



‘Managing Gen Y: Issues & Challenges’

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Abstract: At a time when businesses face challenges of economic uncertainty & the struggle to stay afloat, harnessing the creative & intellectual competencies of the workforce towards achieving organizational goals is of paramount importance. More perspectives generate more & better ideas to face competition head-on which is why organizations, more than ever before, are investing in workplace diversity. Making a conscious effort to attract & retain young talent is one such strategy to benefit from the huge reservoir of bubbling energy which if channelized in the right direction can work wonders. A 2009 research by Adecco, one of the leading staffing & recruiting agencies, mentions the presence of four generations within organizations at present- the Silent Generation, a majority of which is already retired, the Baby Boomers who are delaying their imminent retirement, Generation X that is steadily climbing up the corporate ladder and Generation Y or Gen Y that is just entering the workforce. An obvious advantage of having a multigenerational workforce is generation of myriad ideas & perspectives.

Keywords: Gen Y, Workforce, Generation, Employee Engagement, Talent.

Introduction

Few would disagree that workplaces are becoming more diverse in terms of age, gender and other such factors, earlier considered grounds for discrimination. Gone are the days of seniority by dint of number of years of work experience. The sight of an older employee reporting to a younger manager is becoming increasingly common. At a time when businesses face challenges of economic uncertainty & the struggle to stay afloat, rising above such conflicts and harnessing the creative & intellectual competencies of the multi-generational workforce towards achieving organizational goals is of paramount importance. The possibility of more perspectives generating novel ideas to face competition head-on cannot be ignored, which is why organizations, more than ever before, are investing in workplace diversity.

Making a conscious effort to attract & retain young talent is one such strategy to benefit from the huge reservoir of bubbling energy which if channelized in the right direction can work wonders. A 2009

research¹ by Adecco, one of the leading staffing & recruiting agencies, mentions the presence of four generations within organizations at present- the Silent Generation, a majority of which is already retired, the Baby Boomers who are delaying their imminent retirement, Generation X that is steadily climbing up the corporate ladder and Generation Y (or Gen Y) that is just entering the workforce. An obvious advantage of having a multigenerational workforce is generation of myriad ideas & perspectives, the inevitable aspects organizations cannot do without. Gen Y makes a sizeable portion of the workforce in organizations today. It has been observed that the strategies and approaches that have been successful in engaging and managing earlier generations are not always relevant for this new breed of executives. Gen Y is forcing organizations to think creatively about how they need to be managed differently.

This paper endeavors to focus on the symbiotic relationships shared between organizations & Gen Y in terms of making an impact on business. The

¹ Adecco white paper – “Managing today’s Multi-generational Workforce”, Jan.11, 2009

challenge, however, lies in managing different generations, each with its own set of idiosyncrasies, working together towards achieving common organizational goals.

The expectations of employees differ greatly & more so when it concerns different generations, hence the managers need to have a sound knowledge-base of the needs and expectations of their psychology. It is believed that the young generation tends to drive its own career path & while it does look for guidance, it believes in making its own decisions. A younger workforce is more likely to switch jobs for reasons as non-availability of Facebook or simply out of boredom. There is a need for organizations to re-look at the acquisition, engagement and retention strategies specifically for Gen Y, a restless yet talented breed, always looking for excitement & challenges.

The inevitability of keeping ahead of rate of change as envisaged by Jack Welch, the founder of General Electric, is the backbone of competitive spirit in a "V.U.C.A" environment². "V.U.C.A" is an acronym for the four factors that define the ever changing and unpredictable environment, viz. Volatility, Uncertainty, Complexity, and Ambiguity. With Gen Y presenting ingenious challenges to organizations, this study establishes the existence of ideological differences among multi-generational workforce and the importance of understanding the issues and challenges as a important variables for productive outputs. Companies are getting fiercely competitive when it comes to attracting and retaining talent and rightly so when they know that the real achievement lies in matching the right motivated Gen Y talents to the right role by recognizing, harnessing, engaging, harmonizing and retaining this crucial attribute to achieve the objectives of the company.

Review of Literature:

With baby boomers entering retirement and Generation X employees comfortably settled into the workforce, Generation Y is making its presence felt in the organization. Gen Yers, generally considered anyone born after 1982, are predicted to make up about 75 percent of the world's workforce

² <http://www.ere.net/2012/10/22/talent-strategies-for-a-turbulent-vuca-world-shifting-to-an-adaptive-approach/>

by 2025³, an April 2011 Business and Professional Women's Foundation study found⁴. They are making businesses to re-think their working practices and change it for this new breed of employees. It would be interesting to observe this change considering Mary Elizabeth Burke's study for SHRM (the Society for Human Resource Management)⁵. The study found that in organizations with 500 or more employees, 58% of human resource professionals reported conflict between younger and older workers. The reasons were attributed largely their difference of opinions and perceptions on work ethics and work-life balance requirements. Today, the organizational work force has multigenerational talent that is working together for productive ends in an era of cut throat competition amidst 'war for talent' (In 1997, McKinsey & Company coined the term "the war for talent" as the name for their research on talent management practices and beliefs). Employees, especially Gen Y, do not expect long-term rewards and rather, focus on getting the best out of each job through negotiation, seeking a conducive overall working environment that can give them opportunities for training and work-life balance (Connelly, 2003; Tulgan, 2004)⁶.

