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REDEFINING MANAGEMENT PRINCIPLES FOR THE 'DIGITAL' GENERATION

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ABSTRACT

The current study aimed to examine the differences in the expectations and priorities of the leaders from the Information Technology and Enabled Services (ITES) sector and their followers belonging to the Digital generation with respect to various work related parameters. Data was collected from 13 Project managers of an ITES organization and 96 team members belonging to the delivery team. Differences in the work values, work motivation and feedback seeking behaviour of Project managers, representing the Gen X cohort, and their team members, representing the Gen Y cohort, was assessed using the Work Ethics scale (Blau, 1997) Work Intrinsic and Extrinsic Motivation Scale (Trembley et.al, 2009) and Feedback Seeking scale (Ashford, 1986). An independent t test analysis indicated significant differences in the Gen X and Y representatives on these work related aspects. Results have been discussed in the context of people handling skills necessary to manage these gen Y employees and appropriate leadership model required to deal with the millennials.

KEYWORDS

millennials, work values, work motivation, feedback monitoring, feedback inquiry, leadership.

INTRODUCTION

All businesses are becoming global today. Most organizations either aspire to be present in multiple nations or look to service global clients. The handling of the workforce required to achieve these goals also require a global perspective. One such sector is the Informational technology and Enabled Services (ITES) sector which largely caters to global clientele. The IT industry has shown a continuous growth and is expected to show a year on year growth of 13 % in the year 2015. The export plus domestic revenue for 2015 is estimated to be 146 billion USD (Nasscom Report, 2015). It contributes up to 9.5 % to overall GDP of the country. This sector therefore shows a tremendous opportunity for employment generation and talent acquisition. However, management of the workforce from the IT sector has its own challenges. One of the major problems is the talent crunch or capability deficit that is faced by most IT organizations. There have been serious concerns regarding availability of the right talent for hiring and a corresponding filling up of positions rather than acquisition of talent by organizations. The attraction and retention of the right set of talent has consistently made the HR department look for various measures that will improve the Employer Branding of the organization.

One major concern of this sector is the demographics of the employees. IT is a young sector with a large number of employees belonging to the Gen Y cohort. In fact, most business sectors in general and the IT sector in particular has seen an exponential growth in the percentage of the millennial employees working for them. It is estimated that by 2020, millennial will form 50% of the global working population (PWC Report, 2011). These millennial will pose a number of issues for the leaders from this sector. Millennial consistently challenge the traditional models of leadership that have yield benefits to the organizations. Past study have shown that there is tremendous gap in expectations, priorities and work related beliefs. The current study aimed to study the gen Y of this sector and their work related attitudes and beliefs possessed by the Gen X and Gen Y (e.g. Smola and Sutton, 2002; Cogin, 2012; Glass, 2007). These have huge bearing on the management practices and leadership behaviour that should prevail while dealing with group. The current study was designed as a part of a planned Leadership development intervention carried out in an ITES company. The intervention involved psychometric assessment, training and executive coaching conducted for the middle management representative of the company. An attempt was made to assess the leader's work related aspects and compare them with the beliefs of their followers on the same aspect.

The followers have been coined as "Digital" for a number of reasons. To begin this workforce shows an obsessive need to be constantly connected with the external world through the digital and social media platform. Their constant presence on social media can be a boon as well as a bane for organizations. This also poses great challenge to the managers while ensuring a 100 percent psychological presence in the physical form. Thus there is tremendous need to manage them on digital, social as well as physical platform.

The main objectives of the study were:

- To examine the beliefs of the leaders and followers on important work related parameters such as work values, work motivation and feedback seeking.
- To develop a leadership model for training and leadership development
- To suggest interventions that can facilitate the management of the millennial population belonging to the IT sector.

