CULTURE AND ITS COMPONENTS OF PERFORMANCE TO ENGAGE THE MILLENNIAL WORKFORCE AT THE WORK ENVIRONMENT

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ABSTRACT

Indian work force mostly comprises of the Gen X where it's a big deal for Organization to attract and retain them with the impact of technology on the capabilities and the aspiring attitudes of commitment. As the competition stiffens the talent aspects plays a dynamic role and where by impacts on the relationships and career management.The millennial workforce ismore zealousand fantasizedabout listed jobs and career objective wherein they lack in ethics and relations of social norms.

This paper tries to evaluate the dynamic aspects which are needed to be addressed by the management to provide a harmonious environment in engaging them to their work environment by focusing more on the strategic aspects of Organizational Culture as a vital tool for efficient performance and increased productivity.In this study we are examining the concepts aligned for the millennial workforce at work with special emphasis on performance with respect to the organizational values to foster for sustenance with reduced attrition.

KEYWORDS: GenX, Aspiring,Millenial Workforce,listere,ethics,Social Norms,Harmonious,Engagement, Foster, Attrition.

INTRODUCTION

The Millennial generation (Millennial) is the newest to enter the workforce. In fact, the youngest Millennial have yet to reach early adulthood and working age. Because research has indicated young adulthood as a critical time for generational identity formation (Mannheim, 1952; Ryder, 1965), the millennial ideals and identity are the least solidified of the generations. Although historical events continue to interact with the identity of a generation in various adult developmental stages, Millennia's youngest members will continue to be markedly shaped by historical events in the next 10 years or so to come. In 2000, when the eldest of the millennial generation was 18, Howe and Strauss described the Millennial as having seven distinguishing traits.

Smola and Sutton (2002), using cross-sectional samples surveyed in 1974 and 1999, compared Boomers and Gen Xers and again found somewhat contradictory similarities and differences in work values. Although, differences included Gen Xers valuing early promotion more than Boomers, as well as having more of a 'me' orientation and less loyalty to the organization, Gen Xers also valued working hard, and associated working hard with one's worth more so than Boomers. Overall, Smola and Sutton found a general decline in work values in 1999 when compared to 1974 data, despite Gen X's higher work ethic scores.

Twenge and colleagues identified a number of trends; several traits have been steadily increasing in college students across generations. Neuroticism has increased from Silents to Gen Xers (Twenge, 2000); self-esteem (Twenge & Campbell, 2001), extraversion (Twenge, 2001) and external locus of control (Twenge, Zhang, & Im, 2004) have increased from Boomers to Gen Xers; and narcissism has increased from Gen Xers to Millennials (Twenge, Konrath, Foster,

Campbell, & Bushman, 2008). However, not all traits have shown a linear change; the need for social approval dropped sharply from Silents to late Boomers, but then increased slowly from Boomers to early Millennials (Twenge & Im, 2007).

Empirical research also suggests generations are more similar than different in work-related values and differences are largely inconsistent. Despite the inconsistencies found in values and attitudes, a number of generational linear trends in personality exist.

Popular press often discusses generational differences in attitudes (cf. Trunk, 2007); therefore, we expected empirical research to support that work attitudes vary by generation. Generally defined, work attitudes are evaluative (cognitive) or emotional (affective) reactions to various aspects of work (Hulin & Judge, 2003). Despite the popular press, empirical research on generation's work attitudes is sparse and mixed.

Cross-sectional contributions have found that Boomers exhibit lower job involvement and normative commitment, or commitment due to feelings of obligation, but higher continuance commitment, or commitment due to high costs of leaving, than their Gen X counterparts (Davis, Pawlowski, & Houston, 2006). Millennials exhibit a higher voluntary turnover rate than Gen Xers and Boomers, but lower turnover intentions (Cassidy & Berube, 2009), and Millennials and Gen Xers reported higher.

REVIEW OF LITERATURE

Most readers don't need a team of researchers to tell that the typical 20-year-old, 45-year-old and 70-year-old are likely to be different from one another. People already know that. It's too difficult because, try as we might, we know we can never completely disentangle the multiple reasons that generations differ. At any given moment in time, age group differences can be the result of three overlapping processes: 1) Life cycle effects.

Young people may be different from older people today, but they may well become more like them tomorrow, once they themselves age. 2) Period effects. Major events (wars; social movements; economic downturns; medical, scientific or technological breakthroughs) affect all agegroups simultaneously, but the degree of impact may differ according to where people are located in the life cycle. 3) Cohort effects. Period events and trends often leave a particularly deep impression on young adults because they are still developing their core values; these imprints stay with them as they move through their life cycle.

