



MILLENNIAL'S PERCEPTION ON EMPLOYEE ENGAGEMENT

Ms.Y. Jayaradha

Assistant Professor and Research Scholar, St.Martin's Engineering College, Secunderabad.Telangana, India

Dr.V.Tulasi Das

Dept. of HRM, Acharya Nagarjuna University, Guntur, A.P, India

ABSTRACT

KEYWORDS:

Millennials, Generation Y, Generation Z, Echo Boomers, Engagement.

The global workforce is undergoing a seismic shift due to rapid technological factors. The companies also are looking for the different set of generation to handle this rapid change. They need a generation which is fast, quick to adapt and highly techno savvy and whose working styles are reflects in the improved performance and productivity. At the same time there is a need to equally align with the organisational growth. This gap is bridged by "Millennials". The study aims to understand the perception and exceptions of millennials at the work place and required engagement strategies to handle them. The study has emphasized on the IT and IT enabled organizations of Hyderabad. The various statistical tools were applied on the primary data, which have been collected from the age group of 22 years – 32 years. The analysis result reveals that millennial employees are having the higher-level perception on the training and the customized benefits and remuneration for their work. The success of the organization depends on the skilled employee's higher engagement levels with the organizational goals.

INTRODUCTION

Employee engagement demonstrates the feeling of commitment, dedication, involvement and the energy that the employees bring to their work at the workplace. It is very important for the organisations to attract and retain these workforces on one hand for its survival and growth and at the same time it has to strategically advance and compete in the globalised business environment. Many researches in the world have proven that effectively engaged employees are highly productivity and efficient. With the rapid technological advancement, it is has become increasingly important for organisations to look for those employees who can bring them a winning edge. A long with the experienced employees, they need a younger generation to pump in new and innovative approach in workplace. This young generation is called as "Millennials". They are characterized as Tech Savvy, Adaptable, Creative with high expectation, carry generational difference, demanding at the workplace. Their ambition, desire to keep learning and move quickly upwards through an organisation, as well as their willingness to move on quickly if their expectations are not being met – requires a focused response from employers. Millennials want a flexible approach to work, but very regular feedback and encouragement. They want to feel their work is worthwhile

and that their efforts are being recognised. And they value similar things in an employer brand as they do in a consumer brand. Multi research have indicated that this young generation is born between 1981 to 2000 and it is a challenge for the organisations to accommodate them at the workplace.

As millennials continue to join the workforce in multitudes, organisations must be ready to work with these young generations, whose values differ greatly from their generational predecessors. Thus, it is vital of businesses to understand the importance of the millennial generation workforce and plan engagement strategies in place. This article is helpful in showcasing to know the perception of this young generation on engagement at workplace.

REVIEW OF LITERATURE

Ryan Pendell [2017] suggested through his article that managers should be aware of Millennials expectations in terms of their aspirations, goals and ambitions. He stated that Millennials wants to potential to learn, grow, achieve and lead in the organisations at a faster pace. Kaytie Zimmerman [2017] stated that for Millennials being loyal to their employers is important and expect their employers to be loyal to them in return, i.e they are hunger for benefits and personal development . Amy Adkins and Brandon Rigoni [2016], in their article suggested that the Millennials give top

priority to development. They think about job opportunities to learn and grow. They want to freely converse with their managers about how they want to pursue different career paths. Bruce N Pfau [2016] through his research suggested that for Millennials performance of job is important. They seek an environment that can provide them with resources, information, authority and training. They also want them to be respected, valued and treated fairly. They want their opinions to count, contributions to be recognised and rewarded.

Dr. Patricia Buckley, Dr.Peter Viechicki, Akrur Barua [2015], indicated that millennials want the businesses to focus on them and want financial security. *PwC's NexGen: A global generational study Report* [2013] stated in its survey, millennials employees look for greater flexibility at work, team oriented culture, support and appreciation and an environment that allows them to strive both personally and professionally. Belal A Kaifi, Wageeh A Nafei, Nile M. Khanfar and Maryam M [2012], Researchers have forced more on generational diversification. Further they emphasized that millennials have a competitive advantage because of their computer proficiencies. They have referred them as "New Media" generation. Jay Gilbert [2011], The Millennials: In his research on A new generation of employees, a new set of engagement policies stated that Millennials fundamentally think about their role as a stepping stone and a growth opportunity. But they also want to feel deeply committed to their role and to work for a manager who will invest in their development.

