations are unwilling to support them in using this particular work value to enhance their capabilities hence increase in importance of this work value has negative effect on the perception of organizational support related to this specific context. Relationship between POS and Felt Obligation (FO) is positive (path co-
efficient =0.43) and between Felt Obligation (FO) and Affective Commitment (AC) with path co-efficient =0.47; indicating that with increase in perception of organizational support employees feel more obligation towards the organization and this in turn increases their Affective commitment towards the organization. That is the relationship between POS and AC mediated by FO is positive. Structural Model B shows a strong relationship between POS and Affective Commitment (AC) with path co-efficient =0.63, indicating that according to this model increase in POS results in increase in AC, so stronger the perception of organizational support more stronger is the affective commitment towards the organization by the respondents. Relationship between Work Values and Felt Obligation is very strong and positive (path co-efficient =1.14), indicating that respondents who give importance to a particular work value and see it being supported by the organization tend to develop a strong sense of obligation towards their respective organization in accordance with the norms of social reciprocity.

Structural model C added the construct of Job Satisfaction to the available constructs of Work Values, POS, AC and FO. Model C also exhibits negative relationship between Work Values and POS indicating that strong identification with certain Work values by respondents and inability to get organizational support in that context display inverse relationship between these two constructs. Model C displayed a strong positive impact of POS on Affective Commitment both directly and while being mediated through Felt Obligation. The relationship between Work Values and Affective commitment (AC) is also displayed as positive (path co-efficient=0.27). Model C displays a positive relationship between Affective Commitment and Job Satisfaction (path co-efficient=0.67), indicating that increased commitment towards the organization leads to increase in Job satisfaction amongst employees.

Measurement Model D was the final model which displayed a good fit with the observed data as all the values of absolute indexes, relative indexes and parsimony indexes were within acceptable target criteria with the exception of NFI (Normed Fit Index) which was slightly less than 0.90 at a value of 0.86. The model was modified with addition of strong correlation based relationship between items A1, A4 and J1; both items A1 and A4 signified willingness and commitment to work for the organization which was strongly correlated to J1 that was related to satisfaction at work. Based on this measurement Model D, Structural Models D1
and D2 were created to understand the causal hypothesized relationships amongst the constructs. Results for the same have been discussed herewith.

Thus in terms of impact of Work Values on Perceived Organizational Support, the data showed that while the relationship remains significant; it is inversely proportional or negative rather than being positive. This result is interesting as it shows that the Work Values of Indian Gen Y employees have a strong inverse impact on their perception of organizational support indicating that employees who give more importance to their Work Values (Extrinsic – Pay & Rewards, Intrinsic: Challenging and intellectually stimulating Work, Freedom, Status and Social Values) feel that there is a lack of support from their organization in terms of upholding their work values. In other words they perceive that there is a lack of understanding in their organizations about Individual work values and how organizational policies need to be structured to support employee work values.

The above finding is further strengthened in the non acceptability result of impact of Gen Y Work Values on Felt Obligation mediated through Perceived Organizational Support which again displays a negative or inverse relationship, implying that 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 obligation towards the organization. The relationship however changes when the study looks at the single construct of Perceived Organizational Support and its impact on job attitudes; this is summarized to be positive with both Affective Organizational Commitment and Felt Obligation (as detailed below), 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 has proved in line with previous research done on POS, that this psychological construct is an important aspect across generations in a reciprocal relationship framework, based on the premise of social exchange ideology.

Can Work Values moderated by Perceived Organization Support have an impact on Job Attitudes and Employee Behavioral Outcomes?

While analyzing the impact of Work Values on POS and Job Attitudes, the study also looked at the impact and relationship of POS with various Job Attitudes.
Affective commitment can be understood as a strong belief in and acceptance of the goals and values of the organization and readiness to exert considerable effort on behalf of the organization, as well as strong desire to remain as a member of the organization (Mowday et al., 1979; Porter et al., 1974). Meyer and Allen (1991) outlined affective commitment as employee’s emotional attachment, identification with and involvement with the organization because they themselves are keen to do so. Kildron (1978); Putti et al. (1989); and Elizur (1996), 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.

