

Expectations of Millennials/Generation Z employees with respect to Workplace Transformation

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Abstract - The paper presents a comprehensive analysis of the changing expectation of millennial and generation Z work force on Industry 4.0 & the need for work place transformation to meet this demand. Industry 4.0 refers to the current trend of automation and data exchange in manufacturing technology comprising of all cyber-physical system decentralized decisions & networks for co creating value. It is expected that approx. 70 % of the IT work force in India is going to consist of Millennial and Gen Z by 2020. Millennials refer to the generation born between 1980s to mid-1990s and Gen Z is the generation born after that (I.e. mid 1990s to early 2000s). These generations of employees have brought about a dramatic change in the organizational culture. They are also called as “I Generation” since they are used to technology from their early age.

Key words: Decentralized decision, Generation Z, Millennials, Organizational culture, Transformation, Talent pool, Task Identity, Task significance, Task Autonomy, Task variety

I. INTRODUCTION

Manufacturing sector has undergone drastic transformation with respect to Global Procurement, Processing & Marketing of goods & services. First industrial revolution was initiated by mechanization using water & steam power to Mass production & assembly lines using electricity in the second-generation industrial era. Third generation industrial revolution was marked by the adoption of Computers & smart systems fueled by data & machine learning which slowly paved way to the 4th generation industrial Era having Internet of Things, Cloud computing & Cognitive Computing. Data innovation, and the equipment and programming related with the IT business, are a fundamental piece of almost every major worldwide industry. The IT industry has transformed itself to be the most powerful enterprises in the world. Information technology more than any other Industry or monetary aspect, has an expanded efficiency, especially in the created world, and hence is a key driver of worldwide financial development. It is expected that approx. 70 % of the IT work force in India is going to consist of Millennials and Gen Z by 2020. An individual's age is one of the most common predictors of difference in attitude & behavior among employees in an organization. Age has a remarkable effect on any issues ranging from foreign affairs to social policy. Age denotes two important characteristics about an individual: their place in the life cycle – whether a young adult, middle-aged parent or retiree – and their membership in a cohort of individuals

who were born at a similar time. The nature of age as a variable allows researchers to employ an approach known as cohort analysis to track a group of people over the course of their lives. The following table shows the classification of different generations.

Generation	Period of birth	Work ethics
Traditionalists	1928-1948	Respect authority, hard work, age seniority, company first
Baby boomers	1946-1964	Workaholics, question authority, desire quality
Generation X	1965-1976	Eliminate the task, self-reliant, wants structure and direction, skeptical
Millennials/ Generation Y	1977-1995	Multi-tasking, entrepreneurial, tenacity
Generation Z	1996 and later	Optimistic, team oriented, work-life balance

Job Characteristic Model has been applied to the employees of millennial & Z generation to study the following critical psychological states:

1. Meaningfulness of the job
2. Responsibility of the outcomes of the work
3. Knowledge of the actual results of work activities

Meaningfulness of the job consists of Skill variety, task identity and task significance. Autonomy is one of the key Features of industry 4.0. Task Significance Refers to the