Jeanne C. Meister Karie Willyerd [2010], Mentoring Millennials, suggested that Millennials view work as a key part of life, not a separate activity that needs to be "balanced" by it. For that reason, they place a strong emphasis on finding work that's personally fulfilling. They want work to afford them the opportunity to make new friends, learn new skills, and connect to a larger purpose. That sense of purpose is a key factor in their job satisfaction; according to their research, they're the most socially conscious generation since the 1960s. Jennifer J. Deal , David G. Altman, Steven G. Rogelberg [2010] , Millennials at Work: What We Know and What We Need to Do (If Anything) This article stresses on few topics like work attitudes, long-term health outcomes, and personality factors that is likely influence the future behaviour of Millennials. Karen K. Myers, Kamyab Sadaghiani [2010] In their study stated that millennials work well in teams, are motivated to have an impact on their organizations, favor open and frequent communication with their supervisors, and are at ease with communication technologies. Eddy S.W, Linda Schweitzer and Sean T. Lyons [2010] According to their research, Millennials place great importance on individualistic aspects of job like salary, rapid advancement, development of new skills and satisfying life outside of work.

NEED OF THE STUDY

The study will help in understanding the perception and expectation of the millennials from their workplace. It will also help in identifying those factors or drives that can

kept them engaged and productivity. The need of the study is get an insight about the various challenges that the HR or the peer group face while handling these millennial generations and the required measure to engage

OBJECTIVES OF THE STUDY

1. To examine the factors that drives work engagement.
2. To know the perception of the millennial on the employee engagement.
3. To analysis the impact of engagement on the millennial at the work place.

HYPOTHESIS OF THE STUDY

Null Hypotheses – H0: There is no mean difference of the perception of the millennial on the employee engagement attributes

Null Hypotheses – H0: There is no significant impact of engagement on the Millennial at the work place.

METHODOLOGY OF THE STUDY

The study is exploratory and descriptive in nature. Literature evidence and information shows that there is relationship between the millennial exceptions and engagement practices.

- **Data Source:** The Secondary data was collected through articles, journals and websites for specific supporting information. Moreover, the primary data was collected through structured questionnaire.
- **Sample Sector and Design:** The Target respondents are employees of Selected Information Technology (IT) and Information Technology Enabled Services companies. They are Programmers, Software Developers, Software Team Leads, Facilities and support employees.
- **Sample Size and method:** Sample size of the study is 176 employees from age group between 22- 32 years. Both genders are equally considered. Convenience sampling technique is applied.

Analysis and Technique: The statistical Tools

The present study has considered the T test to identify the mean difference between the attributes. The discriminant analysis has been applied to the millennial perception level on the employee engagement with the organizational goal. The regression analysis has been applied to know the impact of the employee engagement on the millennial.

SCOPE OF THE STUDY

The study is carried out in the Selected Small and Medium Information Technology (IT) and ITes Organization with employee size from (100 to 1500 Employees) within the twin cities of Hyderabad and Secunderabad.

DATA ANALYSIS TABULATION

The Kaiser Mayer olkin test has been applied to know the sample adequacy for the factor analysis application and the KMO result indicated the 0.815 which is above the base value of .7, hence, it indicates that the sample is observed to be "meritorious" for the analysis.

Components						
		1	2	3	4	5
1	I have the clarity about the Vision and Mission of the company	.363				
2	I receive every important communication that is necessary.	.839				
3	I receive all the training to require pursuing a task.	.654				
4	I receive clear career path from the organisation	.532				
5	I receive help in navigating my career path from my boss		.626			
6	I have comfortable and flexible work schedules		.318			
7	My suggestions are valued by my boss		.204			
8	I receive straight feedback for my work			.772		
9	I am appreciated for the good performance			.606		
10	I am allowed to innovate and use creativity in my work			.583		
11	I am comfortable with my co-workers			.336		
12	I can balance both my professional and Personal Life				.751	
13	I receive customized benefits and remuneration for my work				.735	
14	I am uncomfortable with targets and deadlines in work place				.699	
15	I am comfortable to say connected to social media during my work					.862
16	I believe in Smart work and not Hard work					.622
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.						

Source: Compiled through SPSS version 20.0 on primary data.