Scale items A1 (‘I am willing to put a great deal of efforts beyond normal’) and A2 (‘I am proud to tell others that I am a part of this company) show higher mean values of 4.05 and 3.89 respectively, indicating that Gen Y employees show pride in their continuance and commitment to their respective organizations. They also express willingness to go beyond their normal call of duty to support their respective organizations, indicating aspects of Organizational citizenship behavior; an outcome of strong Affective Commitment as has been evidenced by researchers.

The study confirmed this relationship with Gen Y work values showing a direct and positive relationship with Affective Organizational Commitment. Researchers have linked work values to fulfillment of the needs of human beings (Hertzberg, 1951), indicating that Gen Y employees view their commitment towards their respective organizations on the basis of fulfillment of their needs more specifically their extrinsic needs as indicated by the higher ratings on extrinsic work values. Thus it indicates that if an organization fulfills extrinsic needs of pay, rewards, growth and supervisory support for an individual then the concerned individual would feel more committed towards the organization.

The relationship between Gen Y work values and Affective Organizational Commitment becomes negative or inversely proportion with the introduction of the third mediator variable, Perceived Organization Support. This indicates as outlined earlier that Gen Y employees give high level of importance to their work values and their perception of organizational support is
strongly based on fulfillment of these values by their respective organizations; lack of fulfillment leads to lower organizational commitment as also lower feeling of obligation towards the concerned organization.

Felt Obligation is based on employee’s reciprocity with the organization in caring about the organization and in helping the organization reach its goals and objectives (Eisenberger et al., 2001). It refers to the employee’s belief regarding whether he or she should actually care and help the organization in achieving its goals based on what level of perceived support he or she has received from the organization (Eisenberger et al., 2001). Employees’ with strong exchange ideology will show more positive response towards their organization in return for favorable treatment, resulting in increased productivity and higher work performance beyond standard limits as prescribed by the organization.

All three scale items show higher mean values with F3 (‘I have an obligation to my company to produce high quality work’) having the highest mean value of 3.87. This implies that Gen Y employees perceive that in return of favorable treatment by the organization, they too need to reciprocate by giving higher productivity and efficiency levels thus fulfilling their obligation to their respective organizations. This is in line with the concept of Felt Obligation that refers to the emotional feeling of obligation amongst employees based on the exchange ideology and norms of social reciprocity.

The hypothesized relationships were approved as POS showed significant and positive relationships with both Affective Commitment and Felt Obligation directly and also indirectly when mediated through Felt Obligation. This indicates that Gen Y employees’ perception of Organizational Support strongly impacts their commitment towards their organization and also their feeling of obligation. If the feeling of obligation is higher in the reciprocal relationship based on perception of organizational support, then the affective commitment level also increases amongst Indian Gen Y employees.

Job satisfaction refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong 2006, p.264). The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of
supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work.

Scale items J2 (‘I find my work challenging and interesting’) and J3 (‘The work environment provides support and tools for doing work’) score higher mean values of 3.63 and 3.62 respectively, implying that Gen Y employees derive Job satisfaction from both intrinsic and extrinsic factor i.e. challenging work (intrinsic) and work environment (extrinsic). The lowest mean value are attributable to items J6 (‘I intend to grow within this organization and get better opportunities of advancement’) and J4 (‘I am satisfied with the way this organization is managed’) at 3.30 and 2.97 respectively. Also the standard deviation of scale items J6 and J4 are quite large, implying that there seems to be a huge variation amongst respondents on these particular items. This shows that while respondents find confidence in their personal/individual aspect of satisfaction stemming from intrinsic or extrinsic variables, their responses related to organizational context and satisfaction with organizational systems lack confidence; hence the huge variation in data.

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. That is if an individual or employee is committed to his or her organization and identifies with the values or goals of the organization, then there are lesser chances for the individual or employee to display withdrawal behaviors.