Generation Y brings a lot of energy and innovation to the workplace, but managing this generation is challenging. They demand immediate feedback on performance, insists on working flexibly, seek a lot of career advancement opportunities and appreciate clear direction. The research reflects what Generation Y seeks from their workplace and does the organization feel the difference in attracting and managing this generation. Managers feel that there is a difference between generation and what they look for in employers.

³ Samuelson, K. Chicago Tribune, Jan.05, 2012, 'Making the Workplace Appealing to Gen Y'

⁴ BPW Foundation's Gen Y study published in April 2011

⁵ Burke, Elizabeth, SHRM report entitled 'Generational Differences Survey Report', August 2004

⁶ Connelly, Julie. (2003, October 28). Youthful attitudes, sobering realities. The New York Times
Tulgan, Bruce. (2004, Winter). Trends point to a dramatic generational shift in the future workforce. Employment Relations Today, 30 (4), 23-31

Generation Y has high expectations from authority figures and craves continual feedback and reinforcement. Pairing Generation Y employees with the best managers will go a long way toward keeping them satisfied and productive. Generation Y is accustomed to direct, ongoing supervision and guidance from parents, teachers and other authority figures. They seek a similar relationship with their bosses, looking to them for almost constant feedback.⁷ In the workplace, Gen Y tends to favor an inclusive style of management, dislike slowness, and desire immediate feedback about performance (Francis-Smith, 2004)⁸. It is a truly global generation, socially conscious and volunteer-minded, and positioned to be the most demanding generation. If treated professionally, it is likely to act professionally. Gen Y is likely to perform best when its abilities are identified and matched with challenging work that pushes it fully. Speed, customization, and interactivity two-way non-passive engagements are likely to help keep Gen Y focused (Martin and Tulgan, 2004)⁹. Technically able, highly informed and confident, but lacking direction, Gen Y is more likely to rock the boat than any prior generation (Johns, 2003)¹⁰. As a group, they share the belief that organizations should benefit both the individual and broader society. At the same time, they are reluctant to sacrifice professional security and growth for broader values.

The research also focuses on the views of HR managers whether there is a need to understand them or there need to be a shift in the approach of recruiting and engagement of Generation Y employees. Attracting and motivating them goes beyond monetary awards. A report released by Hay Group, the global management consultancy, mentions that for companies to build a productive workforce in the downbeat global economy, they need to actively motivate their workforce, in

⁷ Robert Half International white paper entitled, 'What Millennial Workers Want: How to Attract and Retain Gen Y', Feb.10, 2011

⁸ Francis-Smith, Janice. (2004, August 26). Surviving and thriving in the multigenerational workplace. Journal Record, 1

⁹ Martin, Carolyn, & Tulgan, Bruce. Managing the generation mix – part II. Top Echelon, Employers. <http://www.topechelon.com>

¹⁰ Johns, Katharine. (2003, April 11). Managing generational diversity in the workforce. Trends & Tidbits. <http://www.workindex.com>.

particular the Generation Y¹¹. Organisations have to work on the Total Rewards and include the non-cash rewards which will help them to attract and retain the talent.

Bruce Tulgan, intergenerational expert, had carried a decade long study in which he had interviewed about 10,000 people and carried a study on 700 companies for the purpose of understanding the workplace in USA. In 2003, the results of this study were declared wherein the study found that the generational shifts at workplace led to major changes and adaptations. This study identified few factors relevant to 21st century workplace in which all the traditional set ups are being challenged and replaced with changes like never before. Employees are becoming more responsible for their charting their career growth through acquisition of skills and networking and managers coming under more pressure than ever before to hire the right fit for job openings for which they constantly need to motivate and push each employee to give his/her best and strive for highest productivity levels. (Tulgan, 2004)¹².