The factor analysis has been applied with the help of principle component analysis on the attributes of the millennial employee engagement attributes. The PCA analysis extracted the 12 high loading factors out of 16 of the millennial employee engagement. Wilks lambda test has been applied to

know the model is fit for the application of discriminant analysis to identify the most effective factor which is motivating the millennial employee engagement. The following is the table which reflects the lambda calculated values.

Wilks lambda Test				
		T	Sig	Wilks Lambda
1	I receive every important communication that is necessary.	8.538*	.000	.89
2	I receive all the training to require pursuing a task.	11.412*	.000	.94
3	I receive clear career path from the organisation	6.978*	.000	1
4	I receive help in navigating my career path from my boss	12.659*	.000	.734
5	I receive straight feedback for my work	17.158*	.000	.813
6	I am appreciated for the good performance	16.007*	.000	.793
7	I am allowed to innovate and use creativity in my work	9.346*	.000	.932
8	I can balance both my professional and Personal Life	12.864*	.000	.816
9	I receive customized benefits and remuneration for my work	18.159*	.000	.881
10	I am uncomfortable with targets and deadlines in work place	6.718*	.000	.925
11	I am comfortable to say connected to social media during my work	12.586*	.000	1
12	I believe in Smart work and not Hard work	12.537*	.000	.000

Source: Compiled through SPSS version 20.0 on primary data

In the above analysis of wilks lambda test results states that all the attributes are observed to be fit for the model of discriminant analysis except one attribute i.e., “I believe in Smart work and not Hard work” because the wilks lambda value is observed 0 and rest of the variable calculated are near to 1. Therefore, for the discriminant analysis eleven attributes of the millennial employee engagement attributes will be considered.

Descriptive Statistics and t - test

		t	df	Mean Difference
1	I have the clarity about the Vision and Mission of the company	16.153*	175	1.44633
2	I receive every important communication that is necessary.	8.538*	175	3.81356
3	I receive all the training required to pursue a task.	11.412*	175	1.09605
4	I am provided with the required resources at workplace.	6.952	175	2.79096
5	I receive clear career path from the organisation	6.978*	175	3.68927
6	I have a good peer group leadership	8.192	175	2.76271
7	I receive help in navigating my career path from my boss	12.659*	175	2.40678
8	I have comfortable and flexible work schedules	12.836*	175	3.50847
9	My suggestions are valued by my boss	11.327*	175	1.02260
10	I receive straight feedback for my work	17.158*	175	2.59887
11	I am appreciated for the good performance	16.007*	175	4.55932
12	I use technology to make my work simpler	7.697	175	1.87006
13	I am allowed to innovate and use creativity in my work	9.346*	175	1.04520
14	I am comfortable with my co-workers	12.864*	175	2.19774
15	I can balance both my professional and Personal Life	16.542*	175	3.62712
16	I receive customized benefits and remuneration for my work	18.159*	175	3.74011
17	I am uncomfortable with targets and deadlines in work place	6.718*	175	2.74011
18	I have the freedom learn new skills	18.536	175	1.72881
19	I am comfortable to say connected to social media during my work	12.586*	175	2.28814
20	I believe in Smart work and not Hard work	12.537*	175	2.45198

Source: Compiled through SPSS version20.0 on primary data.

The table depicts the results of the Mean, Mean Difference, One sample T test values of the millennial perception on the employee engagement attributes. The analysis result reveals that the respondents’ millennial indicates the strong perception for the attribute of “I am appreciated for the good performance (4.55932), followed by the “I receive every important communication that is necessary” and “I receive clear career path from the organization” attributes with respective means (3.81356 and 3.68927).

The t-statistics of the above employee engagement attributes are observed to be significant at 5% level except the attributes of “I am provided with the required resources at workplace”, “I have a good peer group leadership”, “I use technology to make my work simpler”, “I have the freedom learn new skills,” which shows non-significant at 5% significance level. Thus the table concludes that millennial employee engagement attributes will not be considered for the factor analysis.

Canonical Discriminant Functions Eigen values				
Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	.36 ^a	100.0	100.0	.626

a. First1 canonical discriminant functions were used in the analysis.

Source: Compiled through SPSS version20.0 on primary data

The table depicts the variance analysis with Eigen values for the perception levels of the millennial employee engagement attributes for the superior performance of the

organization. The canonical correlation is observed to be above the base value of 60% for the discriminant function.