The highest mean value on this scale is attributable to scale item T1 (‘I intend to stay in this organization for the next one year’) at 3.22. Given the volatile business environment globally and the characteristics of both global Gen Y employees and specifically Indian Gen Y employees, a higher mean value for this particular item should be a welcome sign for organizations in terms of employee stability; most respondents seem to agree on continuing for at least one year with their current organizations. However the author believes that had this item question be posited differently, i.e. an extension to 5 years instead of 1 year – the responses may have been quite different. Scale item T2 (‘The thought of leaving this company has not occurred to me’) shows lowest mean value at 2.56, implying that most respondents have either been contemplating or plan to contemplate on the thought of continuing or not continuing with their current organizations; the thought is very much
prevalent in their minds but may not have materialized based on opportunities existing in the outside business environment. Variation in the responses based on large standard deviation implies that Gen Y employees are inconsistent on their desire to continue with their current organizations.

In terms of impact of Gen Y Work Values on Job Attitudes like Job Satisfaction and Turnover Intention, some of the hypothesized relationships were disapproved. When mediated by Perceived Organization Support and Affective organizational Commitment, Work Values show a positive relationship to both Job Satisfaction and Turnover Intention. This indicates that Gen Y employees see fulfillment of their work values being linked to their satisfaction with the organizational and intention to continue with their respective organizations. That is if their work values are upheld by the concerned organization then they would feel more satisfied on the job and their intention would be to stay for at least one year with the organization instead of considering leaving the organization at the earliest available opportunity.

Analysis of the hypothesized relationship between Felt Obligation and Job Attitudes like Job Satisfaction and Turnover Intention displayed an indirect and positive relationship when mediated through Affective organizational Commitment. This indicated that Indian Gen Y employees feeling of obligation towards their organization positively affects their affective commitment towards their organizations which in turn reciprocates as higher levels of Job Satisfaction and also higher levels of Turnover Intention. The relationship between Felt Obligation and Turnover Intention when mediated through Affective Organizational Commitment was not in line with previous research studies but contrary to the aspect wherein instead of being inversely proportional or negative, the current study depicts the relationship to be proportional or positive. This challenges the prevalent notion of Felt Obligation as propounded by Eisenberger et al. (2001) wherein increase in Felt Obligation is understood to have an inverse impact on Turnover Intention. A point to note here would be the item questions that have been considered by the study for Turnover Intention’ these relate to staying with the organization for at least one year (T1= “I intend to stay with this organization for at least one year”) and to the consideration of not leaving the organization (T2= “The thought of leaving the company has not occurred to me”). In this light and considering that the survey has been conducted on Generation Y employees in the age group of 19-29 years, the indirect and positive relationship between Felt Obligation and Turnover
Intention indicates that this cohort does not seriously give consideration to the aspect of either being committed to the organization for more than a year or ever giving a serious thought to continuing with the organization in the long term. Their outlook and thought process is more in the present than in the future, specific characteristics being attributable to their demanding nature and more reliance on extrinsic factors. They prefer to live in the moment, enjoy their lives and not be much concerned about the future, but would be open to leaving at the first available career opportunity that is viable and makes sense for their personal growth in life. This indication is in line with the transactional nature of the relationship between Gen Y employees and their respective organizations as indicated earlier in the study.

Some of the comments given by Indian Generation Y employees during the course of the qualitative interviews have been given verbatim below.

‘Add value to the individual. Make the person feel that he/she is being considered as an asset
Give constructive criticism. Help in the individuals’ career growth as well.’

‘Listening to the team members, having 2 way communication. Before formulating (and implementing) any plan/strategy, discuss with team. Give employees some space & time to think innovative and apply them. Break from clichéd and old rules & regulations. Super boss (boss's boss) should interact with the team, in the absence of boss & deliver fare judgment & understanding. Quarterly appraisal review and not only at year end as some human being (known as bosses) suffer from short term memory loss (especially during appraisals). Cross functional/team interactions, to have internal transfers if employee is interested (& suitable) for a vertical shift.’

‘Companies should focus more on the point that in the initial stage of induction, job role should match the qualification of employee. Later on Job rotation, and Job enrichment should take place.’