The relationship between age, period and generation makes isolating the effect of a single variable, such as generation, difficult. An age effect is variation due to physiological growth, progression through developmental stages, and accumulation of experience. A period effect is variation due to historical events that occur at a specific point in time (e.g., war, technologicaladvances). A generational effect is variation due to the shared experiences of the same age-group at the same period. Isolating the effect of generation, or controlling the effects age and period, requires specific design and sampling methods, such as the approach utilized in the present study.

They are referred to as Millennial, GenY, NextGen, C Generation, Bridgers, NeXters, Generation Dot-com or EchoBoomers (Sweeney, 2006; Ballone, 2007; Cetron & Davies, 2008). Regardless of what they are called, the generation born between approximately 1979 and 1994 is made up of over 70 million individuals worldwide (Hewlett, Sherbin, & Sumberg, 2009) with buying power of $100 billion a year (Understanding the Echo Boomers: Who they are and how you can reach this young, affluent market segment, 2004).

Research shows a fair amount written about educating Millennials at the secondary and university level, since many are still in school. Additionally, information exists on managing Millennials on the job with a number of articles

addressing the blending of multiple generations into a single workforce. However, this information is predominantly provided from the viewpoint of the authors with the majority of their cited sources being from 'purported experts' other non-empirical publications. Although much has been written about this influential generation, little, if any, empirical data has been collected and analyzed regarding their impact in the meetings and events sphere.

In a search of numerous databases including Ebsco, ProQuest, Google, Google Scholar, Lexus/Nexus and Academic Search Premiere databases, some white papers in industry trade journals were discovered regarding Millennials and the meetings or hospitality market. However, most articles tend to be two to four page commentaries. McGuire et al (2007:594) observed that Millennials 'are regarded as fundamentally different from any other group of young people in the last fifty years'. In his preliminary studies of students at a British business school,Rich (2009) found that the millennials were qualitatively different from the previous generations.

RESEARCH METHODOLOGY

The present study seeks to contribute to the empirical literature on generational differences at work by examining generational effects on work attitudes while controlling for age and period effects.Primary Data and Secondary Data: Primary data is obtained from the study designed to fulfill the data needs of the problem at hand.

The main primary Data sources here in this research is a structured questionnaire which was built based upon the secondary data Resources, available and which are published sources and even from the official reports and the Respective institutions handbook.

Data Collection: Questionnaire Distribution is the study's primary data collection method. Selection of participants is based on convenience sampling and was followed by snowball **Sampling methods**. The purpose of the snowball sampling was to identify possible participants who were actively involved in and decision is good at Strategy.Sample Size:

The sample Size collected is from the New Joiners from various fields with different Sectors. So it was Just 50 numbers.

Sample Framework: NewGraduateJoinersthrough Campus Interviews.

Sample Size: 50 Employees.

ANALYSIS

The transformation of the workforce the Organizations experiencing is a particular Dramatic one, But hardly the Last and have to thrive to recognize their peoples shifting the values and the preferences to make the work a meaningful for those. Organizations that look at the sustainability of their leadership pipeline can increase their attractiveness of Gen Y talent by offering a variety of learning Opportunities and offering those Attractive Formats.

The provision of the development and opportunities is likely to increase the Organizational Commitment of the GenY managerial employees, especially in younger generations. Organizations that create an active learning Culture will benefit from Increased Loyalty and commitment of the Younger workforce with High Retention and talent Sustainability.T

he data considered is of reliable with a cronbacrh value. So we proceeded further and based on the Correlation values its Clearly Explain the Considerations.

Case Processing Summary

		N	%
Cases	Valid	49	98
	Excluded[a]	1	2
	Total	50	100
a. Listwise deletion based on all variables in procedure.			

Inspite of all rebelliousness, 89% of Gen Y say that they find their parents opinion very important.Management says that we should be concerned with the lack of disciplines among GenY and recommend specific steps to foster better values among those and engage them effectively. Accenture talks GenY as as generation Jumping and refers to the interesting phenomenon KRIPPERS(Kids in Parents pockets eroding retirement savings!).

S.V.Nathan of Deloitte presents a number of mindset shifts we have to make to leverage the Gen Y talent and explains that Deloitte pursue "Mass Customization" of careers keeping the unique needs of Gen Y. T.Hari of Mahindra satyam talks about Gen C as the construct that explains the connected character of Gen Y and talks of some innovative approaches to build on this new connected generation.

Have you ever heard and encounter with someone from another generation that left you completely Puzzled?One explanation for your bewilderment could be what sociologist Norman Ryder refers to as Demogarphic metabolism.It occurs as each successive generation,or age Cohort enters the workforce .The interaction between generation s serve as a seed bed for tension, Conflict and ultimate Transformation. It is what is referred to as Cohort effect...Millennials can be identified bythe competencies which are needed to manage today's workforce.