Companies that make an effort to understand and act upon these professionals' viewpoints will find themselves with a dedicated and ambitious group of workers. Creating an attractive environment for these staff members will be particularly important in the coming years, as more baby boomers retire and firms look to new generations of workers to replace them.¹³

Workplace diversity in terms of gender or culture has been studied quite at length in the literature vis-à-vis in terms of age and focus of human resources practices on age diversity. Against this review, a key question arises: What is the perception of Gen Y towards their work and career and how do HR managers perceive the attitude and idiosyncrasies of Gen Y at work? This study centers on

¹¹ Hay group report released on December 10, 2012

<http://www.haygroup.com/sg/press/details.aspx?id=35200>

¹² Tulgan, Bruce. (2004, Winter). Trends point to a dramatic generational shift in the future workforce. Employment Relations Today, 30 (4), 23-31

¹³ Robert Half International white paper entitled, 'What Millennial Workers Want: How to Attract and Retain Gen Y', Feb.10, 2011

understanding of these concerns by comparing perceptions of both sides of the coin- Gen Y as well as the managers who are directly associated with them; the consequent issues and challenges which arise in the process and a scope to develop symbiotic relationship by understanding each other's expectations.

Research Methodology

The paper is based on primary as well as secondary data.

PRIMARY DATA: For the purpose of collection of primary data, two web administered questionnaire were prepared on Google docs. One questionnaire was prepared for HR heads and the other for the employees of the organizations. The objective was to understand the perspectives of both sides of the workforce- the managers and the employees.

An e-mail with two links meant for the survey was sent to 15 HR heads. Of these two links, one link contained questionnaire meant for the HR heads and they were requested to forward the other link containing questionnaire meant for the employees to at least 30-35 employees from their company.

Of the total 15, 7 HR heads from IT and manufacturing companies responded with all the responses complete, yielding a response rate of 47%. There was no response to questionnaire from other HR heads but emails from three of them stating that the link meant for employees had been forwarded to their employees.

A total of 250 responses were collected from employees of these companies out of which some were incomplete. As a result, only 112 complete responses were considered (out of assumed 350-400 employees contacted), yielding a response rate of 45% for employees.

Questionnaire for HR Managers

(<https://docs.google.com/spreadsheets/viewform?formkey=dFg3bmJwaEJlcE04RzJOVksUQk5tWUE6MQ>)

The researchers focused on gauging the opinion of HR managers dealing with Gen Y at their workplace. The questionnaire included items about the necessity to know and understand the needs and expectations of Gen Y, their priorities, perceptions, especially vis-à-vis multi-generational workforce

and characteristics related to these aspects. Respondents were from IT and manufacturing industries. The researchers identified these to ensure that the questionnaire covered the broadest spectrum of concrete and intangible aspects of the work environment in context of how HR managers' perceptions about Gen Y and their management. 15 questionnaires were sent to HR Heads of fifteen companies out of which complete & valid response was received from 7 of them).

Questionnaire for Employees (Gen Y)

(<https://docs.google.com/a/sibmpune.edu.in/spreadsheets/viewform?formkey=dEIXQ3RGMHlialAxbGNCOGltNXhtMXc6MQ>)

The prime focus of this questionnaire was to comprehend the perception of Gen Y towards various facets of their work life and preferences and compare those with the responses obtained from the questionnaire meant for HR managers. The link for this questionnaire was mailed to the HR managers of 15 companies and the latter were requested to forward the link to the employees (Gen Y). The researchers created an account with the website www.google.com for uploading as well as assessing the response database. Out of the questionnaires mailed to approximately 385 employees, valid response considered were 112. (A total of 250 responses were received and 68 out of them were not considered valid for research due to incompleteness with only 2 to 5 questions answered or none answered)

Final sample size: 7 HR Managers & 112 employees from two IT companies and two manufacturing companies. **Secondary Data:** For secondary data, the sources are online journals, surveys and other web based resources.

The limiting factor for this research is the fact that data could only be collected from four companies, two from manufacturing & the other two from IT/ITES based organizations, and hence it might not be accurate representation of the corporate sector as a whole.

Findings

The study aims to explore the views of Generation Y employees regarding their job, career advancement and work environment and also to explore the views of HR Managers about the

characteristics of Generation Y at their workplace, providing an outlook as to why there need to be a workplace transformation, in order to utilize the talent of Generation Y employees. The key areas that the researchers investigated were: the perceptions of Gen Y and the HR managers regarding the work characteristics & expectations; work satisfaction; preferences in terms of work culture, schedules, work environment and orientation towards work along with opportunities and challenges in the midst of exploring these factors.

Findings elicited from responses by Gen Y employees

Table 1 shows the summary of the respondents in terms of their gender, years of experience and sector. 40 respondents were from IT sector (one was a large sized company and the other, a mid-sized company), while 72 were from two manufacturing companies (both the companies were large sized). 79 of the total respondents amongst employees were males while 33 were females. While 82 of the total respondents had 0-4 years of work experience, 30 had work experience between 5 to 9 years.

