

## **Millennial Employees: Professional Expectations and Challenges at Working place**

**Nandansing Patil**

NWIM Studies & Research, Pune

Email:patilnandan@yahoo.com

**Dr. Milind Arun Peshave**

Professor, AISSMS College of HMCT, Pune

Email: peshave.m@gmail.com

### **Abstract**

Today's workforce is a multigenerational workplace combining baby boomers, Generation X, Millennial (Generation Y) and the upcoming Generation Z. Millennial represents the workforce of the future. Generation Y known as the Millennial, are the employees who were born between 1980-2000. Millennial are educated, overconfident and more tech savvy than previous generations, but managing them in the workplace poses real challenges to the Managers and Organizations. Millennials employees has certain expectations at workplace like fun at work, flexible work schedules, faster progression However they also face lot of challenges at workplace like current established processes, transparency etc. With the shift of the Millennial employees at workplace, companies are changing their policies, finding new strategies, work habits and a different attitude that need to be incorporated into the existing culture to tap their strengths and manage the new challenges ahead.

This paper addresses the professional expectations and challenges faced by Millennial employees at workplace. This paper is based on the survey conducted with Millennial employees, Managers and Human Resource Representative including previous researches carried out to know the professional expectations and challenges faced by Millennial employees at workplace. This will help to get insight into the need of motivational factors and innovative HR practices that would influence to a tremendous change in organization productivity.

**Key Words:** Millennial Employees, Human Resource Management, HR Practices, Work Life Balance, Motivational Factors,

- **Introduction**

Generation theory explains that the era in which a person was born affects the development of their view of the world. Each generation is influenced by external forces (i.e., parents, peers, technology, social events, social media etc.) that create common value systems distinguishing them from people who grew up at different times. The youngest generation in today's workforce is Generation Y aka Millennial. The group of young individuals born between the years of 1980 and 1999 is commonly known as Millennial (Generation Y). This large pool of new workers comes with a mindset that is very different from that of the earlier generations. According to the Economic Survey (2013-14), India will become the youngest country by 2025, with 64% of its population in the working age group of 20-35. Leaders are finding it challenging to manage the Millennial effectively (Sharkawi, Mohamad, Roslin & others, 2016) and if they lack interest or are not maturing in their job, they will change organizations (Dulin, 2008). Thus, Motivating, Engaging and Retaining of “Millennial” or “Generation Y” employees will be a vital factor of the staffing policies and strategies in the forthcoming years (Mitsakis & Talampekos, 2014).

The significance of this study is to understand professional expectation and challenges faced by Millennial at the workplace and what organizations can do to effectively keep them engaged & motivated. Year on Year, more Millennials are going to join workforce, it is essential to study the main challenges and expectations of Millennial at workplace.

- **Review of Literature:**

Honorina Samson & Prof. Dr. Vinitaa Agrawal (2017) researched on topic “Role of innovative HR practices for effective organizational performance” and concluded that HR practices have the vital importance in relation to organizational performance. The study states that without responding to the change and innovation organization can't survive and can't be able to face the competition. To sustain in the competitive environment and to have the leading edge over competitors' organizations must improve its working and make rapid changes as per the need. Thus, an organization should attempt to create such innovative HR practices such that it attracts and retain talent, provides a pleasant environment to work and motivate them to bring commitment towards the organization if it is practice in the organization it will lead to increase in productivity as well as the efficiency of an organization.

Jyoti Joshi Pant and V. Vijaya (2015) researched on topic “Management of Gen Y Employees through Psychological Contract - ‘An Exploratory Study in IT/ITES Companies’” and research findings indicate that Compensation and remuneration, Career growth and Opportunities at work have emerged the top three important expectations of Millennial employees. The organizations can make attempts to understand the unique needs of women, men and differently abled employees under each of these three categories and make best

efforts to fulfill them. By doing so, the organization will fulfill its obligations and all employees will be happier and more satisfied with their job. This will not only lead to increased motivation among the existing employees, but also help in attracting young talent through word of mouth publicity and retain them.

Dr Subhasree Kar (2018) stated in their research topic “Managing Generation Y Employees- HR Challenges and Opportunities” that a generation has the capability to influences the trends in the business while learning from the mistakes and success stories of the previous generation. Millennial expects challenging work assignments, accelerated career growth, socially responsible workplaces, flexible work environments, freedom, work with fun, immediate reward and recognition. However, Millennial must need to understand that the organizations will try their best to provide all that they want and meet their career expectations. The HR manager must play a critical role to understand and respect the different expectations each generation brings to professional life.