GENERATIONAL COHORTS

A generation is defined as a set of people who develop a similar set of values, beliefs and behavioural patterns developed due to exposure to similar set of political, social and cultural events witnessed by them (Kupperschmidt, 2000). Work places have been accommodating four generations till the recent past namely the veterans The differences between perspectives possessed by the four generations at work namely the Veterans (born between 1925- 1940), baby boomers (born between 1941-1960) Generation X (born between 1961-1976) and the Generation Y (born between 1977-1992) (Glass, 2007). Past research have tried to capture the differences between the values, attitudes, behaviours and preferences in these generations (Glass 2007; Smola and Sutton, 2002; Murphy et al, 2004). The Gen X is smaller in size than the baby boomers as well as the Gen Y. The Gen X are known to be tech-savvy, practical in their approach and focused on outcomes, as compared to the baby boomers.

DIGITAL GENERATION

The current study prefers to coin the Gen Y as the Digital generation. The main reason for this prescription is that the Gen Y is constantly navigating between the real and the virtual world. Their space is defined by the social media platforms more often than the physical world. Gen Y or the Digital generation, is a very confident generation, extremely comfortable with technology and always connected with the world. Past research also suggests that they have a sense of entitlement and believe that promotions should come regularly regardless of the efforts put in (Alsops, 2008). They continuously like to seek praise and have very low threshold for criticism. Millennials also look for meaningfulness and purpose in the roles that they perform (e.g., Ng, Schweitzer, & Lyons, 2010). Murphy et al (2004) have found a significant difference in the instrumental and terminal values in the generational cohorts who have significant bearing on performance, motivation and beliefs of the world of work. Messer (2008) believes that millennial care about salary, benefit, career growth and advancement in that order of importance.

To sum up Gen Y are more inclined to the belief that "I chose to join you" than the belief that "You chose to hire me". As the Gen Y has started becoming the central force of today's world of work, it has become imperative for managers largely belonging to the Gen X to understand the characteristics, attitudes and behavioural pattern of the Gen Y. Such insights would greatly help Gen X managers to create a better working alliance with the millennial employees.

WORK VALUES

The centrality of work and the meaning attached to it has changed over the decades. The values attached to work also have evolved with time. Values are people beliefs of the right or wrong. Work values have been described narrowly, such as a worker's attitudes about what one should expect from the workplace. In the 16th century the Protestant work ethic (PWE) based its premises on the basic assumptions that hard work, dedication, frugality, and perseverance were pathways to salvation (Steiner & Steiner, 2000). Work values mean different things to different researchers (Smola & Sutton, 2002). Dose (1997) indicates that most of the researchers seem to agree that work values are evaluative standards that are relevant on the work context. In her path breaking work she had identified 10 conceptualizations that measure work values.

Belief in certain set of work values determines the attitudes and behavioural patterns of the employees. Gen X and Gen Y show marked difference in their belief in the work values. This fact has been systematically summarized by Cugin (2012) in her seminal work. The difference in work values are seen in the preferences of dressing style and appearance from a more formal to a casual attire (Crumpacker and Crumpacker 2007), job mobility in terms of readiness to change the employer (Morrison, Erickson and Dychtwald 2006), and commitment (Martin 2005). Needless to say almost 58% of the organizations face conflicts between older and younger generations (Burke 2005). Many organizations are struggling to attract and retain the younger talented lot (Michaels, Handfield-Jones and Axelrod 2001). The new age employees are thus forcing HR to rethink on the traditional decisions making methods and leadership models. The current study aims to tap the difference in some of the work values possessed by the two generation cohorts.

WORK MOTIVATION

Understanding the motivational drivers of employees is the core of people management. The expectancy theory endorses that external motivators work only if rewards and incentives are in line of the expectations and beliefs of the employees. Researchers have mixed responses on whether gen X and Gen Y actually differ from each other in terms of work motivation. Eddy Ng et al (2010) studied the factors that motivate the millennial generation (Ng, Schweitzer, & Lyons, 2010) and found that "Millennials rated opportunities for advancement as the most desirable work-related attribute" (Ng, et al., 2010, p. 286). This was followed by people focus, need for training and developmental opportunities and work-life balance. Interestingly good starting salary was rated at number nine in this study (Ng, et al., 2010). On the other hand, Montana & Lenaghan (1999) found that Generation X (recent graduates) and Generation Y (current undergraduates) identified the exact same six motivational factors; steady employment, respect for me as a person, good pay, chance for promotion, opportunity for self-development and improvement, and large amount of freedom on the job. One reason for this may be the small difference in the age considered by them to define the Gen X and Y. The current study looked at work motivation as explained by the self-deterministic theory developed by Tremblay et al (2009).

