



# STUDY OF JOB EXPECTATIONS OF MILLENNIALS IN COMPARISON WITH GENERATION X

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## ABSTRACT

India has young workforce with population having median age of 28.7 years. According to World Economic Forum, as on 2021 the world has around 1.8 billion millennial population forming 23% of world population. India has 440 million millennials forming almost quarter of world millennial population. This very workforce is a strength of the nation in the terms of facing global challenges. This young workforce is exposed to global work environment and hence has a different set of job expectations. This generation is vocal about their job expectations and express their demands. The previous research papers, newspaper articles have provided the perspective that companies having employees of different generations find it difficult to satisfy all employees and retain them.

This paper is an attempt to find out differences in job expectations of millennials in comparison with generation x if any. It studies the various challenges faced by them at home and workplace level.

The paper is based on quantitative research and collected data from 305 employees covering millennials and generation x. The statistical tools like ANOVA, Friedman test have been used for hypotheses testing. It is found that good team work, ethical work practices form the top job expectations. The challenges faced by them are multitasking and inter personal relations.

**Keywords:** Millennials, Generation X, Job expectations

## INTRODUCTION:

Who are Millennials? The age cohort born between 1981 and 1996 (Bijapurkar, 2019). Those now in the age group of 25-40. India has more than 400 million Millennials who account for a third of the country's population and 46% of its workforce. They are young, mostly married and with children and are already the chief wage earners in most households, with millennial income contributing to 70% of total household income. This is according to a new report from Morgan Stanley Research. (India's Millennials to Drive Growth in Four Key Sectors, n.d.) Online platforms and social media gave this generation the ability and power to share their opinions, influence distant people and institutions, and also question authority in new and distinct ways. These forces have shaped their world views, values, and behaviors. The millennials on the whole, seem more persistent, more vocal, and more apt than others to question and even upset the status quo. These generations believe in the power of individuals to create change. (Deloitte, 2021)

Millennials are considered the most connected generation (Millennials - Definition, Characteristics and Work Traits, n.d.). They are used to doing many day-to-day activities with just a few clicks on their laptops or smartphones. They're computer-savvy and are always updated about the latest in gadgets and technology. This attitude makes them feel that they are multi-taskers and they should get jobs that should serve all their expectations. What are these expectations? Did Gen X get an opportunity to experience the same? Did they feel the need, did they demand it? The X gen may have had several expectations too, but the millennials are demanding the change.

Each generation seems to demonstrate distinct characteristics at the workplace. eg, the X generation is considered to be workaholic or committed to the organization they serve. In this paper, the authors intend to study the job expectations of the millennials in comparison to the X generation.

Since the demographic profile of the millennial workforce is also changing, an attempt is made by the authors to compare the challenges faced by the millennial workforce on the basis of gender. The findings will highlight the necessary developments the corporates hiring this age group will have to undertake. The inputs will also help the millennials consistently work in one direction to achieve their goals.

This paper is aimed to unveil the perceptions of the millennials in comparison with Generation X workforce towards future job prospects and understand the major challenges faced by them and find ways by which the corporates and millennials find a balanced way out. For this purpose, the study is based on quantitative research. The data is collected by the Survey method from 305 employees who are gen X and millennials. The statistical techniques such as chi square test, Friedman and ANOVA are used for testing hypotheses.

## Objectives

1. To understand the concept of 'Millennial Workforce'.
2. To identify the job expectations of the millennials in comparison with the X generation of workforce.
3. To suggest ways to adapt to the work place challenges faced by the millennial workforce.

## REVIEW OF LITERATURE

1. Khaldoun AbouAssi, Jasmine McGinnis Johnson, and Stephen B. Holt (2021) examined how perceptions of millennials convert into job mobility in terms of switching jobs within and across sectors without

drawing cross generation comparison. They used data from the National Longitudinal Survey of Youth 1997 cohort (NLSY97), which contains data from a nationally representative sample of 9,000 young people who were between the ages of 12 and 18 years by the beginning of 1997 for testing hypotheses about job and sector switching by modeling the likelihood of changing employers or sectors as a function of rewards preferences, job satisfaction and volunteering. It was found that millennials seem to indulge in job hopping as they move jobs quickly and often. Millennials may favor a sector upon graduation and tend to switch employers within the sector rather than changing career paths entirely by switching sectors.

