



## ATTITUDE AND CHARACTER OF POST MILLENIALS WORK FORCE AND ITS IMPACT ON ORGANISATIONAL PERFORMANCE- A STUDY WITH SPECIAL REFERENCE TO CHENNAI CITY

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**Abstract-** The goal of this study is to examine the effect of the working environment, organisational engagement and job satisfaction of the millennial workforce to achieve organisational success. Data collection is carried out by questionnaire distribution, where the population consists of millennial employees in Chennai from different sectors of the profession. The descriptive methods are based on evaluation analysis, the verification methods are based on quantitative analysis, and this is a descriptive and verification review. The sample determination is performed by Simple Random Sampling and the goodness of fit, t-test, factor analysis. The findings show that, relative to organisational engagement that enhances organisational performance, the working environment has the most important impact on job satisfaction. Therefore, in order to face the migration of the millennial generation to take over the leadership from the previous generation, organisations need to pay more attention to recognise the expectations of the workforce of the millennials and also the working environment in order to increase the efficiency of the workforce and the loyalty to the organisations.

**Keywords:** millennial workforce, organisations, working environment.

### I. INTRODUCTION:

The imminent retirement of a large cohort of workers (Baby Boomers) has created a crisis in companies as they attempt to hire and retain younger generations who are alleged to have dramatically different beliefs, attitudes and aspirations from the generations of employees who preceded them (Economist 2009). To characterise the generation born between 1980 and 1995, David Foot first used the word "Baby Boom Echo". These are the Boomers' children, and in the United States there are 76 million of them (Trunk 2007) and 6.9 million of them in Canada (Foot and Stoffman 1998).

Different scholars have identified them as Generation Y, Millennials, Nexters, and the Nexus Generation, considering their features and events that characterise their lives (e.g., globalisation, rapid technological development, growing demographic diversity) (Barnard et al. 1998; Burke and Ng 2006; Zemke et al. 2000). For the purpose of this research, to keep up with current literature, we will use the word "Millennials"

Mead (1970) was the first to use the word "gap of generation" to explain gaps between generations in attitudes and beliefs. The theory of generation suggests that the age in which a person was born may influence their views of the generational world and growth (Codrington, 2008). Lyons, et al. (2005) suggest that there is some discrepancy in identifying each generation, but each generation shares a particular set of important events in historical and social life that form their attitudes and values, creating generational differences. Managing these generation gaps provides companies with unique challenges and opportunities (Lancaster and Stillman, 2002). To be effective in today's world, organisations must be able to identify with a multigenerational workforce with varying beliefs, work ethics, lifestyles, values, attitudes, and expectations (Niemic, 2000). Many readily available articles and books discuss the different aspects of managing organisations given the existing generation gaps (Denham and Gadbrow, 2002). The main interest of many authors such as Howe and Strauss (2007) is to try to understand the history of each generation in hopes of better understanding the generation gaps thereby allowing organisations to think strategically and implement best practises to retain, manage, and utilise each distinct generation's talents. Millennials are the workforce's newest and fastest growing segment. The Millennial population is projected to hit 38.8 million people by 2018, representing half of all workers worldwide (Toossi, 2009; Meister and Willyerd, 2010). Millennials currently make up the largest share of

the United States labour force at 32.0 percent, compared to 31.2 percent for Generation X, 30.6 percent for Baby Boomers, and 6.2 percent for the Silent Generation (Deloitte, 2016). With 44.2 per cent belonging to a minority group, they also have greater diversity than every other generation (United States Census Bureau, 2015). Millennials vary in many respects from other generations. They already had access to and regarded technology as an important part of their lives. They are rational and respect positive reinforcement, diversity, and freedom (Lancaster and Stillman, 2002). They also enjoy teamwork, personal productivity, self-management, task satisfaction and social knowledge (Meister and Willyerd, 2010). Henderson (2012) cites research showing that Millennials are willing to take a lateral career change to obtain beneficial work experience, are willing to travel for work regularly, prioritise inherent job satisfaction over the bottom line, make a difference in value over professional recognition, and rank a supportive work atmosphere over pay. Some research indicates that Millennials are quicker to change jobs, and it is difficult for companies to empower and maintain Millennial workers who place immense pressure on drastic change in how organisations operate (Solomon, 2000). More recent studies indicate that the perceived lack of loyalty of Millennials to their employers is a result of the current economic conditions and the age/life stage of the Millennials being studied (Buckley et. al., 2015). Lancaster and Stillman (2002) indicate that by better understanding and responding to the workplace motivation of Millennials, companies will achieve a competitive advantage. Organizations would be able to increase employee engagement, minimise attrition, and fill the leadership vacuum by recognising the perceived motivating factors for Millennials.