Gender	Number of Respondents
Male	79
Female	33
Years of experience	
0 – 4	82
5 – 9	30
Sector	
IT	40
Manufacturing	72

Table 1: Summary of respondents

Work Preference: There were three options given to the respondents- conventional (the traditional work arrangement with rigid hierarchies, timings, regulations, career growth, etc.); flexible (with flexibility in terms of management of career & routine, open to change) & adhoc (work arrangement that works best for the time being but is restricted to being a solution for a temporary or specific issue only). Majority of the respondents

showed preference for flexible work style as is indicated by the following chart (Chart 1).

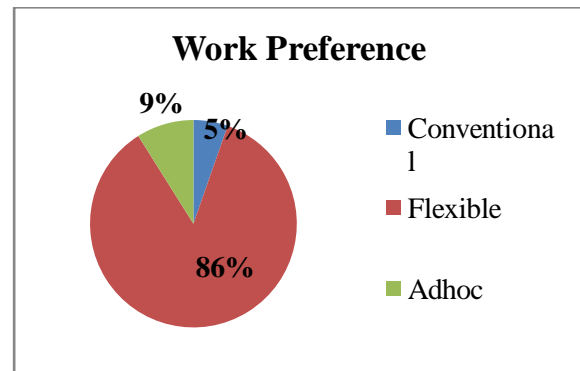


Chart 1: Work Preference

Respondents were also asked a question on whether their organization had a flexible work arrangement and 60% of them answered in the affirmative as indicated in Chart 2 below. For those whose answer was a 'No', they were asked if they had ever thought of speaking to their HR managers about it. Surprisingly, none of them indicated an affirmation for it. The reason cited by 40% of them was hesitation; 15% chose lack of interest in flexible work arrangement while the remaining respondents chose the option 'other' and stated reasons as varied as lack of time to go to HR managers to lack of energy and interest in negotiating their case.

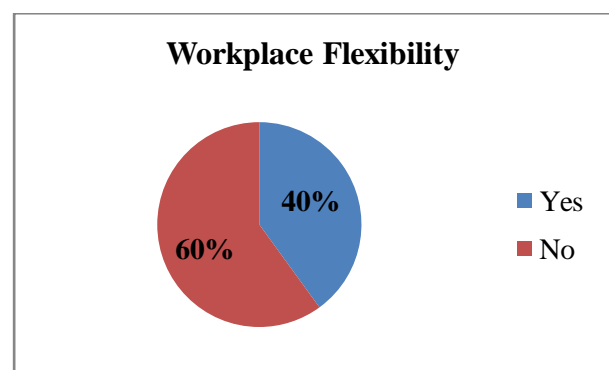


Chart 2: Workplace Flexibility

Respondents were asked if they were satisfied with their present work arrangements to which the a majority 65% answered in the affirmative & 35% answered in negative as indicated in Chart 3 below:

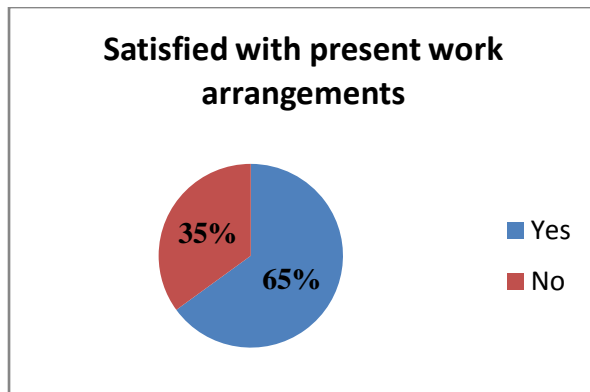


Chart 3: Satisfaction with the present work arrangements

The analysis of responses to the next question had some interesting facts to present. Respondents were asked reasons for joining the present organization they are in. Majority (51%) had considered the job profile being offered as the foremost reason for joining the organization. Brand of the organization mattered as the second most important aspect for 22% of the respondents. Pay and other benefits featured as third in hierarchy of important considerations with 13% respondents choosing it. Work environment as a key factor for joining featured as important for 11% of respondents. Chart 4 below presents the considerations of Gen Y employees when they took a decision to join the present organization:

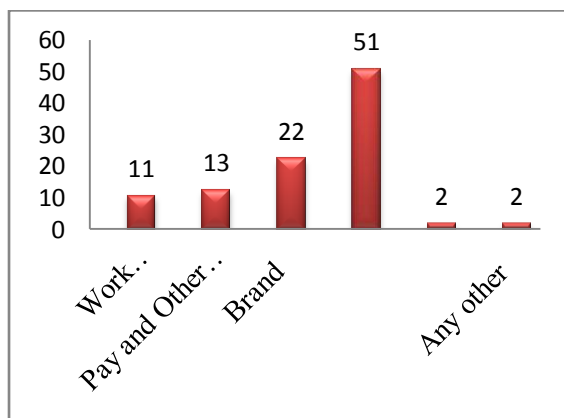


Chart 4: Reasons for joining present organization

To the question- 'how do you like to work the best- individually or in team', the preference for team work was clearly indicated by the responses received although some of the respondents personally communicated to the researchers that their preference to work individually or in teams totally depends on the type of work/ project in

consideration. This question, the researchers realized, had a limitation and a third option in the question could have been given to the respondents for better clarity. However, taking into account the given two options, 59% of respondents indicated their preference for team work while 41% showed inclination towards working individually.