2. Anjali Chopra and Priyanka Bhilare (2020) studied to understand expectations, attitudes, and priorities of millennials from their future workplace. Specifically, they collected data from 140 millennials who were undergoing their education and are ready to enter the workforce. It was established that millennials expect a mentoring role followed by exposure to new futuristic courses from the education system. According to millennials, technical skills are important whereas most employers look for soft skills. It was found that work-life balance is the more important driver followed by security and advancement. In order to remain in the same organization flexibility is that value that'll come to their aid. The paper suggested that organization talent retention strategy should focus on holistic training and support and clear career progression.
3. María Teresa de la Garza Carranza, Eugenio Guzmán Soria, Jorge Armando López Lemus & Virginia Susana Soto Hernández (2019) sought to find the correlation between retention and labor expectations of the Millennial workforce in Mexico. The study was conducted with a sample size of 422 workers aged between 18 and 37, at different companies across Mexico, that experience a higher rate of staff turnover. The questionnaires with respect to retention and stay-at-work questionnaires were validated by way of exploratory factorial analysis. Following this, multiple linear regression technique was used to create models. The results indicated that work expectations, such as personal and organizational factors are some of the crucial variables for staff retention. The results show that there is a relationship between the expectations of millennials and retention variables. The study concluded that the retention strategies for this generation must be based on economic compensation. Other aspects to consider are feedback and development at work.
4. Jeanine S. Stewart a, Elizabeth Goad Oliver b, Karen S. Cravens, Shigehiro Oishi (2016) studied the relationship between organizational commitment and workplace culture, in addition to the traits of different generation. It was observed that workers belonging to the silent and baby boomer generation have always delivered more than what their superiors demanded as opposed to the millennials, who appeared to restrict their efforts to the extent of the supervisor's directions. On further assessment it was found that the older generations of the organization in all likelihood are taught not to question the directions of the superiors whereas the younger generation have a tendency to work in a cohesive environment. It was also observed that the Silent Generation, Baby Boomer, and Generation have a clear expectation about the stepwise progression to promotions in perks, salary, and rank and millennials on the other hand prefer to be rewarded or recognized for their contributions.
5. Eddy S. W. Ng, Linda Schweitzer and Sean T. Lyons (2010) did a comparative analysis of the career expectations and priorities of the members of the millennial generation (born in or after 1980) and studied the differences among this cohort related to demographic factors. The data for the above study was obtained from a national survey of (millennial) undergraduate university students from across Canada. In order to assess the impact of demographic variables and academic achievement on career expectations and priorities, various multivariate techniques were put to use. The results of the study showed that millennials gave a greater importance on individualistic aspects of a job. Further studies indicated that the millennial identified opportunity for advancement as a top priority. This reflects their ambitious and impatient nature, and also elevated expectations for rapid promotions and pay increases. It was suggested that employers should groom the potential millennials, emphasize loyalty for long term relationships, should not neglect corporate social responsibility and should provide scope for worklife balance.

## RESEARCH METHODOLOGY

This study is based on primary research. The data is collected with a survey method. The structured questionnaire was formed and data was collected through google form. The random sampling method was adopted and sample size was 305 including millennials and generation x employees working in different sectors. The hypotheses were tested with the help of statistical tools like ANOVA, Friedman Test.

### Hypotheses Testing

All hypotheses are stated in the null hypothesis form. The study seeks to analyze the following hypotheses:

H01: There is no significant difference between Job expectation levels of Millennials and X-Generation

H02: There is no significant difference between Job expectation levels of Millennials and XGeneration according to gender.

H03: There is no significant difference between the factors related to Job expectations across different generations (Millennials and X-Generation).

## 4. RESULTS AND DISCUSSIONS

H<sub>01</sub>: There is no significant difference between Job expectation levels of Millennials and X-Generation

H<sub>11</sub>: There is significant difference between the Job expectation levels of Millennials and XGeneration

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Millennials	142	3.75	0.975	.08188	3.60	3.92	1	5
X-Generation	163	3.69	0.853	.06686	3.55	3.82	1	5

Table 1: Descriptive

In Table 1, we got the descriptive values for each generation. The number of samples for

Millennial and Generation X are 142 and 163 respectively. The Likert-based questionnaire states that 3 stands for moderately important, 4 stands for important, and 5 stands for very important. The result indicates that the mean value of job expectations of Millennials and Generation X is almost the same. This proves that there is not much difference in job expectations between millennials and Generation X.