No. s	Attributes	Discriminant Coefficient	Relative contribution in TDS	Beta Coefficient
1	I receive every important communication that is necessary.	0.582	8.63	.274
2	I receive all the training to require pursuing a task.	.291	3.14	.193
3	I receive clear career path from the organization	.682	10.61	.471
4	I receive help in navigating my career path from my boss	.513	11.87	.281
5	I receive straight feedback for my work	.316	6.35	.025
6	I am appreciated for the good performance	.591	16.82	.058
7	I am allowed to innovate and use creativity in my work	.688	14.63	.195
8	I can balance both my professional and Personal Life	.172	6.82	.724
9	I receive customized benefits and remuneration for my work	.315	5.85	.814
10	I am uncomfortable with targets and deadlines in work place	.417	6.55	.079
11	I am comfortable to say connected to social media during my work	.514	8.73	.104
			100	

Source: Compiled through SPSS version 20.0 on primary data

The above discriminant analysis has been applied on the attributes of the millennial employee engagement. The highest relative total discriminant score result indicated for the attribute of “I am appreciated for the good performance (16.82)”, followed by the “I am allowed to innovate and use creativity in my work (14.63). The least relative contribution for the total discriminant score is observed to be for the attribute of “I receive all the training to require pursuing a task” and followed by the second least attribute is found to be “I receive customized benefits and remuneration for my work”.

The Linear Regression has been applied on the employee engagement of the millennial attributes which are significant under the T and Wilks lambda test at 5% level. The beta coefficient value reflects that the attribute “I receive customized benefits and remuneration for my work” is having the highest impact (0.814) on the millennial for the engagement with the organization and followed by the attribute of “I can balance both my professional and Personal Life” also having the second highest impact (0.724). The least influence attribute is observed to be under the linear regression is found to be “I receive straight feedback for my work (0.025)”.

FINDINGS OF THE STUDY

The following are the findings which were derived with the statistical results. The following are the findings for the titled “Millennial’s Perception on Employee Engagement”.

1. The study found that the perception of the millennial on the employee engagement attributes. The T test has been applied and the analysis result reveals that the respondents millennial indicates strong perception for the attribute of “I am appreciated for the good performance (4.55932), followed by the “I receive every important communication that is necessary” and “I receive clear career path from the organization” attributes with respective means (3.81356 and 3.68927).
2. The study found that the higher level of perception of millennial on the employee engagement with the help of discriminant analysis. The highest relative

total discriminant score result indicated for the attribute of “I am appreciated for the good performance (16.82)”, followed by the “I am allowed to innovate and use creativity in my work (14.63).

3. The least relative contribution for the total discriminant score is observed to be for the attribute of “I receive all the training to require pursuing a task” and followed by the second least attribute is found to be “I receive customized benefits and remuneration for my work”.
4. The linear regression has been applied to know the impact on the millennial with the employee engagement attributes. The beta coefficient values reflects that the attribute “I receive customized benefits and remuneration for my work” is having the highest impact (0.814) on the millennial for the engagement with the organization and followed by the attribute of “I can balance both my professional and Personal Life” also having the second highest impact (0.724).
5. The study found with the beta coefficient the attribute of “receiving the straight feedback for my work (0.025)” is having the least influence on the millennial for the engagement with the organization goals.

SUGGESTIONS OF THE STUDY

The following are the suggestions based on the findings to improve the millennial employee engagement with the organization goals. They are as follows,

1. The study suggests that millennial employees should be appreciated for the efforts, which they are contributing for the organization. The IT and IT enabled sector mainly depends on the employee technical skills. Hence there is a need for the organization to lay the clear path for the millennial career growth, so that they can engage with the organizational goals.
2. The study observed that millennial is having the stronger perception and exception on the training

and the customized benefits and remuneration for their work. Hence study suggests providing the required training keeping in view of the new emerging technologies through that they can mould them self technically to accommodate for the future needs of the organizations.

3. The study observed with the help of linear regression beta coefficient that there is an impact on the millennial engagement with the organizational goals with the attributes of benefits and remuneration and balance of personal and professional life. Hence it has been advised to the managements of the IT and IT enabled organizations. There is a need to establish an internal system, where any employee who contribute more for the task, they should receive more benefits and remuneration.
4. The employees of the IT sector are unable to give their productive time with their family, hence it has been suggested to the organizations to plan the projects in such a way, where they need not to stretch for the longer hours at work place.