The next question was to find out the aspects not liked by Gen Y respondents within their organizations. The responses gave researchers some idea about what matters most to Gen Y in terms of their expectations from the organization & their work environment. Lack of growth opportunities was detested by majority of them which clearly suggested that Gen Y truly values growth opportunities in their career. Lack of challenges is strict no for them as well so organizations would do well to assign challenging tasks to them. Element of fun must not miss too from the work set up and managers need to provide constant feedback to this generation to engage them fully. The following chart indicates these factors clearly:

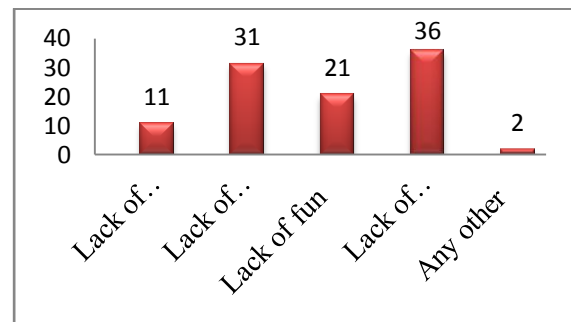


Chart 5: What do you (Gen Y) unlike the most in your organization?

The next chart (Chart 6) presents the first deciding factor for the respondents in case (whenever) they chose to switch from the present organization to the next. Most of the respondents showed a preference for work-life balance, employer-brand, challenging job profile and autonomy of an individual as the key deciding factors for choosing an organization to work with and belong to. A fun-filled workplace was not considered as important factor in making a decision while choosing an organization to work for by the respondents.

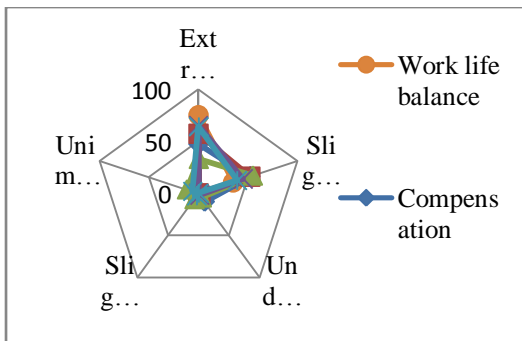


Chart 6: What will you (Gen Y) consider most important when choosing the next job?

In terms of career expectations, the respondents indicated that they valued challenging job profile that would help them meet their professional goals. Working in a positive company culture and having opportunities for self-development were extremely important in career. Most of the respondents seemed determined to achieve success, had clear career goals and wanted to make difference and take personal responsibility for their career. Salary was one of the important factors in career but not the most important aspect for them. The responses indicated that they did not view moving companies and having a secured job as an important element in their career. Another interesting fact that emerged out of the analysis was that working hard for career was not of prime importance to them. The chart below depicts the career expectations of Gen Y respondents.

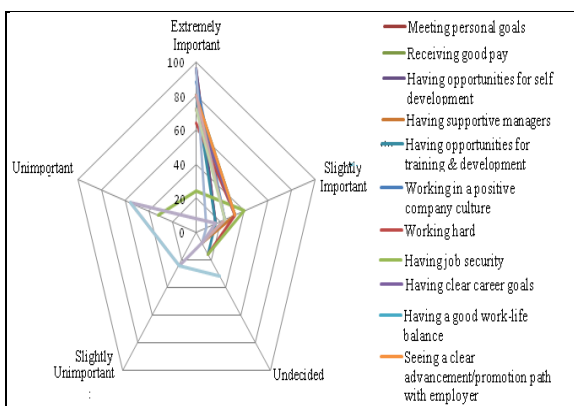


Chart 8: Career expectations of Gen Y

A set of various factors were provided in the next question and the Gen Y employees were asked to rate them on a graphic rating scale as per their preference in terms of valuation of each. Maximum weightage was given to enjoyment of work which indicates that for Gen Y, the nature of work is of

crucial importance in terms of challenges it offers to them.

Other factors such as fairness and equality, equal opportunities for career progression, work life balance also figured amongst most important considerations amongst Gen Y respondents.