Chip Espinoza (2012) has mentioned in his study on topic “Millennial Integration: Challenges Millennials Face in the Workplace and What They Can Do About Them” that Millennials find integrating into the workplace to be a challenging proposition. These challenges can produce anxiety, self-doubt, frustration, impatience, and despair. Organizations need to be focused on the relationship between Millennials and other generations in the workforce for the purpose of knowledge transfer. As the Baby Boomer generation continues to retire, it is important that their knowledge gets transferred to younger generations.

Gaye Özçelik<sup>1</sup> (2015) researched on topic “Engagement and Retention of the Millennial Generation in the Workplace through Internal Branding” and concluded that how HR functions can be modified to enhance employee engagement and effective internal branding. In addition, the paper also focuses on the Millennials, a new generation of workers who have brought their own values and preferences, which thus represent new challenges to the human resources management of organizations and their internal branding strategies. Those that manage to understand and accommodate the shifting values and expectations of this recently arrived workforce will be able to win “the war for talent”.

Poonam Arora (2017), Dr. Kavita P. Kshatriya (2017) researched on topic “Millennials: The New Generation with High Employment Expectations” and concluded that Millennial are found to have high expectations concerning the choice of their employer. The parameters which they evaluate before accepting an employment offer are job security, employment prestige and reputation, challenging job profile, starting salary and employer values; in the order written. The generation is found to weigh job security as the most important consideration. Unless and until they can evidently see the stability in the job, they are not going to affirm it.

Nidhi Bansal (2017), mentioned in her research article “Motivation & Attitude of Generation Y in India: An Exploratory Study” that a better understanding of the generation Y’s attitude, expectations and preferences will be helpful for the employers to create job offerings and work environments that are more likely to engage and retain the workforce. It is suggested that organizations can change their human resource policies to adapt to the new workforce in order to draw in and retain the most talented people.

Mr. Karimulla Shaik, Prof. G.V Chalam, (2016) published paper on topic “Impact of Job Satisfaction on Employee Performance in Information Technology Industry – A Statistical Analysis” and concluded from the study that facets of job satisfaction significantly affect the level of employee performance among IT employees. The organization should consider all the intrinsic and extrinsic rewards systems, which have a significant impact on the job satisfaction and job performance. It is therefore suggested that in order to enhance the employee job performance in the Information Technology Industry, the organization should focus on all facets of job satisfaction and not only on any one of these factors of reward systems.

Divya Choudhary (2014) stated in her research paper “Drivers of Emerging HR Practices: Gen Y and its impact on HR Practices” that the Generation Y has appeared at the workplace at a very opportune moment in time in terms of technology at hand. The sheer ease with which they handle this technology and the amount information at their disposal, combined with them out of the box ideas, creativity and fearlessness enables them to operate in a world with no boundaries. Thus, they have a lot to contribute to the organization they are a part of. Having seen this potential of the Gen Y, even organizations are doing everything to adapt and make themselves desirable to the Gen Y. Organizations are evolving their policies and practices to accommodate the ways of Gen Y. Considering everything, both sides have a lot to gain as long as their goals are in sync.

Dr. S. Balasubramanian , Mr. V. Antony Joe Raja (2010) published research paper on topic “Innovative HR Practices in Software Organization” and stated that In the present competitive world, the companies are facing lot of skill shortage, talent crunch and attrition those reached historically height ever, that made the companies feel the internal customer also more important equally with external customers, so every company try to devise innovative HR practices to attract best talent , giving them nice environment to work with, that enables the company to retain talents, the above said practices are conceived and implemented and found successful by the leading companies in India. It is found that convergence of practices of different companies in different HR areas, if any company wants to apply those practices that will benefit for the company to become more competitive in the global market.

Dr. Neeta Sinha & Dr. Neelam Kshatriya (2016) researched on topic “Gen Y’s Workplace Expectations on Employment Terms and Conditions: Comparative Analysis of Collegians and Office Goers” and concluded that in today times, it’s the employee, who is defining the

workplace and not the employer; their liking, and inclinations are being accounted for in designing the workplace of the future. Employee engagement is given due importance and the rewards and recognition programs are helping the employer in the same. It reinforces positive behavior which assists the firms in the achievement of its goals. A motivated workforce certainly will impact the bottom line positively. The importance of non-monetary rewards has increased multifold, rewards need not be expensive and in cash. A pat on the back, a certificate, a trophy, or a hall full of the audience cheering you on your achievements, all works wonders.