There are currently Four Generations interacting in the Workplace today; Builders (1925-1945), BabyBoomers (1946-1964),GenX(1965-1977) and Millennial(Gen Y 1978-1996)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.86	0.867	34

Millennials are not unique with respect to creating a stir upon entry into the workplace. Their predecessors Gen X did not receive a parade or welcome hug when they entered either.Gen Xers were labeled as Slackers .

Although they had very different ideas about work than the baby boomers ,they were outnumbered and therefore had to learn how to negotiate the BabyBommers World.They got the big SmackDown from the Baby Boomers when they entered the Workforce and they had to learn how to manage up like no other Genration.

They are What I refer to as relationship brokers in the workplace They have learned to play well with the baby boomers even though they probably identify more with the millennials regarding what they think Work-Life should be.The baby boomers have set the Organizational agenda for years and part of the tension is that Millennials are a big enough Cohort to challenges their rule.Every generation develops a set of values that drive attitudes and ideas about work.

The builders had a philosophy of 'When you get to Work, Leave your personal problems at doors". Onegenerationlater, thebaby boomers implemented counseling hotlines to help employees with their problems. Theworkplace (Policies, Polity, and Philosophy) will always be dynamic because generational Values change. MalowsHierarchy of need useful for explaining differences in the generational values and expectations.

Summary Item Statistics							
	Mean	**Minimum**	**Maximum**	**Range**	**Maximum/ Minimum**	**Variance**	**N of Items**
Item Means	2.187	1.735	2.673	0.939	1.541	0.078	34
Item Variances	0.655	0.355	1.128	0.772	3.172	0.054	34

Maslow claimed that the Individuals higher order needs only come into focus when lower order needs are satisfied .Physiological needs consists of need of food, water, Clothing, shelter and sleep. Safety needs include employment, Physical safety, the family and Property. Belonging needs are Comprised of Friendship, Love and Family. Esteem needs Include Self Esteem, Confidence, Achievement, and Respect of Others. Self Actualization needs encompass Self-Fulfillment, Crativity, Spontaneity and Problem-solving.

The Four Generation in the workplace today entered their work lives at different places on Maslow'sHierarchy due to Societal Change and economic factors. In the U.S, the builders started their work life at a safety level. They are likely to say, "Why isn't a paycheck enough to motivatesomeone. The baby Boomers entered at the Belongingnesslevel. They value associations and Titles. They are likely to say, "Listen, bepatient your time and you too can be Partner".Gen X started at the Esteem Level .Belonging is a given to them and prefer Meritocracy. They are Likely to say "I value Work-Life Balance, too, but show me what you can do and we will talk. Having had the Privilege to meet with many leaders in India recently at the Chief Learning Officer Summit in Mumbai I Learned that Builders ,BabyBoomers,and Gem are more tightly banded on the Maslow's Hierarchy than their US Cohort siblings due to Millennial change in Socio-Economic Factors prior to Liberalization in 1991.

Builders and Baby Boomers would be at the Basic needs Level and Gen X would have entered work at the BelongingnessLevel. Indianmillennialis entering between the Esteem andSelf-actualizationLevels. Due to Liberalization and Globalization young Indians knows that India is a major player in the world today. Unlike their Predecessorthey are more like Millennial around the World. They are likely to say, "I want to bring my Creativity to work, Poblem Solving Find the meaning in what I do and by the way when is my Frist Promotion Coming?"

It is Important for Managers to Understand that Millennial attitudes and Behaviors are a Product of Culture and how they are Perceived is a result of their acting out of their Intrinsic Values .It should not be Surprising ,Because it is Not rational to think that Millennial will behave inconsistent with the Culture in which they Grew up.

Tammy Erickson ,a blogger for Harvard Business Review Observes, "Millennial in India share the Generation's global sense of Imediacy,Coupled with the excitement of being part of the Country's first wave of Broad economic Opportunities.Asa result ,young employees in India tend to share the rapid tempo of U.S Y'sambitions,but with a greater emphasis on Financial Rewards as a Desired Outcome. They have come to of an age in an exciting, dynamiccountry with significant economic opportunity. Most are entrepreneurial and Business savvy as well as technologically capable and well connected .Their mental models is heavily influenced by India's rich ,complex democracy –they easily accept diversity of

opinion as well as by the western Heritage of laws and customs left from the old days of British rule making them strongly suited for global interaction".

Millennial are Experiencing the world together in a way that no other generationever has. They are Local – meaning what happens globally is local for them.

Words like Entitled; brash and smart were common in all the interviews of the millennial.

An underlying premise of the work is that the people with the most responsibility have to adapt first. It may sound clinched, but by reaching out first, Mangers will create an environment in which the less mature can adapt. Adapting does not mean acquiescing to the whims of an individual or a generation. Adaptivemanagers have the ability to crate environments that allow for enough discomfort so that people will feel the need to change, but safe enough so that they can change.