Job Expectation mean

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.382	1	.382	.459	.499
Within Groups	252.303	303	.833		
Total	252.685	304			

Table 2: ANOVA

The ANOVA Table 2 depicts variances of difference between groups. The null hypothesis states that there is no significant difference between the Job Expectation Levels across Millennials and X-generation. Since the p-value is  $> 0.05$ , it is statistically insignificant. We do accept the null hypothesis and, therefore, this is proved that there is no significant difference between Job Expectation levels across Millennials and X-generation.

$H_{02}$ : There is no significant difference between Job expectation levels of Millennials and XGeneration according to gender.

$H_{12}$ : There is a significant difference between the Job expectation levels of Millennials and XGeneration according to gender.

To test this hypothesis, ANOVA is carried out and results are as presented in following table

Job Expectation mean

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.117	1	2.117	2.560	.111
Within Groups	250.568	303	.827		
Total	252.685	304			

Table 3: ANOVA

The ANOVA Table 3 depicts variances of difference between groups. The null hypothesis states that there is no significant difference between the Job Expectation Levels across Millennials and X-generation according to gender. Since the p-value is  $> 0.05$ , it is statistically insignificant. We do accept the null hypothesis and, therefore, this is proved that there is no significant difference between Job Expectation levels across Millennials and X-generation according to gender.

$H_{03}$ : There is no significant difference between the factors related to Job expectations across different generations (Millennials and X-Generation)

H<sub>13</sub>: There is no significant difference between the factors related to Job expectations across different generations (Millennials and X-Generation)

To test this hypothesis, non-parametric Chi square “Friedman Test” is applied by calculating the mean ranks of all factors which are considered to be the base of Job Expectations in both generations.

Opinion of respondent	IA	IS	CR C	W LB	E W P	PD M	GT W	TD O	OS I
Less important	6	8	4	7	6	9	6	5	7
Slightly Important	11	16	10	10	9	7	7	15	13
Moderately Important	26	28	23	29	19	25	25	24	36
Important	49	51	48	40	39	49	35	44	44
Very Important	50	39	57	56	69	52	69	54	42
Total	142	142	142	142	142	142	142	142	142

4 (A): Responses according to factors about job expectations (Millennials)

Opinion of respondent	PI	PC A	SF R	JS	OT	CW	CC	M/ PB
Less important	12	9	9	11	23	6	22	21
Slightly Important	21	22	18	17	16	17	20	15
Moderately Important	31	23	32	21	33	34	34	29
Important	27	34	22	34	30	42	26	24
Very Important	51	54	61	59	40	43	40	53
Total	142	142	142	142	142	142	142	142

4 (B): Responses according to factors about job expectations (Millennials)

### RANKS

	Mean Rank
Information accessibility	9.54
Infrastructural support	8.56
Cordial relations with colleagues	10.15
Work life balance	9.75
Ethical work practices	10.64
Participation in decision making	9.46
Good team work	10.75
Training and skill development opportunities	9.73
Opportunity to create a social impact	8.62
Perks/Incentives	8.25
Promotion and career advancement	8.79
Systematic and fair Reward system	9.02
Job security	9.28
Opportunity to travel	7.07
Challenging work	8.37
Child care	6.80
Maternity/Paternity benefits	8.09

Table 5–Factors related to job expectations (Millennials)

Above table 5 indicate mean rank for each factor related to job expectations of Millennials.

It is observed that highest rank is for “Good team work” and least rank is given for “Child care” Significance in differences of factors related to job expectations of Millennials is tested with the help of Friedman test and results are follows.

Test Statistics<sup>a</sup>

N	142
Chi-Square	171.011
df	16
Asymp. Sig.	.000

Table 6- Friedman test

**Interpretation:** Above table 6 indicates that p-value is less than 0.05. Therefore, the Friedman test was rejected. Hence null hypothesis is rejected and alternate hypothesis is accepted.