- **Objectives of Study:**

The main objective of the study is to explore professional expectations, challenges faced by Millennial & Motivational factors for Millennial employees at workplace.

- To explore professional expectations of Millennial employees at workplace
- To identify the challenges faced by Millennial employees at workplace
- To recommend preferred HR practices for Millennial employees at workplace

- **Research Methodology:**

This section refers to the methods and data sources used to carry out this study and evaluate the research objectives.

- **Techniques of Data Collection:**

The present research study involves both primary and secondary data. The primary data is collected through a field survey by the help of a structured questionnaire with multiple choice answer options. The questionnaire consists of definite, concrete and pre-ordered questions. The scaling technique installed in the questionnaire is 5-point Likert-scale. The secondary data is also collected by referring to the Journals, research magazines and published data of varied in nature.

- **Type of Research:**

For the purpose of the present study, descriptive research design methodology has been adopted.

- **Sample Design, Sample Size and Sampling Method**

The sample selected for the study is an Indian industry. The nature of the sample is restricted to Millennial Workforce, Managers and HR Representatives, in order to maintain the consistency of responses basing on isometric psychological revelations.

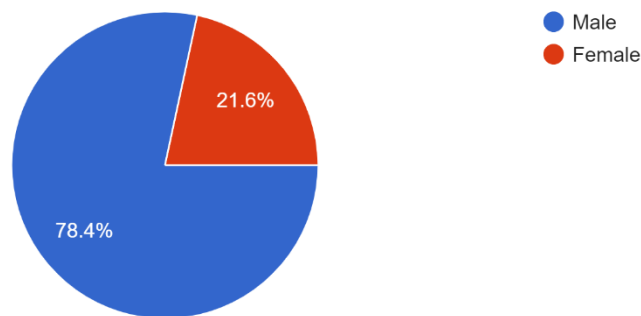
- **Limitations of the Study:**

The research survey completely based on the opinions of the responded Millennial, Managers and HR Representatives. Due to the fear of superiors they may not give the biased information. There may be limitations to generalize the findings of the survey completely.

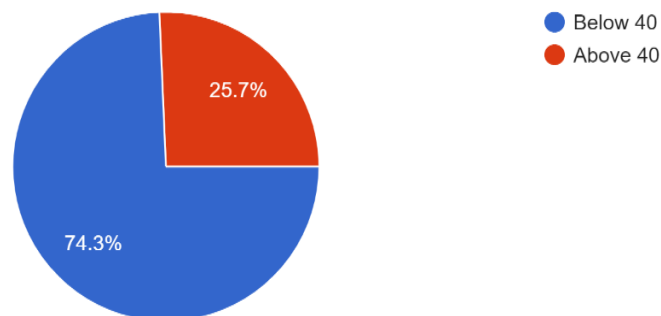
- **Data Analysis & Findings:**

Below is summary of analysis on survey respondents:

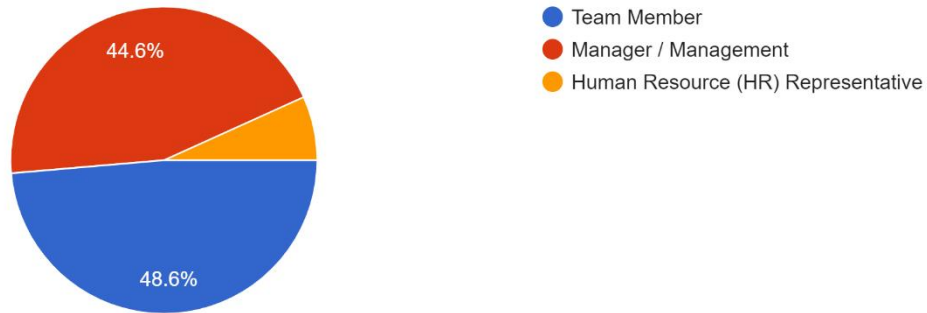
Gender  
74 responses



Age  
74 responses



Your Current Role / Designation  
74 responses



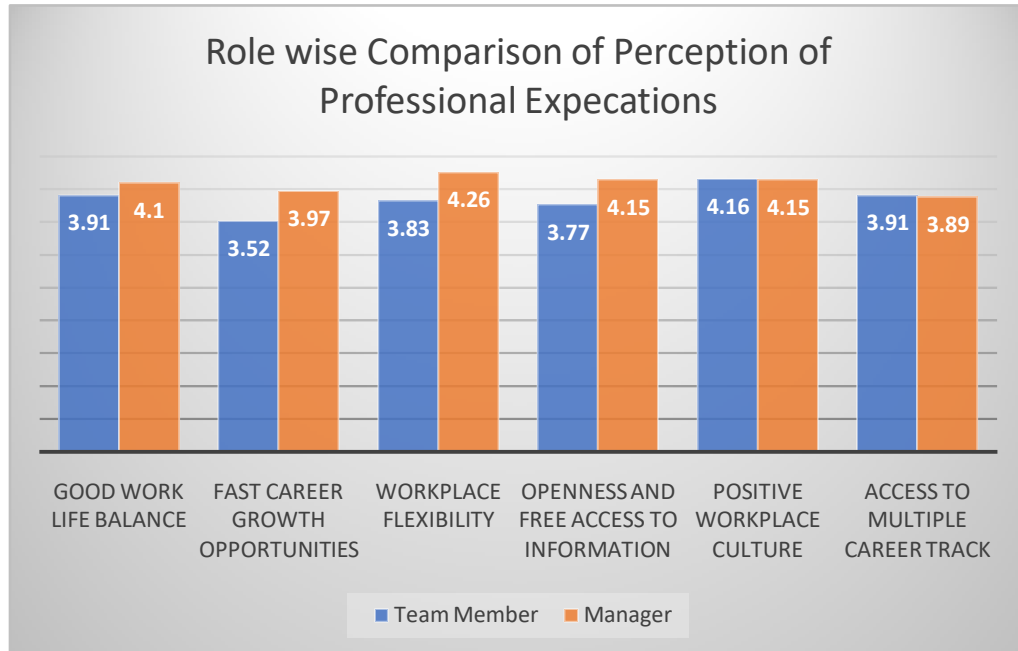
## 1. Professional Expectations of Millennial at Workplace

### 1.1 Professional Expectations of Employees at Workplace:



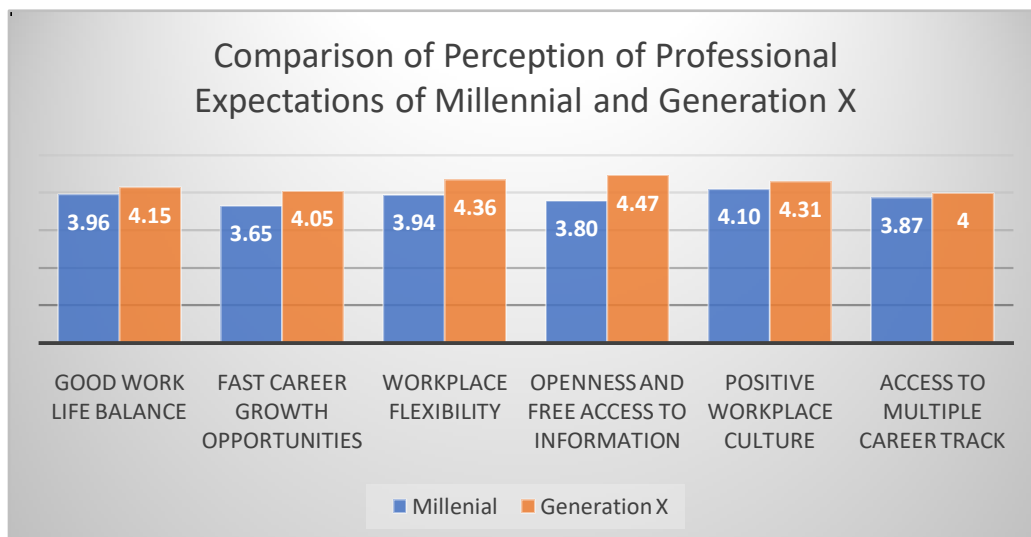
- The major Professional Expectation of Millennial and Managers is **Positive Workplace Culture** followed by **Workplace Flexibility**.
- The least professional expectation is **Fast Career Growth Opportunities**.

**1.2 Role wise Comparison of perception of professional expectations of Team Member and Manager:**



The major difference of opinion between Team Member and Manager is Fast **Career Growth Opportunities** while **Positive Workplace Culture** and **Access to Multiple Track** are having least difference of opinion.

