

EXPECTATION OF GENERATION 'Y' EMPLOYEES IN AN ORGANIZATION IN A DIGITAL ENVIRONMENT

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ABSTRACT

The Future Globe is fully depending on the Gen 'Y' population where in the organization cannot be shaped in the best possible manner without these employees who are playing a pivotal role in the process which is in a digitally driven Environment. These employees possess certain unique qualities, which need to be mirrored by the Organization in implementing the organization goals.

Keywords: Gen 'Y', Gen 'X', Organizations, Possess certain qualities, social system, Digital environment, leadership value, Agile, Machine Learning, Decision Making, Data Analysis.

INTRODUCTION

Based on this there are two categories to look at a) Expectation of 'Y' Gen employees from the employers in an organization and b) Expectation of the employers by the 'Y' Gen employees

What is Gen 'Y'?

The generation of people born during the 1980s and early 1990s. Members of Generation Y³ are often referred to as "echo boomers" because they are the children of parents born during the baby boom (the "baby boomers"). Because children born during this time have had constant access to technology (computers, mobile phones) in their youth, they have required many employers to update their hiring strategy in order to incorporate updated forms of technology.

What is Gen 'X'?

Generation X⁴ is the demographic cohort following the baby boomers and preceding the Millennials. Demographers and researchers typically use birth years ranging from the early-to-mid 1960s to the early 1980s, with 1965 to 1980 a widely accepted definition.

Digitization

Digitization⁵ is the process of converting information into a computer-readable format, in which the information is organized into binary numbers. The output is the representation of an object, image, sound and document by generating a series of numbers that describe a distinct set of its points or samples. The output is called digital representation.

Expectation of Employees

Work Culture

In order to characterize the employer-employee relationship, including mutual expectations, the term “work culture” is used, but additionally, in order to determine the mutual interaction of the employer and the employee, several associated terms such as “corporate culture”, “organizational culture” are used which, in fact, determine and include similar and inter-related parameters describing the work culture.

Dauber et al. (2012) view the organizational culture as one of the most essential factors to analyze different aspects of an organization. The authors emphasize that organizational culture is rooted in the theory of culture pointing out that organizations need to have values, norms and regulations accepted in society and which ensure social and financial survival.⁶

Ghosh and Srivastava (2014) characterize organizational culture as a system with uniform values, norms, perspectives, behavior and practices, which result in the need for certain Organizations to create meaning for the organization’s work and for the employee’s themselves.⁷

In organizations, people emphasize and act according to their value preferences, which depict how they prioritize activities, estimate others and events. These facts help mark the differences between, for example, the PSUs and the private sectors.⁸

The work culture in an organization is considered to significantly affect organizational efficacy, while the work culture itself is influenced by both internal and external factors. According to Ji-Young An et al. (2011), the term “work culture” includes a combination of all factors including the employees’ views, values, behavior models and assumptions.⁹

Employee Empowerment

Every individual with an aspiration expects certain level of empowerment in the organization be it work or being allowed to take decisions at their level. It is also expected by them to leverage their knowledge acquired through various modes of communications to provide the solutions when the need arises.

Collaborative Culture

Collaborative culture is by far the most important aspect of an organization. It is expected that to have an ethical, transparent and communicative culture. The employee needs to feel that they are heard and they can talk or provide suggestion or solution and can do their jobs without any interference from the Management or the Leaders.

3 Year Job Rotation Rule (LGE)

The current Gen ‘Y’ employees expectation is not willing to work in the same area for more than 3 years. The employee feels that the learning curve of the employee in an organization is defined in such a way that a) First Year **Learning**, b) Second Year **Grasping** c) Third Year **Executing** of Ideas or thoughts learnt in the 2 years. Fourth Year the employee desires to learn new area and take the new challenge in a different capacity.

Rewards & Recognition

It is the expectation of the employee to be recognized based on the performance of the individual or the Team. Small or big contributions made by each individual needs to be recognized and rewarded appropriately. While rewarding results not only to address the performance but also the behavior of the individual to be rewarded which is the key player for culture, collaboration and growth of the organization.

Upgrading Technical Skills

It is the expectation of the employee to upgrade independently and expects to adopt the current technology in the organization. Digital online learning platform to be made available in the organization wherein the employees can learn and understand the current technologies. Explore the possibilities and identify the areas for implementation of the Technology that is suitable for the organization.

Expectation of Employers

Leadership Values

Leadership does not always mean leading people; it is also, about how we lead ourselves in achieving our goals and objective. What organizations should be looking for is how individuals bring in their experience, perspective and drive to get things done. This also means how they demonstrate strong operational leadership skills. Motivates own team, delegates within team and develops own people. Takes responsibility for developing a successor. Creates a healthy, caring work environment, interact with various stakeholders, and manage the social eco system within an organization. Leadership includes an individual's ability to work with diverse teams and influence the outcomes for the growth of the organization. In addition, in this sense leadership applies to employees at every level within the organization. In the current scenario, leadership cannot be termed as quality it is a part of human behavioral value.

Be Agile

The business environment today is extremely dynamic and agile. Every Industry is being disrupted and being digitized at a larger scale. Robotic process automation, AI (Artificial Intelligence), Machine Learning are the key success factors for any organization's success. It means every individual employee is expected to focus on the soft skills and the technical skills that is very much relevant to demonstrate themselves to represent the organization at external forums; or it may even be a case of having to represent their own team within the organization at various events.

Decisions Making & Business Management

Employer expects the employee to take a macro view of the possible implications of decisions. Accurately extracts meaning from available data and leverage appropriately in prompt decision-making. Adopts risks after effective risk management. Expected to align financial decisions with organization objectives. Expected to Display complete business chain understanding. Performs individual obligations after evaluating risks and considering the likely impact of all available courses of action.

Conflict Management

Expected to recognize and deal with dispute in a rational, balanced and effective way. Displays maturity and self-confidence in ability to handle difficult situations. Establishes rapport with people easily; develops and maintains a network of contacts.

Conclusion

The purpose of this paper is to describe the expectations of Generation Y (born between 1980 and 2000) entrants to Indian industry, in respect of their perspective, job experiences, considerations and initial employment expectations. It requires a huge shift in handling the Generation Y by many of the organizations. Human resources (HR) specialists should consider the next generation as strategic business partners in the current Digital Environment, Various questions explode about Generation Y's human values and aspirations and how we can engage them in our workplaces and manage the conflict between Generation X and Generation Y. This paper was an attempt to look at Indian Gen Y employees who comprise of almost half of the Indian working population and are growing at a rapid pace. Effective understanding of Gen Y will lead to the designing of effective HR policies under the current digital environment.

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