FEEDBACK SEEKING

Feedback seeking behaviour has its roots in Social Psychology. It becomes a critical driver of self-awareness and self-regulation for an individual committed to growth and excellence. Performance feedback seeking behaviour has currently attracted a lot of empirical attention. Feedback seeking behaviour helps people to assess their strengths and weaknesses (Williams & Johnson, 2000), enhance performance outcomes (Renn & Fedor, 2001) and manage impressions at work (Ashford & Northcraft, 1992). A very detailed review of Feedback seeking behaviour has been presented by Ashford and colleagues (2003). Ashford and Cummings (1983) defined feedback-seeking as conscious devotion of effort toward determining the correctness of the adequacy of the behaviour in achieving the desired goal states. For this purpose, individuals may either monitor self and others behaviour and collect feedback by observation. This is in line with Bandura's (1977) social learning theory where feedback is sought on the basis of vicarious satisfaction. On the other hand, people may directly ask for the feedback by inquiring with key stakeholder. Basically Feedback seeking behaviour has been linked to three types of motives namely the instrumental, the ego-based, and the image-based motive (Anseel, 2007). The instrumental motive helps employees to get a direction to attain meaningful goals and outcomes. The ego-based motive suggests that people will seek feedback when it is likely to result in ego fulfilling prophecies. On the other hand, they would refrain from seeking feedback when the outcomes are seen as endangering their ego and self-esteem. Finally, an image-based motive involves seeking feedback to create a positive image in the organization. Past research has proved that individuals seek feedback when they perceive the environment as positive and non-threatening (e.g.; Brutus & Cabrera, 2004; Levy et al., 2002; Vancouver & Morrison, 1995). Given the findings of the past studies it can be assumed that millennial employees would seek greater feedback given their need to know the organization better, create a positive image for them and exhibit goal oriented behaviour at work.

Thus the current study aims to compare the work values, work motives and feedback seeking behaviour of Gen X and Gen and gather insights for better management of millennial employees.

HYPOTHESES

Smola and Sutton (2002) found that generational work values differences can be explained by the cross-vergence theory. According to this believe values are developed in response to the economic development and cultural heritage that a person experiences (Gustafson, Cheu and Terpsta, 1993). Since the Gen X and Y experience a separate set of economic development and cultural values, it is hypothesized that:

H1: There will a significant difference in the work values of Gen X and Gen Y

Jurkiewicz and brown (1998) have found that generational cohorts are predictors of motivation. Montana and Petit (2008) have found in their study that Gen X and Y do not share the same motivational factors. Thus the hypothesis states that:

H2: There is a significant difference in the work motivation of Gen X and Gen Y

Ashford (1986) has looked at Feedback seeking behaviour with respect to age, gender and other social aspects. It was expected in the current study that Gen X and Y would differ in terms of monitoring and inquiry about the feedback. Thus the hypothesis:

H3: There will be a significant difference in the Feedback seeking behaviour of Gen X and Gen Y.

RESEARCH METHODOLOGY

SAMPLE

The sample for the current study comprised of Project managers and their team members. Out of the total N of 109, 13 participants were project managers who were participants of the leadership development program carried out for the organization. Out of the 13, 9 managers (70 %) were males while 4 (30%) were females. The average age of this group was 44.2 years and the average work experience 21.33 years. All the managers were handling the current role for more than 2 years.

The total number of millennial employees considered for this study was 96. All of them belonged to one of the teams of the project managers in question and were full time employees. The average age of the followers was 24.6 years with an average work experience of 1.2 years. 51 (53. %) of the respondents were males and 45 (47 %) were females. All the participants operated from Mumbai which was the Head Quarter of the organization.

SURVEY INSTRUMENT

The present study used a survey tool comprising of two sections. The first section required the participants to provide demographic data in terms of age, gender and years of experience.