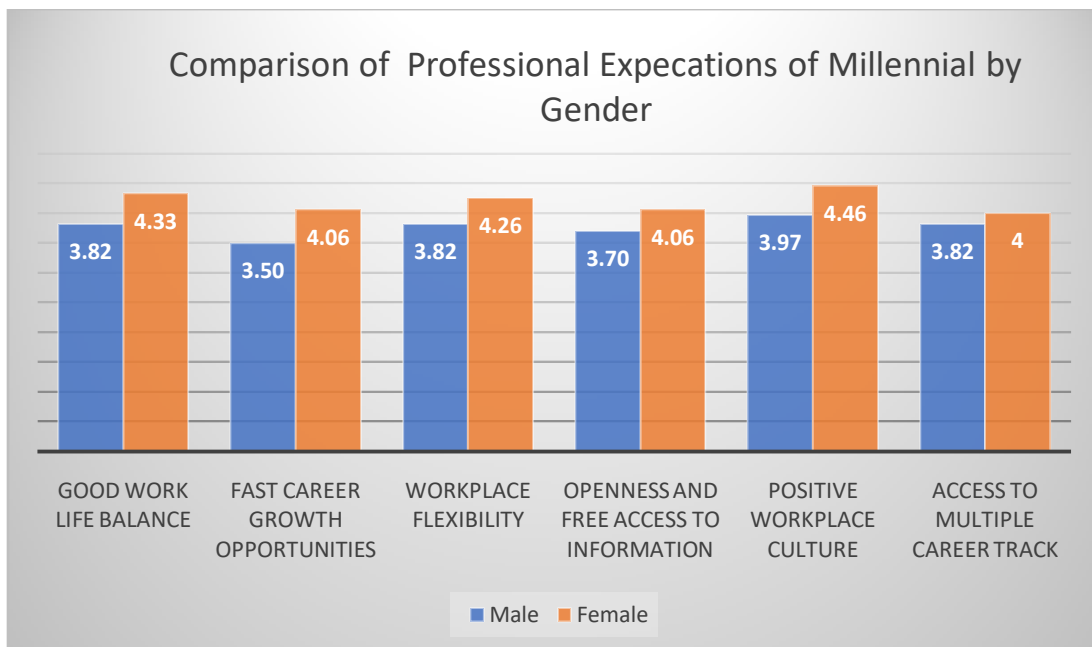
**1.3 Comparison of Perception of Professional Expectations of Millennial:**





- The major perception of expectation between Millennial and Generation X is **Openness and Free Access of Information**. Generation X believe that Millennials are expecting more openness and easy access of information while Millennials has not reported the same.
- Another difference is **Fast Career Growth Opportunities**. Generation X believe that Millennials are expecting Fast Career Growth opportunities however for Millennials it's least expectation.

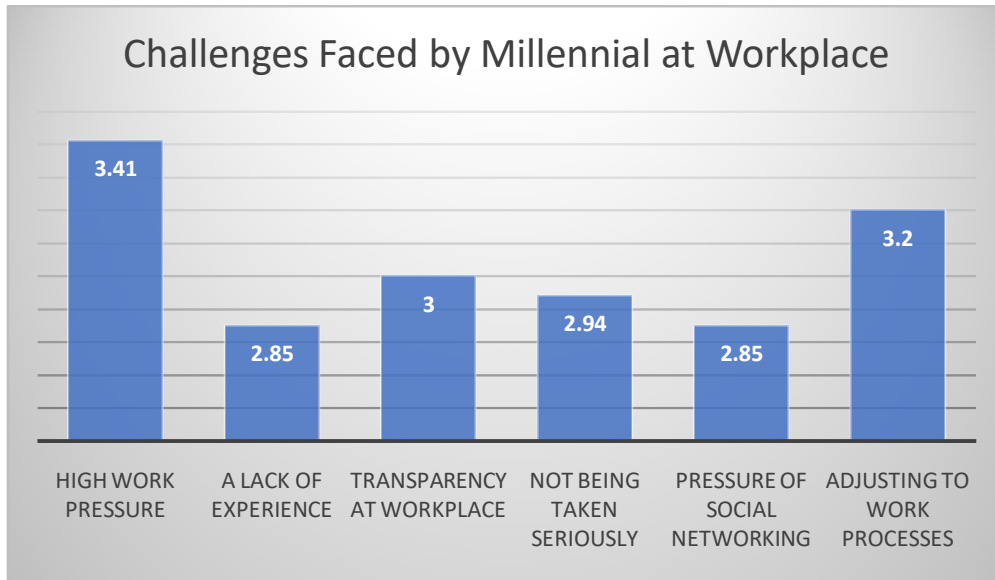
#### 1.4 Comparison of Perception of Professional Expectations of Millennial by Gender:



- Female Millennial expecting quick **Fast Career Growth Opportunities** and **Good Work Life Balance** as compare to Male Millennial employees.
- For Female Millennial employee, **Access to Multiple Career Track** is least important for them.
- For Male Millennial employee, **Fast Career Growth Opportunities** is least important for them.