## II. RESEARCH LITERATURE:

**Alicia Jerome (2014)** investigates the effect on the workforce in the USA of Generation Y people. Each generation responds to distinct types of management, work environments, and motivational strategies that directly influence the overall performance of an employee. Managers are implementing techniques that need to be understood as the strengths and talents of the modern working generation from a human perspective. In order to attract and recruit talented people whose behaviour and social interaction in the workplace is much different from any previous generation, these techniques are necessary.

**Dwyer, (2009)** The economy has contributed to a decline in the rate of jobs; the number of Baby Boomers retiring is gradually growing and generating new opportunities for employment. The supply of skilled employees will soon be smaller than the demand, and there will inevitably be a need for post-millennial vacancies to be filled.

**Jacob Martin (2011)** In his research studying managerial inefficiency in organisations and studying discrepancies between Baby Boomers, Generation X, and Millennial, this study investigated whether managers displayed different signs of derailment in different generations (e.g., problems with interpersonal relationships, difficulty leading a team, difficulty changing or adapting, failure to meet business objectives, and too narrow functional orientation).

**Alexander Franco (2016)** This study was intended to examine the relationships between two factors related to work (personal health and job security) and organisational engagement in Thailand among millennial employees. Significant positive relationships between person-environment match, job security, and organisational involvement were shown by the results. The impact of work-related variables was increased by job satisfaction as a moderator variable.

**Steers (1977)** "Defined OC "as the relative intensity of the identification and participation of a person in a specific organisation.

**(Leite, de Aguiar Rodrigues, & de Albuquerque, 2014)** Work satisfaction is a commonly discussed term, and the relationship between job satisfaction and organisational engagement has received considerable attention.

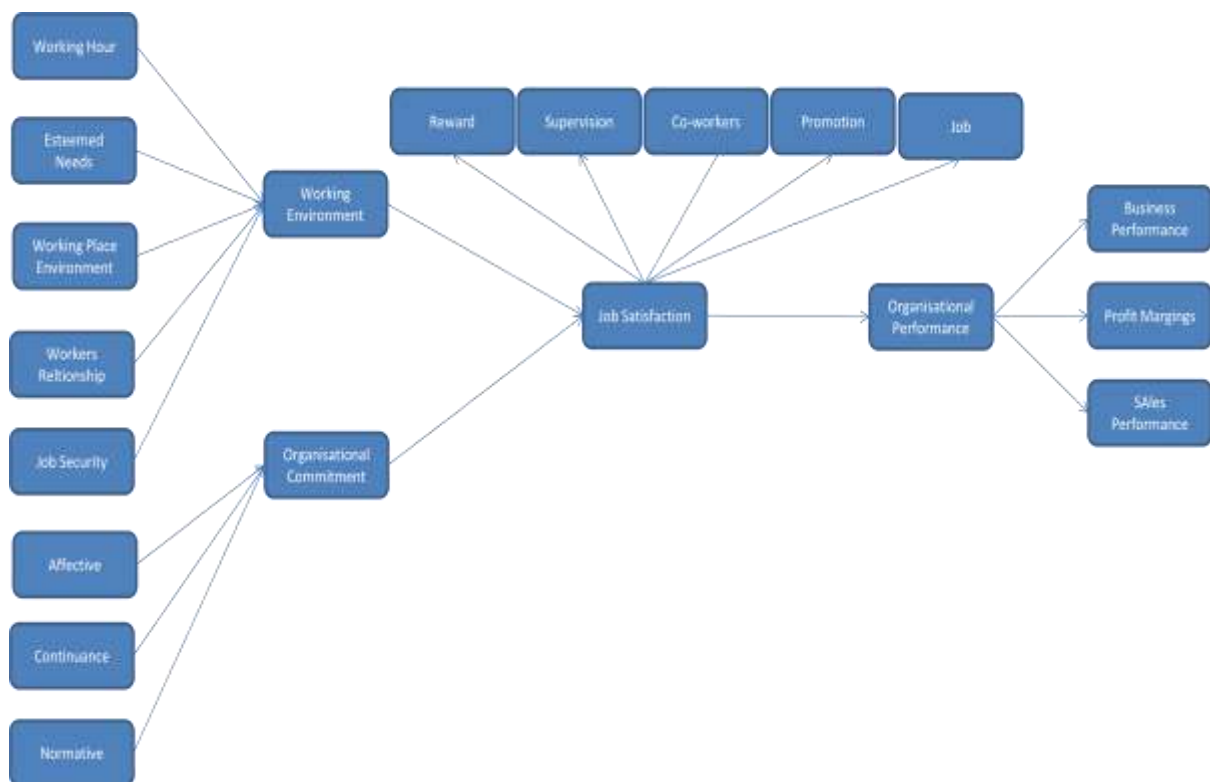
**Freund (2005)** as an indicator of turnover intentions, the relationship between job satisfaction and organisational engagement was established and suggested that organisational engagement affects job satisfaction and not vice versa.