CONCLUSION

The study concludes the titled “Millennial Perception on the Employee Engagement” in IT and the IT enabled sector. The study has considered the Hyderabad based organizations and collected the primary data from the age group of 22 -32 years. The Millennial perception has been analyzed and the results indicated the stronger perception on the training and the customized benefits and remuneration for their work. In this sector personal life is effecting due to over stretch of working hours. The managements have to plan properly and plan the work process so that employees can balance the professional and personal life. The success of any organization depends on their employee engagement with the organizational goals.

LIMITATION OF THE STUDY

In the present study demographic factors were not considered. Hence there is a chance that all the opinions of the millennial are same with attributes which motivates them to engage with the organizational goals. This study focused only on services sector i.e., IT and IT enabled organization employees. The manufacturing sector millennial opinions may differ with the opinions which are given by the service sector millennial employees.

FURTHER SCOPE OF THE STUDY

The study can be extended to larger sample to strengthen research findings. The study could provide add (or) delete the factors which would influence behavioral aspect of the millennials regarding the work place engagement practices.

REFERENCES

1. **Jay Gilbert [2011]**, *The Millennials: A new generation of employees, a new set of engagement policies*, Ivey Business Journal.
2. **Jeanne C. Meister Karie Willyerd [2010]**, *Mentoring Millennials*, Harvard Business Review.
3. **Jennifer J. Deal ,David G. Altman, Steven G. Rogelberg [2010]** , *Millennials at Work: What We Know and What We Need to Do (If Anything)*Journal of Business and Psychology, June 2010, Volume 25, Issue 2, pp 191–199.
4. **Karen K. Myers, Kamyab Sadaghiani [2010]** *Millennials in the Workplace: A Communication Perspective on Millennials’ Organizational Relationships and Performance*, Journal of Business and Psychology, June 2010, Volume 25, Issue 2, pp 225–238.
5. **Kaytie Zimmerman [2016]** *What to do with a Millennial Employee that’s bored at work*, www.forbes.com.
6. **Eddy S.W.Ng, Linda Schweitzer and Sean T. Lyons [2010]** *New Generation , Great Expectations: A Field study of the Millennial Generation*, Journal of Business and Psychology , June 2010, Volume 25, issue 2, PP 281-292.
7. **Jeanne C. Meister and Karie Willyerd, [2015]** , *The 2020 Workplace: How Innovative Companies Attract, Develop and Keep Tomorrow’s Employees Today. A report.*
8. **Thompson.C and Gregory. J.B [2012]** *Managing Millennials: A framework for Improving Attraction, Motivation and Retention. The Psychologist- Manager Journal, 15 (4), 237-246.*
9. **Tantaswa Fuba [2017]** *A Book on “ HR Future- Managing the Millennials”*, Volume 2017 Number 9, September, PP 16-17.
10. **Belal A Kaifi, Wageeh A Nafei, Nile M. Khanfar and Maryam M [2012]** , *A multi- Generational Workforce Managing and Understanding Millennials*, International Journal of Business and Management, ISSN 1833-3850, Volume 7, No 24, 2012.
11. **Andrea Hershatter and Molly Epstein [2010]**, *Millennials and the World of work: An Organisation and Management Perspective*, Journal of Business and Psychology, June 2010, Volume 25, Issue 2, pp 211-223.
12. **Amy Adkins, Brandon Rigoni ,** *What Millennials want from a New Job*, an article published in www. Hbrascend.in.
13. **Kaytie Zimmerman [2017]**, *5 Things We Know From A Job*, Article published in a book – *The Little Black of Billinaire Secrets – online.*
14. **Bruce.N.Pfau [2016]** *Wjat Do Millennials Really want at worl? The same Things the Rest of Us do*, Harview Business Review Published on 07th April 2016.
15. **PwC’s NexGen: A global generational study Report** by PwC’s Annual Global CEO Survey by London Business Schools and University of California in 2013.
16. **Amy Adkins and Brandon Rigoni [2016]**, *Millennials want jobs to be development opportunities*, Published in Gallup Business Journal, 2016.
17. **Ryan Pendell [2017]** *Why Your Best Millennials Will Leave and How to Keep Them*, Published in Gallup news and opinion, October 2017.
18. **Dr. Patricia Buckley, Dr.Peter Viechicki, Akrur Barua [2015]**, *A New Understanding Of Millennials : Generational Difference Re-Examined* , Published in Deloitte Insight on October 2016.