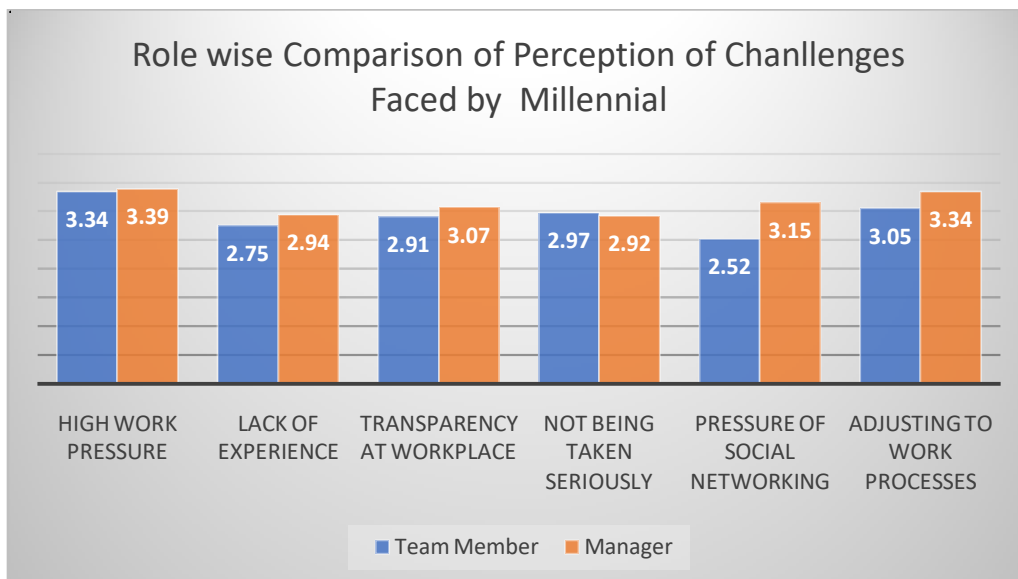
## 2. Challenges Faced by Millennial at Workplace

### 2.1 Challenges Faced by Millennial at Workplace:



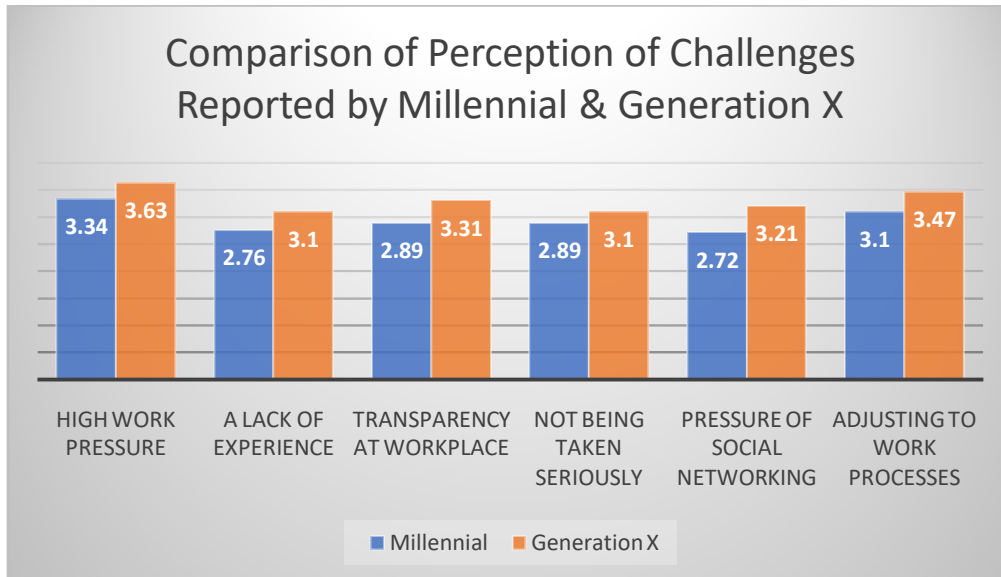
- **High Work Pressure** and **Adjusting to organizations current work processes** are the biggest challenges reported.
- **Pressure of Social Networking** and **Lack of Experience** are the least challenges reported.