‘Be honest in all dealings with any employee. Show genuine interest in developing the weak points of an employee. Take effective steps towards providing a complete work life balance and not steps for the sake of it. Feedback should be continuous and genuine...preferably every month.’
‘Career growth is the most important thing for any one. HR should take care of each employee’s good career growth, by giving promotion to deserving existing employee, rather than appointing new employee.’

‘Very fair & transparent appraisal system should be there. Clear & distinct appreciation should be there if somebody has outperformed. Payments, Hikes, Performance pay should be clearly linked with the performance of the employee & not with the years of experience.’

‘Individual performance should also be monitored and appreciated along with group performance. There should be more transparency in communication system means individual at lower designation at the starting of his/her career should have contacts with other higher authorities rather than their immediate bosses.’

Researchers outline that POS is developed through a process of ‘personification’ (Shore and Shore, 1995; Wayne et al., 1997). Employees tend to ‘personalize’ the organization based on their accumulated experiences of rewards and punishments received from representative organizational members, thus adding a ‘human aspect’ to the organization. Since the organization gets represented within employees through direct leaders (line managers) who are often in charge of administering and allocating discretionary rewards, support and resources, it is likely that this relationship between the leader/supervisor and the employee plays an important role in the perception of both supervisory and organizational support; the concept of Perceived Organization Support and Perceived Supervisory Support.

In the context of Indian Generation Y employees as outlined from the outcomes of the study, there is a strong importance attached to Extrinsic Work Values; this is predictable given this generational cohort has grown up in the era of consumerism with access to material resources. However an interesting aspect to note here is that this generational cohort also wants to balance the Extrinsic factors with Intrinsic factors like Interesting and Challenging work. This desire to balance their need for extrinsic factors like Good Pay & Rewards, Good Work environment etc along with Intrinsic factors like Interesting and challenging work is based on their Organization’s ability to structure Organizational practices and policies that can fulfill these needs which are essentially an impact of their Work Values of what this generation strongly believes in. Through the statements above, Indian Generation Y employees are clearly outlining that they would want their respective Organizations to understand their capabilities and interests; allow them to voice their opinions; seek their
viewpoint on organizational practices; develop their potential through career development initiatives and finally evaluate them justifiably for their worth. This is construed by Indian Generation Y employees as an aspect of Organizational Support which is identifiable as the support accorded to them by their Supervisors/Managers (herein understood as the ‘humane’ face of the organization). Perception of Organizational Support impacted by Work Values in the context of Indian Generation Y employees as outlined by this study proves that this generational cohort gives more importance to Extrinsic Work Values but would at the same time like to balance it with Intrinsic Work Values; in this context if their respective organizations can accord them potential support through Restructuring of Job roles, Designing Effective Performance Management systems, Upgrading and appreciating their abilities and capabilities, availing them strong Supervisory support; then they ‘Might’ be interested in walking the extra mile of Commitment and Obligation. Here the aspect ‘Might’ is very important, as this generation is highly transactional in terms of the give and take relationship and their perception of Organizational Support is strongly based on that. So if they perceive that there exists sync between what they believe in (Work Values) and there is an alignment of the same in reciprocation of support by their Organization then they may be willing to commit themselves for a longer time with the concerned Organizational based on how long the reciprocatory relationship remains valid.

This research work thus should be able to help Organizations/HR Managers and Industry experts understand what ticks these young generational cohort employees rather than thinking of ‘one shoe fits all’ policies to manage this demanding and attention seeking, impatient cohort that is looking for instant gratification and results.

For a layman, this chapter discusses the entire study by way of outlining the major findings of the study and discussing the implications in linkage with previous research work for a critical understanding of the outlook and attitude of Indian Generation Y employees. The objective of this chapter is to help understand whether the research has been aligned with the objectives of the study in relation to understanding perspectives of Organizational support amongst Indian Generation Y employees and its impact on various Job attitudes like commitment, obligation and employee outcomes of satisfaction and turnover intention.
CONTENT NOTES

1 Refer to section on Gen Y and Indian Gen Y in Literature review (Chapter 2) of the study.