Managerial leaders who understand the values behind the behaviors that are perceived negatively by others have an edge in maximizing the potential of their workforce .The nine perceived Orientations of millennial as experienced by managers are 1.autonomous 2.Entitled 3.Imaginative, 4.Selfabsorbed5.Defebsive6.Abrasive7.Myopic, and 8.Unfocused 9.Indifferent.

Successfulmanagers practiced a set of Core Competencies that are essential to effectively manage millennial workforce. The Competencies fall within three behavioral categories.1.Adapting 2.Communicating and Envisioning.

Within the Corporation Itself ,Gen Y's look for Distinctive characteristics in the Culture. It is here that Gen Y's desire for creativity becomes apparent .According to the study Gen Y believes that creativity is the most important aspect of corporateculture followsby Collaboration and Adaptability. Thedirect conversion of the relationship between considered opinions followed and the expected suggests the relationship between suggests that GenY's are most Critical of what they want the Most, least critical of what they care about the least an aspect of theory general personality. This also suggests that the Opportunities s to create creativity is necessary in any workplace employing GenY.

According to some studies companies need to start reorient themselves towards Gen Y's right at the very start of the Working Relationship at Recruiting.GenYs who are accustomed to and feel most comfortable in environments of clarity and information feel that   right up front, company procedures are not clear enough: this is telling of future expectations at the Work. The most important motivation for the Gen Y is career Development, followed quickly by salary and benefits and then the negotiations. It is Worth Noting that Geniesput much less Importance on a chance to do interestingwork, then career Development Opportunities. EvenGenie's has strong desire for quick advancement and financial rewards.

GenY are largely dissatisfied with their work, significantly more than peers. Compared to other generations, they are very dissatisfied with salary and benefits, Performance management and Learning and Promotion. They are relatively less dissatisfied with the leadership and management style than the generations above them, whichspeak much about their individualistic, bent they are least satisfied with the ares of work that directly benefits them. While the older generations look more too collective functioning of agroup and its leadership and management as a source of satisfaction beyond their own Performance.

Some points which are addressed and reflecton gen Y's work operate best in creative corporate cultures that reward Innovation and entrepreneurship and invest in employee's advancement. They perform well in collaborative, learning oriented environments with accessibility to managers...

GenY's apply their energy and talent best to tangible project based collaborative problems. They are more flexible thinkers and problem solving Oriented than the other generations. They have less respect or traditional Hierarchical corporate cultures than previous generations. And are eager to have greater responsibility much faster than older employees.

Unlike previous generations they understood that "Paying Dues was part of any working Environment, they respond very negatively to that attitude.

Technology shapes the way we view the World. These Digital Natives grew up with the Net. You see them seamlessly multi-tasking all the time. They have submitted the assignments for school and college by surfing the the net, they watch movies, play games and listen to music and text messages in a language that is Cryptic. This tech savvy generation picks up how to tie a neck tie when you go for an Interview to tips on Model answers to tricky interview questions. Technology has made sure that they get instant responses to everything. They study work, write, Interact, with each other in ways that are very different from the ways that the people who supervise them in the office. They read Blogs rather than newspapers. They often meet each other online before they meet in person. They communicate through text messages on Smartphone rather than emails. The changing nature of Human Relations is second nature to some and learned behaviors to others.

When the Millennial enter the work Place they come in with different expectations that their managers find hard to comprehend they get most of their knowledge from peers and from online sites. They learn more by using videos rather than Textbooks; by this we can imagine the frustration of a person who discovers that the company policy blocks the use of Social Networking Sites. The IT policies of the most employers are seen to be archaic in the eyes of the Millennial .Their definition of the Information security ,Privacy, Loyalty and work style is Different from the views of the Older employees who manages them.

The Organizations can leverage their Corporate Social Initiatives in afarstronger way to build their employers brand and craft an employee value proposition that lets them go beyond their Organizational Roles and lets them give back to society. This can be very powerful tool to attract and retain the talent. Themillennial are too large a group to ignore. They also very different from anyone in the Organization who is more than 30 yearsold. So no matter how well you communicate in English, if the majority of the employees who are in the Organizations as well those who will be entering the Workforce are speaking a foreign language. Then the managers have to learn this new language that everyone is speaking. Overwhelmingmajority of Gen Ys and baby boomers say that havingFlexible work Options is important. Similar Numbers say that work-life balance matters to them so it's not surprising that roughly 2/3^{rds} of both the groups also wish for Opportunities to work remotely. Having the freedom to choose when and where to work is very Powerful, Particularly for Young Employees.Geny's Says that this motivatesthem to give 110% effort.

ThisGeneration is highly team Orientated.They Network and Share Information and bring a sort of Dynamism not seen before at workplace but a positive and a challenge tp Hr to continuous engagement.Engagement just in terms of time,but the terms of New Ideas and Ways of Doing Things.

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