## 2.2 Role wise Comparison of Perception of Challenges faced by Millennial at Workplace:



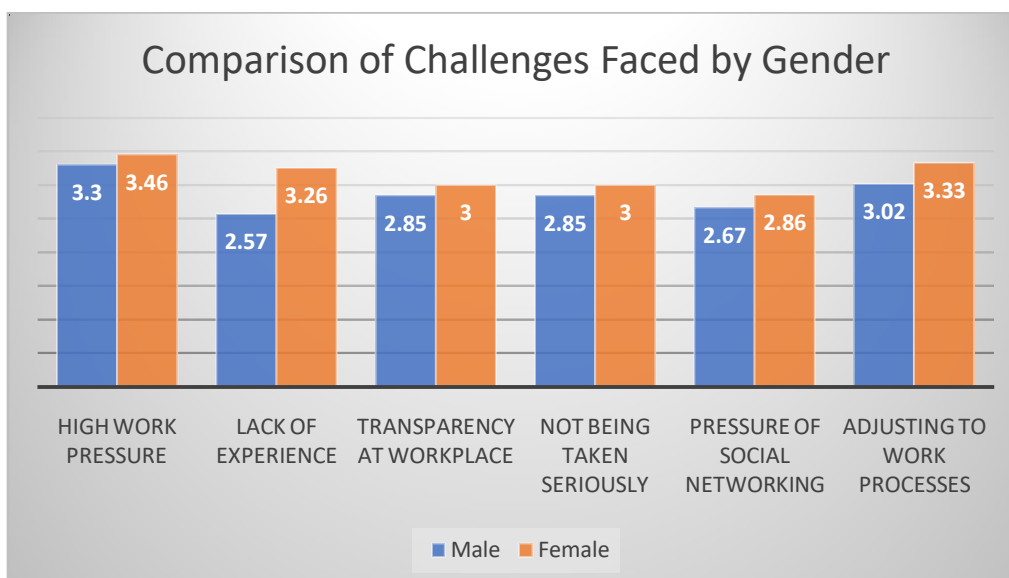
The major difference of opinion between Team Member and Manager is **Pressure of Social Networking** while **High Work Pressure** and **Not Being Taken Seriously** are having least difference of opinion.

### 2.3 Comparison of Perception of Challenges Faced by Millennial at Workplace:



- **Pressure of Social Networking & Transparency at workplace** is least challenge reported by Millennial, but Generation X reported as most challenging factor.
- **Not Being Taken Seriously** has the least difference of opinion between Millennial and Generation X

### 2.4 Comparison of Perception of Challenges Faced by Gender:



- **Lack of Experience** is the most challenging factor reported by female Millennial while male Millennial reported it as least challenging factor.
- Both Male & Female Millennial has reported agreement on **Transparency at Workplace, High Work Pressure & Not Being Taken Seriously** factors.

- **Suggestions&Recommendations:**

Based on the research conducted, Millennial are found to have high professional expectations at workplace. The parameters which they highly possessive are Positive Work Culture, Workplace Flexibility and Good Work Life Balance. Apart from that, they see high work pressure is the major challenge followed by adjusting to current organizational work processes and transparency at workplace are other challenges.

Below are some recommendations based on outcome of the study:

- Create Positive Work Culture: Organization's need to create a positive workplace where all the employees are valued, supported and nurtured irrespective of gender, sexual orientation or color. Organization's need to enhance their HR practices to establish clear ethos and values for the organization
- Allow Workplace Flexibility:Allow employees to work remotely which can boost employee morale and reduce stress levels. This includes flexible arrival and departure times,full-time work from home or location independence, choice and control in work shifts, part-time work from home,opportunity for sabbaticals or career breaks (e.g., extended time off), unlimited paid time off.
- Reduce High Work Pressure:Focus on to reduce work pressureby arranging soft / technical skills sessions covering developing self-confidence, better work planning, problem solving techniques etc.
- Enhance Organizational Work Processes: Millennial are tech savvy and expect resolution of problem quicker and faster. Organizations need to evaluate their existing work processes and see an opportunity to evaluate and enhance them.

- **Conclusion:**

In today times, it's the employee, who is defining the workplace and not the employer. It is important for organizations to understand Millennial's professional expectations as well as challenges they are facing at workplace and create work environments that are more likely to

engage and retain the workforce. An organization should attempt to create innovative HR practices in such a way that it attracts and retain talent, provides a pleasant environment to work and motivate them to bring commitment towards the organization. This will lead to increase in productivity as well as the efficiency of an organization.