**Huang and Hsiao (2007)** Job satisfaction and organisational engagement had a major positive influence on each other, it was stated.

**Research Gap:**

The aim of this research is to further explore and understand the millennial workforce on the basis of previous research. The millennial generation is skilled in open-mindedness, imagination, independence, bravery and the growth of technology. The millennial generation will potentially be a strong workforce with all this portrayal of characters. They do have negative influences for all the optimistic attitude, such as less dedication and less interest in the company. The challenge of this study is to explore how to engage and participate in the organisation of this millennial population and contribute to the organisation. This study proposes a happiness, engagement and working atmosphere that motivates workers and strategies to maintain talent in the business in order to enhance organisational efficiency and manage the workforce more effectively. This research will serve as a roadmap for executives to introduce initiatives in their organisations to attract talent. In industry, good workers will ensure that the company still stays ahead of its rivals and remains the market leader. In their book "What Millennials Want from Work," Deal & Levenson (2016) claimed that managers and HR leaders frequently grumble or rant about the millennial workforce issue.

**Conceptual framework of the study:**



**III. METHODOLOGY**

The analysis designed in this study uses a strategic approach to human resource management that includes variables of operationalization, methods of data collection and collection of information, population description, sample size measurement and techniques of sampling. In the testing research

hypothesis, the design of the analysis was carried out by observing 30 millennial employees from different sectors in Chennai. This research starts with the preliminary research carried out as a respondent by many employees and then formulates constructs of research variables. This study uses the method of descriptive and verification with the form of causal investigation on the relationship and effect of exogenous and endogenous variables. The unit of observation is the population of millennials from different fields. To achieve the purposes of the present study; the researcher employed a quantitative approach, in particular, a cross-sectional study using questionnaires for data collection with the intent of inferring from a general population into a sample. Survey research provides a numeric description of trends, attitudes, or opinions of a population by studying a sample of that population (Babbie, 1990) The questionnaire consisted of four sections by thematic factors with 34 questions in total; the majority of the questions were formatted with five-point Likert scale items which ranged from “strongly disagree” to “strongly agree.”