degree to which the task has impact. Impact can mean it could mean that the task has impact within the organization/the bottom line/ even to society as a whole. Task Variety Refers to the degree to which the job requires different skills and talents. Job Characteristics Theory states that a job having more variety and thus requiring more skills and talents will result in an employee feeling that they are doing more meaningful work. Task Identity. Feedback refers to the degree to which the employee is kept informed about how well they are doing in their role. As per survey conducted by Deloitte, millennials in India ranked “opportunities to progress and take on leadership roles” as their strongest reason (when excluding salary) to work for an organization as per the survey 69 percent believed that their leadership skills are not being fully developed. This remarkable absence of allegiance represents a serious challenge to any business employing a large number of Millennials, especially those in markets—like India—where Millennials now represent the largest segment of the workforce. Generation Z, born between 1996 and 2010, is ready for the spotlight. Finally escaping the shadows of the generations before them, many Gen Z-ers are now entering the workforce. As a result, their spending power, currently valued at \$44 billion, is growing every day. According to a recent Bloomberg analysis, India’s Gen-Z population will rise to 472 million next year, double that of China’s. Each generation has their own peculiar characteristics. The generation previous to Millennials were the ones who preferred flexibility at work whereas these generations belongs to the gig workforce characterized by the way in which they perceive work. When a work is given to them, they plugin and immerse themselves into it and *plug-out* as soon as they are done with the same. The study conducted by Deloitte on the Perception of new Generations towards Job Satisfaction shows that Among Millennials in India, 47 percent plan to leave their jobs within two years, and only 24 percent would look to stay beyond five years. Loyalty is even lower among the emerging Gen Z employees as 66 percent of them envision of not staying beyond two years in their organizations”, is alarming. Another observation is that close supervision is something this generation dislikes. In other words, they belong to the “Theory Y” category as per McGregor’s theory of motivation (Theory X-Theory Y). They are a group of employees who are internally motivated with factors such as work culture, job satisfaction, employee-employer relations and so on. On the other side they differ from the previous generation who were externally motivated by monetary benefits. They are very much concerned with the growth satisfaction in their career path. Work effectiveness and job satisfaction are other two important factors that enables employee retention in organizations. Another peculiar feature of this generation is that in spite of belonging to the Theory Y category, they want continuous and constructive feedback which are professional in nature. This enables them to

acquire knowledge of the actual results of their work activities. As per Rumi Batheja, ‘it is seen that millennial have often moved ahead in their adoption and use of technology, however there has also been a significant growth in tech adoption and integration among the previous generations ‘(*People Matters, 2018*)

Statement of the Problem

In the information technology sector, majority of work force belong to millennial generation & Generation Z. Hence motivating this highly spirited & demanding internal customers & retaining the talent pool becomes highly critical for leveraging the learning curve so as to attain long term sustainable competitive advantage. In this context Work Place Transformation has evolved as a major strategy to appeal to millennials & Z generation & retain them longer on the work.

The present study helps to identify the various work place transformation methods employed by IT Companies in Infopark, Ernakulum & the impact it has on the work force.

Objective of the study

To study the expectations of Millennials and Generation Z employees in IT sector towards Industry 4.0 with respect to work place transformation.

II. RESEARCH METHODOLOGY

Descriptive research is a study designed to depict the participants in an accurate way. Literature review gives a basis for developing the questionnaire. Random sampling method is used to collect data from 120 respondents from various IT Companies in Infopark Cochin, Kerala. The Job Characteristics Model questionnaire was administered to a sample size of 120 IT employees belonging to various Indian and multinational companies like Infosys, Cognizant, Amazon, TCS, Accenture etc. who belongs to Millennial and Generation Z.

Components	No of items	Reliability statistics
AUTONOMY	3	0.75
TASK SIGNIFICANCE	4	0.73
TASK VARIETY	2	0.69
TASK IDENTITY	3	0.73
FEEDBACK	3	0.8

Tools of data collection

Primary data for the study is collected through questionnaire from the article “The Measurement of Job Characteristics in Context to Indian Work Scenario” by Shanti Suman and A. K. Srivastava and has been sanitized for our purpose.

Secondary Data: - “The Job Diagnostic Survey: An Instrument for the Diagnosis of Jobs and the Evaluation of

Job Redesign Projects” by Hackman, J. Richard; Oldham, Greg R.

Hypothesis

H_1 Age has a significant impact on employee expectation of Autonomy.

H_2 Age has a significant impact on employee expectation of Task Variety.

H_3 Age has a significant impact on employee expectation of Task Identity

H_4 Age has a significant impact on employee expectation of Feedback.

III. MAJOR FINDINGS

From the analysis of 120 IT employees of Infopark Cochin it can be concluded that Generation Z has precise and specific. Expectations regarding Task Variety, Task Identity, Task Significance, Autonomy and Feedback. 76 percent of Generation Z preferred a job in which they can use and develop multiple skills and competencies to enhance career development. 82 percent of the Generation Z preferred autonomy on the work and did not entertain constant interference from their supervisors and co-workers. 85 percent of the IT Generation expect their jobs to be significant so as to make an impact within the organization or society as a whole. 82 percent of the Z generation have a distinct expectations on Task Identity. 79 percent of the Tech savvy current generation preferred getting constant feedbacks and recognitions for the respective jobs they are doing. However, the millennial generation expected constant guidance and direction from higher authorities and had lesser expectations regarding task variety and Task significance.