The detailed analysis has been presented in Chart 9 below:

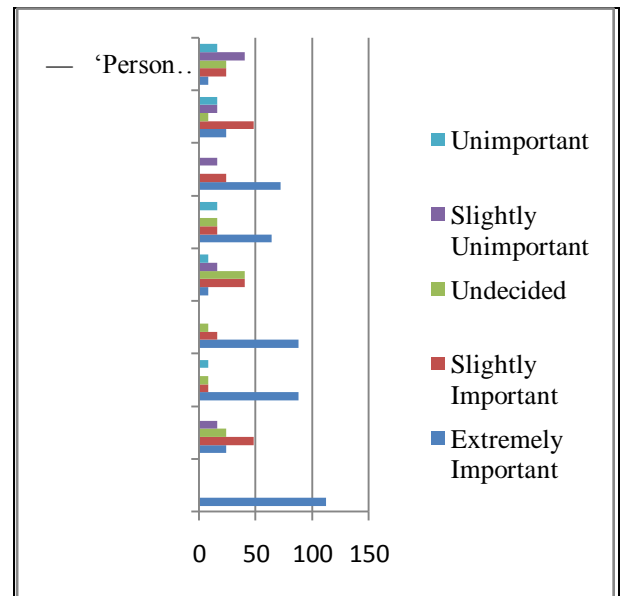


Chart 9: What does the Gen Y value the most?

Findings elicited from responses by HR Managers

The HR managers (respondents) were asked to give their understanding about the reasons which in their opinion necessitated the study of Gen Y. A total of 7 HR managers responded and the following table depicts their perception. To acknowledge and understand the existence of generation gap due to presence of a multigenerational workforce in organizations emerged as topmost reason for it.

Reasons	% of responses (No. of respondents)
Globalization	0
Generation Gap	71% (5)
Technology driven	0

Growth in creative work	29%(2)
Any other, please specify	0
Total	100% (7)

Table 2: Why is there a need to study and understand the mindset of Gen Y?

All the HR managers (100%) answered in affirmative about the need to study and understand the minds of Gen Y for engaging it. When asked about the most productive employees in their organization, 60% of the HR managers (respondents) considered the most productive employees to be in the age group of 18 to 29, i.e. belonging to Gen Y.

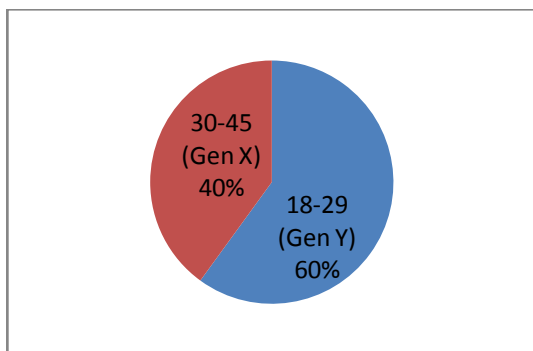


Chart 10: The most productive employees in organization

Next, the HR managers were asked to state the factors most commonly associated with Gen Y as the former viewed them. Chart 11 below shows that the attitude to explore found most favour with the HR managers.

While it is widely acknowledged that Gen Y consists of technology freaks, there was no response on this parameter from the respondents. There was no response on the extreme fun attitude as well.

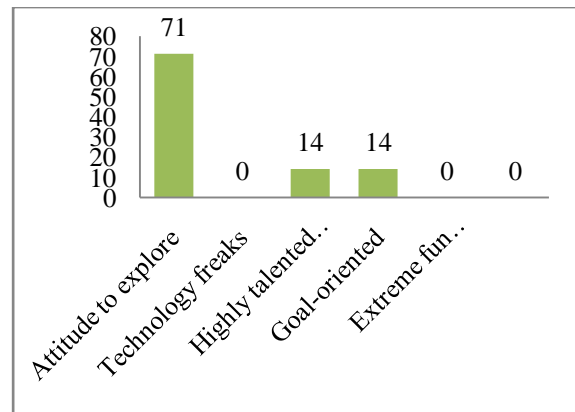


Chart 11: What is most applicable to Gen Y?