**Conclusion:** There is a significant difference in factors related to job expectations of Millennials.

**Findings:** Most important factors are good team work (10.75) followed by Ethical work practices (10.64), Cordial relations with colleagues (10.15), Work life balance (9.75), Training and skill development opportunities (9.73) and the least importance is given to child care (6.80) and Opportunity to travel (7.07)

Opinion of respondent	IA	IS	CRC	WL B	EWP	PDM	GT W	TDO	OSI
Less important	12	4	10	4	7	10	5	9	9
Slightly Important	18	16	13	12	17	10	11	21	22
Moderately Important	33	48	25	36	33	35	29	33	45
Important	49	57	52	56	56	42	39	46	49
Very Important	51	38	63	55	50	66	79	54	38
Total	163	163	163	163	163	163	163	163	163

7 (A): Responses according to factors about job expectations (X-Generation)



Opinion of respondent	PI	PCA	SFR	JS	OT	CW	CC	M/PB
Less important	13	14	9	12	21	9	15	22
Slightly Important	22	19	19	13	28	13	10	20
Moderately Important	43	44	42	30	34	39	38	32
Important	52	43	51	40	41	56	34	45
Very Important	33	43	42	68	39	46	66	44
<b>Total</b>	163	163	163	163	163	163	163	163

7 (B): Responses according to factors about job expectations (X-Generation)

## RANKS

	Mean Rank
Information accessibility	8.93
Infrastructural support	8.71
Cordial relations with colleagues	9.93
Work life balance	10.08
Ethical work practices	9.44
Participation in decision making	9.92
Good team work	10.94
Training and skill development opportunities	9.13
Opportunity to create a social impact	8.03
Perks/Incentives	7.53
Promotion and career advancement	8.18
Systematic and fair Reward system	8.34
Job security	9.79
Opportunity to travel	7.26
Challenging work	8.96
Child care	9.60
Maternity/Paternity benefits	8.24

Table 8–Factors related to job expectations (X-Generation)

Test Statistics<sup>a</sup>

N	163
Chi-Square	143.296
df	16
Asymp. Sig.	.000

Table 9- Friedman test

**Interpretation:** Above table 9 indicates that p-value is less than 0.05. Therefore, Friedman test was rejected. Hence null hypothesis is rejected and alternate hypothesis is accepted.

**Conclusion:** There is significant difference in factors related to job expectations of Xgeneration

**Findings:** Most important factors are good team work (10.98) followed by Work life balance (10.08), Cordial relations with colleagues (9.93), Participation in decision making (9.92), Job security (9.79) and the least importance is given to Perks/Incentives (7.53) and Opportunity to travel (7.26)

## CONCLUSION

Many research papers studying millennials indicate that millennials give preference to work life balance and job switching but this research paper depicts that work life balance is not in their expected priorities.

The results portrayed that good teamwork is the most important requirement for both millennials and generation x. But millennials and generation x have different preferences when it comes to factors like ethical work practices and job security. Millennials are giving second more weightage to ethical work practices whereas generation x has not given much importance to it. Job security has been considered more important by generation x but does not fit in the highest priorities of millennials.

Considering challenges to the millennials at workplace, it is observed that multitasking, inter personal relations, developing multi skills are the most crucial challenges faced by them. These challenges can be tackled by them if efforts are taken towards time management for both personal and official task and if appropriate steps are taken for upgrading skills from time to time. The organization should have proper channel for dissemination of information and encourage interpersonal communication. This will go a long way in developing good team work and enhancing the productivity of the company. Surprisingly, the research reveals that health and reward system are least challenge for them. This shows that being health conscious, they are able to take good care of themselves.

## SUGGESTION FOR FURTHER RESEARCH

Further research can be conducted to study these objectives between different age groups within the millennial workforce.

## ABBREVIATIONS OF TABLE 3

- IA – Information accessibility
- IS – Infrastructural support
- CRC – Cordial relations with colleagues

- WLB – Work life balance
- EWP – Ethical work practices
- PDM – Participation in decision making
- GTW – Good team work
- TDO – Training and skill development opportunities
- OSI – Opportunity to create a social impact
- PI – Perks/Incentives
- PCA – Promotion and Career advancement
- SFR – Systematic and fair reward system
- JS – Job security
- OT – Opportunity to travel
- CW – Challenging work
- CC – Child care
- M/P B – Maternity/ Paternity benefits

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