## • **BIBLIOGRAPHY & REFERENCES**

1. Millennial Integration: Challenges Millennials Face in the Workplace and What They Can Do About Them- Chip Espinoza (2012), Antioch University
2. Engagement and Retention of the Millennial Generation in the Workplace through Internal Branding - Gaye Özçelik1 (2015), International Journal of Business and Management; Vol. 10, No. 3; 2015
3. Managing Generation Y Employees- HR Challenges and Opportunities, Dr Subhasree Kar, July-2018, Sambhram Academy of Management Studies, Bangalore.
4. Millennials: The New Generation with High Employment Expectations, Poonam Arora (2017), Dr. Kavita P. Kshatriya (2017), International Journal of Advance Research in Computer Science and Management Studies ISSN: 2321-7782
5. Motivation & Attitude of Generation Y in India: An Exploratory Study, Nidhi Bansal (2017), Article in Indian journal of industrial relations · July 2017
6. Impact of Job Satisfaction on Employee Performance in Information Technology Industry – A Statistical Analysis, Mr. Karimulla Shaik, Prof. G.V Chalam, 2016, International Journal in Management and Social Science, Vol.04 Issue-12, (December 2016) ISSN: 2321-1784"
7. On the Heterogeneity of Generation Y Job Preferences, Chloé Guillot-Soulez, Sébastien Soulez (2014), Article in Employee Relations · May 2014
8. Gen Y's Workplace Expectations on Employment Terms and Conditions: Comparative Analysis of Collegians and Office Goers, Dr. Neeta Sinha &Dr. Neelam Kshatriya, Scholedge International Journal of Management & Development (ISSN 2394-3378), Vol.03, Issue 08 (2016) pg137-163
9. An Exploratory Study of Managers' Perceptions of Millennials in the Workplace and the Introduction of Workplace Initiatives to Retain Millennials, Áine Mc Groary, Dr. Caitriona Hughes (2019), National College of Ireland, 2019

10. Work Life Balance (WLB) and Flexibility in Paid Work(FPW) for “Generation Y: A Discussion, Fotios V. Mitsakis, Georgios Talampekos 2014, Macrothink Institute, Business and Management Horizons, 2014, Vol. 2, No. 1 ISSN 2326-0297
11. Role of innovative HR practices for effective organizational performance, Honoria Samson & Prof. Dr. Vinitaa Agrawal, 2017, 5 th Rajasthan Science Congress 13th -15th October 2017
12. Management of Gen Y Employees through Psychological Contract - An Exploratory Study in IT/ITES Companies, Jyoti Joshi Pant and V. Vijaya (2015), SDMIMD Journal of Management, Vol 6 | Issue 1 | March 2015
13. Drivers of Emerging HR Practices:Gen Y and its impact on HR Practices, Divya Choudhary, 2014,Department of Management Studies, Indian Institute of Science Bangalore 560012
14. Innovative HR Practices in Software Organizations, Dr. S. Balasubramanian, Mr. V. Antony Joe Raja, International Journal of Management (IJM), ISSN 0976 - 6502, Volume 1, Number 1, June (2010), pp.131-137.
15. The Deloitte Millennial Survey, Deloitte. 2016.
16. The Deloitte Global Millennial Survey 2019 Societal discord and technological transformation create a “generation disrupted” India Result, May 2019
17. Mind the Gaps: The Deloitte Millennial Survey 2015. Deloitte (2015).
18. Conference paper 2019, Workplace Needs and Their Support; Are Millennials Different from Other Generations? Twenty Fifth Annual Pacific-RIM Real estate Society Conference Melbourne, Australia 14-16 January 2019
19. Gilbert, J. (2011). The millennials: A new generation of employees, a new set of engagement policies. Ivey Business Journal.
20. Lawter, L., Kopelman, R. E. &Prottas, D. J., 2015. McGregor's Theory X/Y and Job Performance: A Multilevel, Multi-source Analysis. Journal of managerial issues
21. Lee, W. &Lee, S., 2013. Who are Gen Y'ers and What do They Want from Their Employers? Retrieved 10th January From Cornell University, ILR School
22. Norman, M., 2014. 6 ways to Motivate Gen Y in the Workplace. Business Insider, 10th September

23. Schullery, N. M., 2013. Workplace engagement and generational differences in values. Business Communication Quarterly