Additionally, the HR managers also ranked the characteristics of Gen Y in terms of their strengths and weaknesses which made them different and unique from the rest at the workplace. A majority (31%) of the respondents believed that Gen Y resists organizational rules and hierarchies. 23% respondents considered Gen Y as multi taskers. 16% respondents considered the present of informalism and fun attitude in Gen Y while another 15% pointed towards Gen Y not respecting the authority. 15% believed that Gen Y has tendency of earning only to spend. The other factors- Gen Y are smart only as a team, Gen Y are workaholics received no 0% response. (Chart 12)

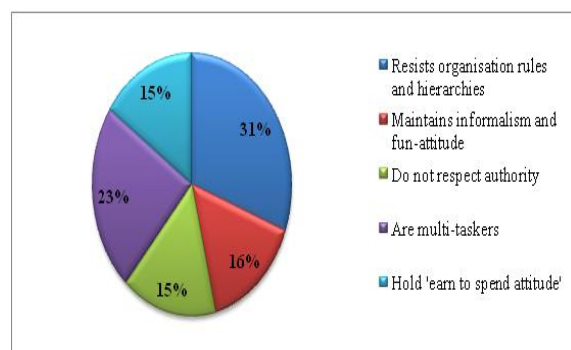


Chart 12: Factors which make Gen Y Different & Unique from others in the Workforce

The respondents were asked to rate the priorities as per their understanding of the importance each factor held for Gen Y. All the respondents were unanimous in their choice of 'instant reward and recognition for their achievements' as far as Gen Y was concerned.

A positive aspect that emerged out of the analysis of all responses was that Gen Y believes in learning and exploring which is what the HR managers too

perceive about them. The learning style apt for Generation Y according to the respondents is shown in the following table:

Factors	Percent response
Train them too much & they'll leave	0
The more they learn, the more they stay	55
Continuous learning is a way of life	45
Learning is not necessary for today's generation, they are learned	0
Any other, please specify	0

Table 2: Perception about Learning by Gen Y

A set of general characteristics regarding Gen Y was given in the questionnaire and managers were asked to indicate their agreement or disagreement as per a graphic rating scale. Chart 13 presents the responses below:

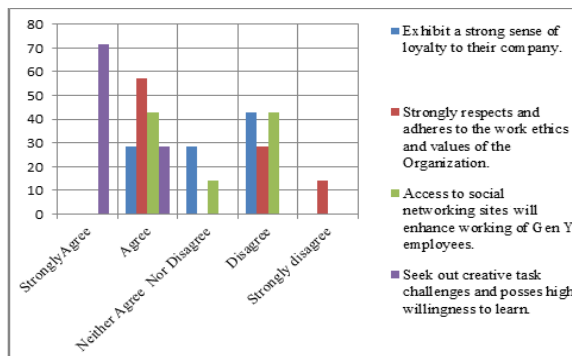


Chart 13: Opinion of Managers on Gen Y

Most of the HR Managers also felt the Generation Y exhibits “Challenge others, ask why attitude” style of leadership and a participative approach is the best suited when interacting with them. The respondents were undivided in their opinion that Gen Y does have high workplace expectations. The reasons cited were as follows: middle class parents and spoon fed upbringing in life (71%); over confidence (29%).

On the criteria - Work satisfaction and Gen Y, 57% of managers felt that Gen Y expect challenging work assignments, 29% considered instant recognition for their achievements as important factor and 14% felt that Gen Y look for large monetary benefits. The other factors- flexible work

schedules and potential career advancement got 0% response. This can be compared to the preferences of Gen Y (reference – chart 6) wherein compensation was ranked much lower by Gen Y as compared to other factors like work life balance, employer brand, autonomy and feedback in choosing a job when opting for newer avenues.

In terms of challenges, the respondents were faced with the following factors for managing Gen Y amidst a multi-generational workforce. 63% managers felt that Gen Y believes in faster rate of change; 25% found retaining Gen Y in the organization to be a key challenge while 12% believed that rewards are one of the most effective ways to engage Gen Y. The other factors depicted the chart below (Chart 14) did not receive any response (0% response).

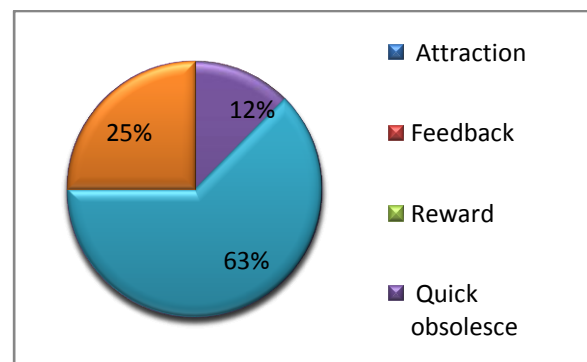


Chart 14: Key Challenges in Management of Gen Y amidst Multi Generational Workforce

The respondents were asked to give opinion on whether authority and prescriptive moves within an organization hinders Gen Y employees from taking initiatives and also whether instant rewards and recognition have led to better retaining of Gen Y employees than annual awards. All the respondents opted for the option-‘strongly agree’ on the graphic rating scale for both the factors. To another question of orientation of Gen Y towards work, none of the managers felt that Gen Y had short term orientation towards work. Managers were asked to give main reasons (as quoted in the exit interview feedback) for a Gen Y employee’s exit and also state the age group from which maximum number of employees left the organization in the past year. The respondents stated that the maximum number of such employees fell in the age group of 30-45 years.