The second section comprised of the following instruments used to measure the work related aspects:

WORK VALUES

The work values were measured using the Work Ethics scale developed by Blau and Ryan (1997). The shortened version of scale comprises of 12 items and provides information on four factors namely hard work, non-leisure, independence and Asceticism. All the scales show adequate internal; consistency (value greater than .70) reliabilities (Nunnally 1978). All the participants were asked to rate their responses on a 5 point Likert scale indicating their agreement from strongly agree to strongly disagree.

WORK MOTIVATION

Work Motivation was measured using the Work Extrinsic and Intrinsic Motivational Scale (WEIMS), based on the self-deterministic theory, developed by Tremblay et al (2009). The 18 item scale comprises of 6 sub sets:

- Amotivation (Amos) which is at the lower end of motivation wherein the person lacks the motivation to act or acts passively
- External Regulation (ER) wherein the act is done only to gain reward
- Introjected Regulation (IR) where task is undertaken for self-esteem needs
- Identified Introjection (IDR) where the individual does the act because they identify with the value or meaning of it and accept it as one's own.
- Integrated Regulation (INTR) where the action is almost a part of one's sense of self
- Intrinsic Motivation (INTM) where the pursuit of an act is purely due to internal need

The first three consolidate in to the non-self-deterministic pattern of motivation and the last three comprise of the self-deterministic pattern of motivation. The alpha values reported for these scales range from 0.64 to 0.84) and are considered to have adequate reliabilities. The response was based on a five point Likert scale ranging from do not correspond at all to correspond completely.

FEEDBACK SEEKING

This was measured using the 2 sub scales from the feedback seeking behaviour scale developed by Ashford (1986). The 2 sub scales were the frequency of feedback seeking in terms of monitoring and inquiry. Reliabilities for the two scales are reported as 0.77 and 0.73 respectively. The responses were based on a five point Likert scale ranging from very frequently to very infrequently.

DATA COLLECTION

Data collection included distribution of the physical copies of questionnaire to the project manager during one of the sessions of the Leadership Development program. The team members were emailed a link of a google doc's form. The link was sent to 112 team members. 16 people did not respond to the request due to miscellaneous reasons yielding a response rate of 87.15%. All the team members were born till the year 1994 and therefore qualified for the study.

DATA ANALYSIS TECHNIQUE

Data analysis was conducted using the Statistical Package for Social Science (SPSS) software version 17.0. An Independent t test was conducted to compare the mean scores of the leaders and followers on work values, work motivation and feedback seeking behaviour.

RESULTS

Table 1 shows the summarized results of the reliability analysis.

TABLE 1: SUMMARY OF CRONBACH'S ALPHA RELIABILITY ANALYSIS (Full-scale study, n=109)

Variables	Number of Items	Cronbach's Alpha
Work Values	12	0.81
Work Motivation	18	0.88
Feedback Seeking	7	0.88

TABLE 2: MEAN SCORES OF THE PROJECT MANAGER AND THEIR FOLLOWERS ON WORK RELATED PARAMETERS

Variables	Aspects	Followers		Leaders		t values	df
		Mean	SD	Mean	SD		
Work Values	Hard work	8.77	3.63	12.19	1.92	5.31 **	107
	Non-leisure	9.07	2.54	7.00	2.71	2.74**	107
	Independence	10.2	2.38	8.31	2.98	2.60**	
	Asceticism	10.8	2.42	7.62	3.53	4.20**	
Work Motivation	Intrinsic Motivation	8.54	2.59	11.15	2.99	2.88**	
	Internal Regulation	6.38	2.25	9.52	3.03	3.59**	
	Identified Regulation	7.31	2.90	10.09	2.62	3.54**	
	Introjected Regulation	9.17	3.10	7.00	2.38	2.41**	
	Extrinsic Regulation	9.82	2.40	7.46	3.48	3.14**	
	Amotivation	6.77	2.12	6.31	3.05	-.52 (ns)	
Feedback Seeking	Monitoring	14.04	3.49	13.92	4.21	0.11 (ns)	
	Inquiry	11.20	2.87	9.23	3.27	2.27 *	

