

Understanding Indian Gen-Y aspirations in the workplace

This is the first time that a comprehensive piece of professional research has been done for Indian Gen Y which covered close to 700 in depth interviews across NCR, Bengaluru, Pune and Mumbai with urban young working professionals. The Research was done by professional Researchers from the Academy of HRD Ahmadabad, [founded by the Father of HR in India, Dr TV Rao Jand supervised by faculty from IIM Ahmadabad.

IKYA supported this Research as part of it's way of giving back to those we serve-our clients who employ Gen Yer's, academic institutions who train them and our own Gen Yer's who help in identifying and placing thousands of Gen Yer's.

The Generation Y in India is a remarkable group. Utilizing their professional skills and potential is crucial if the Indian economy is to move up the value chain. As Baby Boomers (born 1946 – 1964) retire, both Generation X (born 1965 – 1979) and Generation Y (born 1980 – 2000) are replacing them.

IKYA Human Capital Solutions, Academy of HRD and MTHR Global collaborated to bring out the first in-depth research on Indian Gen Y professionals working in urban India.

The Gen Y, in this study, is defined as the generation born in between 1981-1991, as the scope of our research study is limited to the working Gen Y professionals in India today.

The most important questions addressed in this research are:

- What career aspirations do the Indian Gen Yers have?
- What motivates them at the workplace?

1. Career Aspirations of Indian Gen Y professionals:

The Indian Gen Y professionals have strong desire to climb the corporate ladder and have strong need to be associated with a firm which visibly enhances self definition. Strong brand names attract Gen-Y, reflecting their career choices. Highly focused Gen- Yers are driven by innate desire to build, create, invent or produce something of their own and like to demonstrate self-extension through their work. The study shows that Gen-Yers are loyal to their jobs but not organizations. This set seeks learning at work along with the challenges and career progression at a super fast pace as their pre-decided retirement age is 40 years in their minds. With high peer pressure they believe in proving everything right NOW.

2. Motivation of Indian Gen Y:

This set is very analytical and appreciate transparency & unambiguity hence, appreciate sound company policies, considerate superior, restricted working hours, responsibility and independence, equitable pay and achievement at their workplace. For them extrinsic factors of motivation are more important. Gen Yers love to express themselves at work and to have a fun-filled, cheerful and open work culture.

3. Value Preference of Gen Y:

The Gen Yers' orientation to achievement is much higher than their orientation to money. Engaging learning & development programs and getting hands on experience on everything under the hood of their area of interest to enhance their competency, motivates them. The 'Now' generation, is influenced by their peers and family to accumulate wealth fast and prefer High fixed salary to variable salary.

4. Challenges for Organizations:

Leveraging diverse generational talents, integrating multiple perspectives and, making diversity at workplace blend and work is a massive challenge at the workplace today. Identifying each generation's

common and positive traits into mutually exclusive but collectively exhaustive archetypes will surely help, but this task in itself is very challenging.

5. Opportunities for Organizations:

The Generation Y in India is a remarkable group that is ambitious, optimistic, embraces change and has a clear sense of where they are headed. The organizations can leverage Gen Yers socio-techno and smart decision making skills.

6. Recommendations on HR policies, practices and organization culture:

Recruitment, selection and Structured Induction, Orientation and On-boarding	Individual & Organization Development (initiatives and interventions)	Performance Management System
Employer brand and unique Employee Value Proposition.	Sabbatical leave to pursue higher education.	A 180 degrees appraisal system.
Outstanding Gen Y employees as brand ambassadors.	Structured and customized training and development programs aligned with the professional/career needs of the Gen Y.	Innovative recognition programs.
Effective communication leveraging social media and technology with relevant and truthful messages.	Multi career ladder approach.	Attractive and customized incentives scheme.
Cut down recruitment and selection processes which are unnecessary and mundane.	Experiential and fun-filled learning experience without fear of being evaluated.	Freedom and responsibility to develop their projects .
Clear role and job description clearly communicated to the prospective candidate.	Mentor-Mentee approach.	Break down of every job into a series of project activity.
The induction, orientation and on-boarding phase range from 3 to 6 months with respect to the scope and role of the incumbent.		Clear communication and understanding of what is expected in the job.

Employee Benefits	Career development and succession planning	Employee Relations- Health & Safety	Organization climate & culture
Flexible working hours- Integration of work- Life	Distinguishing jobs from careers and distinct focus on career planning and development	Child care centres for females so as to give them flexibility to work.	Approachable, knowledgeable and competent Manager /Boss
Sponsorship for higher education	Match Career aspirations and support career aspirations of Gen Yers with business needs	Periodical health checkups for the employee and the family	Sports (or extracurricular activities) competition: This is to create an informal environment in an organization and competition
Fun Fridays	Assess values synchronization, performance, potential and likely career path.	Employee health and safety policies to be taken up as priority	Respect for views of employees: So that employees are more open to speak their thoughts and ideas.