As stated by the respondent HR managers, the main reasons for exit of Gen Y were as follows- poor relationship with managers (45%); lack of challenges (35%); lack of recognition (10%); requirement for change (10%). There was a 0% or no response for exit of Gen Y due to insufficient pay which proves that there are factors beyond compensation and benefits that can attract, engage and retain Gen Y.

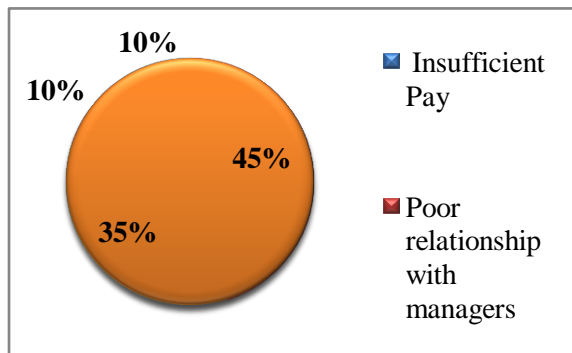


Chart 15: Reasons why Gen Y employees quit.

The most feasible way to motivate Gen Y & keep them engaged without disrupting the interest of the employer as per the respondents were:

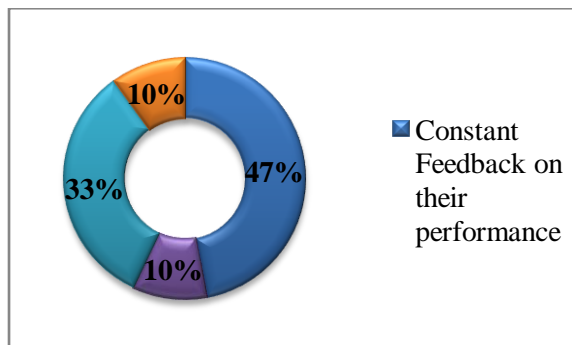


Chart 16: Gen Y Motivation & Engagement

Conclusion

Researchers found that the perceptions of Gen Y and HR managers were not incongruent as per analysis of majority of the responses. At the same time, there were factors like compensation which HR managers valued highly but which did not hold prime importance to Gen Y as far as they visualized their career. The managers believed that Gen Y does not adhere to rules and guidelines. Gen Y placed utmost importance to autonomy. This dichotomy can be handled by managers through coaching the young generation into inter personal

skills and also into valuing some degree of authority. While considering a potential employer, Gen Y considers brand as one of the most important determining factors. At the same time, job profile holds prime importance for this generation while making such decisions which does suggest long term orientation towards their career, as validated by the response given by the HR managers (respondents) too.

Challenging assignments appeal to Gen Y sensibility more than mundane, routine tasks which is why they might be prone to resistance of any authority. Organizations would do well to understand this psychology and harness their creativity by creating a working environment of flexibility that fosters learning culture and instant rewards and feedback.

This study also brought out the analysis that work life balance holds importance for these young professionals even at the beginning of their career. This again reflects on their individuality and preference for a flexible work arrangement and flexible work schedules.

An in-depth understanding of Gen Y and the factors that govern their behavior will enable managers to hire the right person for their organization, one who can fit into cultural scheme of things. A Gen Y employee might feel frustrated in an organization with strict hierarchical structure and no flexibility in terms of implementation of newer ideas and suggestions. While it may not be easy and even feasible for organizations to provide total autonomy to Gen Y employees, some assignments or projects could be awarded to them from time to time under the guidance of a senior cum coach.

It must be understood that Gen Y is no different when it comes to having talent and focus on career growth. They are different only in few aspects which have been discussed at length in this paper. Hence, dealing with them minus any prejudice and understanding and empathizing with their concerns are crucial. In turn, Gen Y too needs to understand the importance of having some control over them to learn the ropes of business from a system despite, at times, finding it rigid. Any organization cannot afford to solely focus on one generation and this must be understood by Gen Y which needs to adapt

itself amidst a multi generational workforce. This will be a true testimony to flexibility that is required on both ends- the employees' as well as organization's- in the era of rapid change in environments and attitudes.

Organizations have to manage the aspirations of all the generations and these generations in the work place need to maintain good understanding amidst them. Today it is Gen Y, in near future, it will be the turn of the Nexters or Gen Z (teenagers at present) to join the workforce and managers will need to focus on all the employees even then. It will be interesting to see the presence of Gen Z and whether Gen Y mingles well with them in few years from now and gauge how Gen Y perceives them at the workplace. A lot is at stake for organizations to manage a multi generational workforce by strategically channelizing the strengths of each towards overall organizational productivity.