** Significance value greater .01, * significance value greater than .05

The mean scores of the project leaders and their followers were compared using an independent t test. The results of the analysis are presented in Table 2. As seen the table 2, with respect to work motivation, Gen X's emphasis on Hard work (Mean= 12.19, SD= 1.92) was significantly higher than Gen Y (Mean= 8.77, SD= 3.63) (t= 5.31, p <.01, df =107). This indicates that the project managers value hard work to a large extent and may expect the same kind of emphasis from the followers. Similarly, on the non-leisure aspect, Gen X were significantly low on the belief that work should provide greater leisure time (Mean= 7.00, SD= 2.71). On the other hand, followers believed that work setting should provide enough opportunity for work life balance (Mean= 9.07, SD= 2.54) (t= 2.74, p <.01, df =107). The belief in independence as a driving force to success was significantly stronger in Gen Y (Mean= 10.2, SD= 2.38) than Gen X (Mean= 8.31, SD= 2.98) (t= 2.66, p <.01, df =107). Finally, in terms of asceticism, the need for immediate gratification and reward was significantly higher in Gen Y (Mean= 10.80, SD= 2.42) as compared to Gen X (Mean= 7.62, SD= 3.53) (t= 4.20, p <.01, df =107). Thus Hypothesis 1 that there will a significant difference in the work values of Gen X and Gen Y was fully supported.

In case of work motivation, Gen X was significantly higher in Intrinsic motivation (t= 2.80, p <.01, df=107), Internal Regulation (t= 3.59, p <.01, df=107) and Identified Regulation (t= 3.54, p <.01, df=107) as compared to the Gen Y. The mean scores and standard deviations for each of the aspects are mentioned in Table 2. Gen Y showed significantly higher score on Introjected regulation (t= 2.41, p <.01, df =107) and Extrinsic Regulation (t= 3.14, p <.01, df=107). On the whole Gen X seemed to be more intrinsically motivated and self-determined than Gen Y. These differences could be attributed to the duration spent in the organization as well as the age and stage of life that one belongs to. However, they have huge bearing on the management style adopted by Gen X leaders towards the Gen Y employees. No difference was found on the aspect of amotivation (t= 0.54, ns, df =107). Thus hypothesis 2 that there is a significant difference in the work motivation of Gen X and Gen Y was partially supported.

Finally, with respect to Feedback seeking behaviour, it was found that there was no significant difference in the monitoring behaviour of Gen X and Gen Y (t= 0.11, ns, df=107). However, in case of inquiry Gen Y should a significantly higher tendency to indulge in feedback seeking by direct inquiry (Mean= 11.2, SD= 2.87) than Gen X (Mean= 9.23, SD= 3.27) (t= 2.27, p <.02, df=107). Thus the hypothesis 3 that there will be a significant difference in the Feedback seeking behaviour of Gen X and Gen y was partially supported.

Thus the current study extends support to earlier findings that there is a difference in the beliefs, values and behavioural preferences of Gen X and Gen Y.

DISCUSSION

The current study was designed with an objective of gaining insights for better team management of 13 project managers who were a part of a Leadership development program and utilizing these insights for module development and training of the participants. The central idea was to assess the Gen X and Gen Y members on their work motivation, work values and feedback seeking behaviour and see if there is a gap between how the two generation cohorts approach the world of work. The major objective was to utilize this information for content development and training of these project managers during the coaching and training sessions.

Lots of speculations have been made about what Millennial want and how to keep them happy. The millennial employees seem exercise a great degree of choice in deciding which organizations to work for, how long to stay with the organization and which way to move forward in the career journey. So much so that hiring managers have been quoted saying that “we are not interviewing them, they are interviewing us.” (Kyle, 2009). The findings from the current study point out the gaps in the beliefs of the two generations with respect to work related aspects. Considering that Gen X emphasizes so much on hard work, they are likely to use the same benchmarks for their followers. However, the Gen Y, who generally believes in entitlement of promotions and rewards, may not be very happy with this management position. The definition of hard work becomes a critical factor to bridge this gap. In case the manager is able to connect hard work to systematic career progression and strategic growth in the company, Gen Y is more likely to look at this demand positively. Besides Gen X managers have to realize and accept that socialization across various platforms such as the twitter, Instagram and Facebook form the core of the existence for this generation. This coupled with a belief that work should provide enough opportunity for work life balance and socialization call for innovative HR practices that can engaged the younger crowd and keep them excited about staying connected with the organization. Besides the leaders also need to be very adept at these new technologies and try to connect with this digical generation online as well as off lien. How much is the leader seen active on social media in term of blogs, tweets etc. make huge impression on how modern and update the leader actually is and may be taken seriously by the younger generation. The need for independence requires that the Gen X realize that Gen Y will not wait for independent assignments and recognition as much as them and therefore will need to plan for deeper level coaching and mentoring for empowerment of this generation.