IV. RELIABILITY ANALYSIS

Gender vs Age category

Gender	Millennials	Generation Z
Female	16	34
Male	19	51

The sample of 120 IT Employees comprised of 35 Millennials and 85 Generation Z out of which 50 were Female employees and the rest were Male.

Generations vs Task Variety

Generation	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Millennials	1	0	2	9	15
Generation Z	31	40	18	3	1

71 percent of the Generation Z preferred variety in job & tasks which are challenging & requiring multiple skills so that they can improve their knowledge skill & attitude.

Generations Vs Task significance

Generation	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Millennials	0	0	6	8	9
Generation Z	37	45	10	5	0

85 percent of the IT Generation expect their jobs to be significant so as to make an impact within the organization or society as a whole.

Generations vs Task Autonomy

Generation	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Millennials	0	0	10	5	8
Generation Z	34	48	15	1	1

82 percent of the Generation Z preferred autonomy on the work and did not entertain constant interference from their supervisors and co-workers.

Generation	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Millennials	0	0	4	18	1
Generation Z	29	49	15	4	0

82 percent of the Z generation have distinct expectations on Task Identity.

Generation	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Millennials	0	0	5	10	8
Generation Z	37	40	15	4	1

79 percent of the Tech savvy current generation preferred getting constant feedbacks and recognition.

Generations vs Feedback

Generations Vs Task Identity

explored and tried to gain an insight to the behavior patterns and their expectations so that companies can devise new ways to motivate them as per this research expectations of Gen Z and Millennial employees in IT Sector of industry 4.0 are in line with characteristics found in job characteristic model which includes Autonomy, Task Identity, Task significance, Task Variety and Feedback. Unlike the previous generation Gen Z expect complete Autonomy, look for diversity in task and expect constant feedback and recognition to move them in the right direction Z is also motivated if their job creates an impact in the workplace in the society as a whole.

V. APPENDIX

QUESTIONNAIRE

Sl.No	Question
1.	I have almost complete responsibility for deciding how and when the work is to be done.
2	I have a chance to do a number of different tasks, using a wide variety of different skills and talents
3	I do a complete task from start to finish. The results of my efforts are clearly visible and identifiable
4	What I do affects the well-being of other people in very important ways
5	My manager provides me with constant feedback about how I am doing
6	The work itself provides me with information about how well I am doing
7	I get to use a number of complex skills on this job
8	My supervisors or coworkers rarely give me feedback on how well I am doing the job.
9	What I do is of little consequence to anyone else.
10	Supervisors let us know how well they think we are doing
11	My job does not allow me an opportunity to use discretion or participate in decision making
12	My job does not allow me an opportunity to use discretion or participate in decision making
13	My job provides few clues about whether I'm performing adequately.
14	My job is not very important to the company's survival
15	My job gives me considerable freedom in doing the work.

VI. MANN-WHITNEY TEST

This test is employed to test the difference in scoring tendencies between Millennials and Generation Z from the Mann-Whitney test which is the same as a two-sample Wilcoxon test. We can presume that Generation Z answers with strongly agree and Agree far more than Millennials(Generation X.

Parameters	Wilcoxon Rank	P Value
Autonomy	1768.5	0.0000000002869
Task Variety	1829.5	0.0000000004034
Task Significance	1841	0.00000000009438
Task Identity	1839	0.0000000001561
Feedback	1816	0.0000000003875

VII. CONCLUSION

Millennials and Gen Z are the largest composite among today's workforce. Hence companies need to understand the factors that motivate them to truly appreciate the way they work. Millennials and Gen Z have grown up very differently than the previous generations with great exposure to science and technology. They have also witnessed the fast obsolescence of science and technology hence they have learned to adapt and relearn technology is

no longer separate object but it is embedded in the lives of Generation Z and Millennials. This research work

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