#### IV. RESULTS AND DISCUSSION:

The above analytical measurement model shows the relation between manifest variables (indicators) and of of the latent variables. The measurement model's study is to assess the validity and reliability of of the dimensions and the metrics used to calculate the previously constructed variables. The study of the measurement model explain that the significance of discriminant validity is by looking at the value of square root of Average Variance Extracted (AVE) with the recommendation value above 0,5, loading factor (>0.5), and built Composite Validity and Reliability (Cronbach's Alpha >0.70). Consequently, the conclusion of the dimensions and metrics previously classified as accurate is shown below:

**Table 1 : Reliability test**

Variables	Cronbach Alpha	Description
<b>Working Environment</b>	0.881	Reliable
<b>Organisational Commitment</b>	0,872	Reliable
<b>Job Satisfaction</b>	0,921	Reliable
<b>Organisational Performance</b>	0,873	Reliable

The reliability test of this study data uses the Alpha coefficient technique of Cronbach. The Alpha coefficient of the Cronbach is the most widely used reliability coefficient since the coefficient shows the variance of products of either correct or incorrect formats, such as the Likert scale format.

#### Goodness of fit

**Table 2 : Goodness of Fit**

Variable	AVE	Composite Reliability	Cronbach' s Alpha	R Square	Q Square
<b>Working Environment</b>	0,638	0,908	0,873	-	0,398
<b>Organizational Commitment</b>	0,721	0,883	0,835	-	0,371
<b>Job Satisfaction</b>	0,652	0,921	0,921	0,639	0,429
<b>Organizational Performance</b>	0,792	0,923	0,87	0,541	0,409

The value of R2 shows that the criterion is strong, with large Q value, this figure conclude that the propose model are supported by the empirical research classified as fit. Similarly, the value of AVE is above 0.5, which indicate that all variables in the model are estimated to meet the cirteria of discriminant validity. The value of both Composite Reliability and Cronbach's Alpha for each of the variables are above 0.79, which means that all the researched variables are classified as reliable and the outer model of this research is also classified as fit.

**Table 3: Factor Analysis**

Variables	Loading Factor	Standard Error	T Statistics
Working Hour	0.708	0.103	7.721
Working Hour	0.519	0.061	7.439
Working Hour	0.682	0.103	7.572
Working Hour	0.583	0.103	6.772
Working Hour	0.782	0.092	5.061
Esteem Needs	0.745	0.086	5.023
Esteem Needs	0.523	0.059	8.723
Esteem Needs	0.664	0.112	7.721
Operating Environment	0.682	0.051	12.774
Operating Environment	0.612	0.057	8.887
Operating Environment	0.679	0.061	13.167
Operating Environment	0.569	0.067	9.265
Operating Environment	0.621	0.052	10.112
Workers Relationship	0.618	0.078	8.479
Workers Relationship	0.621	0.066	10.359
Workers Relationship	0.538	0.061	8.020
Workers Relationship	0.540	0.068	8.752
Workers Relationship	0.530	0.075	7.420
Job Security	0.687	0.050	11.843
Job Security	0.670	0.069	11.078
Job Security	0.658	0.066	10.923
Affective	0.776	0.039	22.623
Affective	0.694	0.057	12.721
Affective	0.692	0.051	14.199
Continuance	0.592	0.094	6.580
Continuance	0.778	0.062	11.924
Continuance	0.691	0.071	9.519
Normative	0.593	0.097	6.567
Normative	0.767	0.064	11.928
Normative	0.654	0.072	9.521
Job Satisfaction	0.503	0.078	7.079
Job Satisfaction	0.543	0.065	9.476
Job Satisfaction	0.641	0.056	11.332
Job Satisfaction	0.776	0.071	5.934
Job Satisfaction	0.721	0.048	15.843
Reward	0.618	0.063	9.456
Reward	0.612	0.076	8.767
Reward	0.676	0.054	13.176
Supervision	0.643	0.069	9.432
Supervision	0.676	0.064	9.745
Supervision	0.632	0.063	9.445
Supervision	0.645	0.068	9.634
Supervision	0.634	0.062	9.731
Co-Worker	0.691	0.062	5.842
Co-Worker	0.543	0.069	8.515
Co-Worker	0.749	0.070	5.931
Co-Worker	0.585	0.061	9.939
Co-Worker	0.742	0.091	8.642
Co-Promotion	0.621	0.065	9.331
Co-Promotion	0.671	0.052	11.382
Co-Promotion	0.689	0.054	11.782
Co-Promotion	0.715	0.087	12.232
Co-Promotion	0.635	0.054	6.523