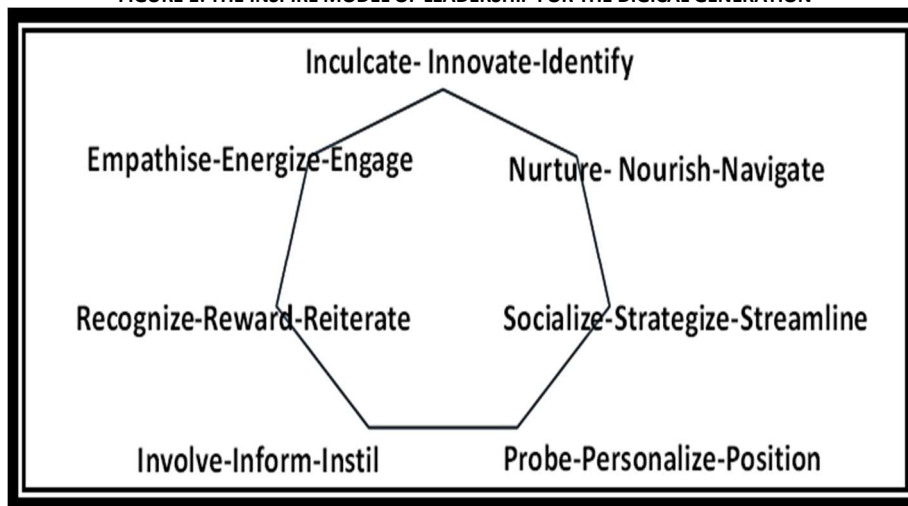
All said and done the Digical generation is experimenting, high risk taking and hungry for recognition and rewards. These qualities can only be leveraged if the leader takes them as complimentary skills rather than threats and create a breeding ground for insecurities and envy.

The emphasis on extrinsic motivation and rewards by the Gen Y is very logical given the age a stage of the millennials and their impatience with outcomes, progression and social accolades. Thus leaders and HR specialists need to clearly look at how incentives and bonuses can also be an integral part of the delivery teams to which the current lot belongs. This will not only harness a performance focused culture but also pave a path for a recognition focused culture. The high need for feedback seeking would also mean that Gen X will need to indulge in frequent performance based feedback sessions rather than the standard annual appraisal discussion. A fact based discussion followed by a proper coaching and course correction attempt can help Gen Y become more self-aware and tuned to the expectations of the organizations from them. To summarize Gen X would need to look hard at these gaps and take care to see that their preference or beliefs in no way makes them blind or biased towards the Digical generation.

LEADERSHIP MODEL FOR THE DIGICAL GENERATION

There have been a number of attempts in the past to prescribe Leadership competencies for the new age employees (Espinoza, Ukleja, and Craig, 2011; PWC Report 2013, Nasscomm Report 2015, Cognizant Report 2012). Need for such models cannot be underestimated, given that 60 % of the working population would be in the hands of the millennials in less than 5 to 6 years. Organizations need to brace themselves up to look attractive, meaningful and growth oriented to this generation to develop a competitive edge. The current Gen X mangers become the key point of contact with this lot and therefore organizations must invest in research and training of this critical lot to equip them with the right set of skills that can help them manage the younger work force better. The current study makes a humble attempt to suggest a leadership model that can be prescribed to today’s leaders so that they groom the Gen Y as tomorrow’s leaders. While the implications of this model have greater impact on the ITES organizations, there are reasons to believe that the same can be applied to other sectors. The current exercise can be summed up with the prescription of the **INSPIRE** model of leadership for the Digical generation management:

FIGURE 1: THE INSPIRE MODEL OF LEADERSHIP FOR THE DIGICAL GENERATION



Source: Author

Figure 1 depicts the INSPIRE model for New Age Leaders. The model tries to look at Leadership behaviour through 7 parameters:

INCULCATE-INNOVATE-IDENTIFY

Leaders are first expected to inculcate a discipline and culture that is up held by the organization. While the followers would love to follow their own way of working, organization would expect them to imbibe the culture spelt out by the organization keeping the vision and mission in mind. Innovation would ensure a sense of empowerment for the Gen Y which they hold in high respect. Identifying the critical talent that needs to be groomed keeping the future need in mind is critical for talent management. Leaders should identify employees who can reciprocate to organizational efforts through commitment and perseverance.

NURTURE-NOURISH-NAVIGATE

This is the mentoring, coaching and the hand holding bucket that ensures an adequate investment of time resources and effort to groom the critical talent. A constant effort on skill building, relationship building and direction is likely to prompt the follower to grow along with the organization rather than outside the organization.

SOCIALIZE-STRATEGIZE-STREAMLINE

Socialization process has a very different connotation with the Gen Y. Managers need to improve their ability to been seen, heard and felt across a number of social media avenues. Similarly, Gen Y can be taken as strategic partners to utilize the intrapreneurial skills that many of them possess. Having said this, innovation

and experimentation may not always be accompanied by compliance and rule bound behaviour. Thus it is essential that the manager streamline processes to ensure a better adherence and sense of transparency to prevail within the team.

PROBE-PERSONALIZE-POSITION

Gen Y have always enjoyed the attention and pampering during their growing age. These overtures can be extended in the work place by a manager who shows a patient ear to their problems, addresses the tolerance and emotionality related issues while dealing with teams and personalizes the rapport and relationship in the most professional manner. Finally, the buy in from the millennial is a matter of appropriate positioning various options and perspectives by the leader. All of this would require honing of interpersonal skills that will help managers' deal the younger lot better

INVOLVE-INFORM-INSTIL

Involvement and inclusion is at the core of trust building and relationship management attempts of a Leader. Given that the Gen Y has a high need for feedback, collection, collation and sharing of appropriate work related feedback becomes central to the inform function to be performed by the manager. Finally, managers need to instil a sense of belongingness and pride in their team members by celebrating both success as well as failures. This is the only way to convert external motivational drivers in to intrinsic self-deterministic motivation

RECOGNIZE-REWARD-REITERATE

Recognition is very dear to Gen Y. Leaders should ensure that the team members get their moments of glory as this generation responds very well to positive recognition. The high need for asceticism also calls for inclusion of tangible rewards wherever possible to keep the motivational spirits on. Reiteration of the right things to do, follow and believe will be a continuous process that managers would have to keep doing as the Gen Y may quickly slip back to their own ways of operation which may not be the best standards for the organization.

EMPATHIZE-ENERGIZE-ENGAGE

An effective leader of the Gen Y clearly understands the magic of empathy and the positive outcomes that it yields. Similarly, they understand the need for generating positive energy and value the fun at work elements that can keep the Gen Y charged up for the challenges that they are supposed to take up. The ultimate challenge in front of the leaders is to create an engaged work force that will wholehearted contribute to organizational goals and objectives.

The INSPIRE model can be an excellent model for training and Leadership development programs that will equip the leaders to build their skill set to deal with the millennial employees.

LIMITATION

The major limitation of the study is the small sample size of the Gen X which can weaken the generalizability of the findings. Work related attitude may be affected by many factors beyond the variables tested in the present study. Inclusion of a number of other factors such as personality, goal orientation may help the researcher generate better insights in to the matter.

CONCLUSION

Gen Y as a dominant workforce is soon becoming a reality. Thus business reality poses a great challenge to the global leadership and global HR practices that organizations need to adopt. The Digital generation may show marked differences in their attitude towards work but care ad craves for handholding and direction from the Gen X. it remains for organizations to decide how to bridge this gap between the generation cohorts and create a culture of inclusion and growth for all the employees who decide to invest themselves with the organization.

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