Business Performance	0.774	0.042	17.543
Business Performance	0.821	0.044	19.796
Business Performance	0.817	0.039	21.212
Profit Margin	0.815	0.036	21.959
Profit Margin	0.827	0.039	22.388
Sales Performance	0.733	0.047	16.892
Sales Performance	0.672	0.053	11.378
Sales Performance	0.666	0.067	9.612

The result of measurement based on model analysis data processing on the dimensions shows that the overall indicators that were processed above are classified as valid because most loading factors have a value greater than 0.70.

In order to calculate the study variables, the measurement model of latent variables against the dimensions describes the validity of the dimensions. The following table below shows the effects of the study of the measurement model of each latent variable against the dimensions.

Variables	Loading Factor	Standard Error	T Statistics
Working Hour	0.210	0.034	6.034
Esteem Needs	0.152	0.021	6.256
Operating Environment	0.379	0.035	12.223
Workers Relationship	0.317	0.037	10.020
Job Security	0.276	0.067	9.842
Affective	0.443	0.035	14.482
Continuance	0.318	0.024	12.072
Normative	0.422	0.030	15.042
Job Satisfaction	0.778	0.053	14.683
Reward Satisfaction	0.820	0.041	18.956
Supervision	0.843	0.043	20.356
Co-Wokers	0.827	0.032	20.923
Promotion	0.820	0.032	21.524
Business Performance	0.782	0.048	17.009
Profit Margins	0.675	0.051	11.731
Sales Performance	0.632	0.062	9.821

The results of the study of the measurement model of the research variables against the dimensions show that nearly all the dimensions are accurate with a t count value greater than the t table (2.01).

It was discovered from the findings of hypothesis testing that the working climate has a higher effect on workplace satisfaction relative to employee attitudes. Organizational participation is more influential than the attitudes of workers. Worker satisfaction is an important factor in assessing the success of the company.

Based on the above test results, the study variables show that the work environment has the most important effect on job satisfaction. Compared to the direct influence of organisational engagement, the direct impact of the working environment often contributes to a greater impact on organisational efficiency.

## V. CONCLUSION AND RECOMMENDATION

The outcome of the hypothesis testing concluded that the post-millennial workforce varies from previous generations, which in terms of their motivational needs are difficult to generalise. The post-millennial population reinforces a desire to change jobs in pursuit of more leisure, more demanding and rewarding employment environments, which is why the research workplace score appears to be higher than their attitude.

The goal of this study is to find out the organization's basic problem of the turnover of post millennial employees in Chennai. In order to find out the main cause of the problem, this study has produced four studied variables. Several results are inferred by the outcome of the hypothesis test:



1. Compared to the previous generations, the generation of post millennials have a lot of different ways of thought, they are more optimistic and collaborative.
2. The workers of post millennials do not take job transparency seriously and prefer to work leisurely.
3. We do not like to get deep participation in the working organisation and find it difficult to get their dedication in the business.
4. The workers of post millennials are familiar with technology, internet, and networking, as well as innovative and insightful.
5. The workers of post millennials are ready to change jobs in search of more leisure and a happier working climate.

The outcome of this study is to highlight that this phenomenon can also occur in the rest of the world. Studying the post-millennial workforce worldwide will be worthwhile, in particular for the large company of big millennial employees.

## VI. RECOMMENDATION

Based on the above finding, the findings of this study have pointed out that the company must pay more attention to consider the post-millennial workforce today because they are somehow very different from the previous generation, and the challenge of managing a diverse character of the millennial workforce must be faced in order to achieve long-term success. Understanding how to empower millennials and build a successful working atmosphere that can fulfil their needs is essential. This study indicates that companies should foster a collaborative and conducive working climate to recruit and retain the millennial workforce. The loyalty of the millennial workforce to the company would be influenced by a good working climate. Providing the millennial workforce with a healthy working environment continues to increase their work efficiency and job satisfaction, which eventually generates organisational engagement.

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