

Differences Among Multigenerations Of Employees At Work Place For Job Retention –An Empirical Review

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Abstract: The research article focuses on the differences among multigenerational workforce for job retention. This research indicates that a person's psychological identification toward continuing or leaving the work place is the outcome of the job satisfaction or other environmental factors associated with his work and the values he hold toward the job. These values presumably differ across generations. However, there is a dearth of unequivocal research on the existence of generational differences in the workplace about their existence in the current job. Leveraging generational diversity within the organization is a challenge for human resource specialists and managers and to maintain employee retention. The paper, therefore, has implications for taking necessary steps in retaining the talents and reduce employee turnover for organizational development. For the first time in the nation's history, four generations are working side by side in the workplace. As the booming economy slowed down, Generation X entered the workplace, bringing derision and concern over their "slacker" values, but also a degree of tech-savvy know how that the legal profession had never before seen. Therefore, the article throws light on why employees leave their current job and is there differences among multi generations of employees and their attitudes. There were three experimental group of employees as samples were chosen for the study according to the age differences. The age differences denote that they belong to categories of Baby Boomers or Gen X or Gen Y. A sample of 120 employees across different generations of groups were considered and an empirical analysis was done to support the results of Mann whitney's Wilcoxon test through SPSS.

Key words: Baby Boomers, Gen X, Gen Y, Workplace behavior, Retention

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I. Introduction

The instability of the labour market affects the entire working population, regardless of age, and increases the vulnerability of some groups of employees. **Economic uncertainties and companies' responses to them have made employees skeptical and increased the vulnerability of less educated employees whose skills are less relevant for the labour market.** Segmenting the population of workers into age groups has proven to be a risky practice, and the idea that employees from different age groups should be treated differently is somewhat disturbing. There is no empirical basis for the assumption that employees' **work values, expectations regarding working conditions, behaviours or attitudes** can be explained solely by the fact of their belonging to a given generation. There is no basis for varying management practices in accordance with this conviction. Practices aimed at meeting employees' expectations must be extended to all workers so as to avoid the risk of unequal treatment and level out the differences that can be attributed to age. Hence there is a need for studying the generational differences among the workers in a work place. This helps the employers in knowing the generational behaviours of employees and what makes them leave their job. There are several factors affecting the work environment i.e, administration, salary packages, external forces, technology, Innovation, motivation, growth and apart requirements and expectations, attitudes and behavior, system and values make the employee shift from job or makes the remain in current job. So as to study the differences of generational factors will help the employer to decide the organizational development and expansion.

II. Review of literature

This chapter reviews the literature regarding the factors that affect employees characteristics and the different generations that are currently in the workforce for continuing their current job.

Generational Differences:

The results of studies using appropriate theoretical frameworks have not supported the existence of fundamental systematic differences between the generations related to values, expectations regarding working conditions, and attitudes and behaviours at work. The few differences that have been found have been of low magnitude, have not necessarily distinguished any particular generation, and have sometimes even been contradictory. These results suggest that the differences found between the respondents must be explained by something other than generational differences.

Some differences between the generations have been observed in relation to their expectations regarding working conditions. Younger workers tend to show higher expectations regarding career advancement, employability and work-family balance than workers from the older generations. However, their expectations with regard to **job stability, autonomy and recognition** are the same (Saba, 2009). The life of Gen X employees in India was shaped by globalization, two-career parents and technological advances which made them take technology for granted and they joined the workforce at the turn of the century. Gen Y grew up later in the same decade and saw more prosperous times than the previous generations. They are more questioning, electronically networked, and entrepreneurial than the previous generations (Anmol Sandhu, Navreet Gaur 2017)

The older generations appear to be slightly more satisfied with their jobs than the younger generations (see, for example, Hunt & Saul, 1975; Kacmar & Ferris, 1989; Ng & Feldman, 2010). Differences between the generations have also been found with regard to their **level of commitment** to their employer. Lastly, the older generations have been found to be less likely than the younger generations to **leave their jobs**. These results are not surprising, nor do they reveal a new phenomenon, for several reasons. Various studies, such as those that have examined workers' career paths, have long focused on the way some aspects of the job are managed by workers from different generations. Numerous studies have shown that employees' needs are different at the start of their career, in mid-career and at the end of their career. These studies have highlighted the importance of focusing on workers' **career needs** – which vary depending not necessarily on age but on the stage in their career cycle at which they find themselves – and of implementing suitable management practices in response to these needs (Finegold et al., 2002; Saba & Dolan, 2013).

Studies on the socialization needs of younger workers show similar results and highlight the importance of integrating any new employee into the workplace. Studies suggest that a person's chronological age and occupation tend to be correlated with job satisfaction (Ng & Feldman, 2010). Since there is a natural covariance between age and tenure, their relative contribution to the prediction of job satisfaction has been examined. Some researchers have found that tenure is a more stable predictor of **job satisfaction** than age (Bedeian et al., 1992) while others have found the opposite result (Morrow & McElroy, 1987). These results are certainly contradictory. However, one conclusion can be drawn: age or tenure, regardless of generational membership, can explain the observed differences in job satisfaction. This conclusion was confirmed in Ng and Feldman's meta-analysis (2010).

As for **organizational commitment**, the differences between young workers and older workers cannot necessarily be attributed to a single generation. Although studies in this area have tended to show a positive correlation between age and organizational commitment, the results of meta-analyses are less clear and suggest that age is not a good predictor on account of the low magnitude and significance of this relationship as revealed by the indices. Ng & Feldman's meta-analysis (2010) confirmed the results found previously by Mathieu and Zajac (1990) and Meyer et al. (2002) which showed that the most robust antecedents of organizational commitment were personal characteristics, job characteristics (e.g. job challenge and occupation), variables related to leadership (e.g. **communication and participatory leadership**), organizational support, organizational justice and clarity of roles. Previous research on employees' intention to leave their jobs has clearly shown that, while chronological age tends to be negatively related to the intention to leave, it adds little explanatory value beyond organizational commitment, level of education and organizational tenure (Parasuraman, 1982). In their meta-analysis, Healy et al. (1995) found a correlation between age and voluntary turnover, a finding that was confirmed by Ng & Feldman (2009). However, other variables showed more significant predictive values, in particular job satisfaction and organizational commitment (Arnold & Feldman, 1982).

To sum up, study results rightly suggest that it is necessary to first distinguish between the explanatory capacities of the variables **“age” and “generational membership”** despite their similarity. Second, as pointed out above, studies have shown that other variables are likely to better explain generational differences related to employees' expectations regarding working conditions, attitudes and behaviours. The traditionalists were hard working, the baby boomers workaholic and the Gen X (1965-1976) was found to work only as hard as needed. Jenkins (2007) labels them as the „slacker“ generation.

III. Conceptual Background

The primary generations today:

Currently, three generations make up our society. Each of those three generation has an active role in the marketplace. Depending on the specific workplace, the workforce includes three to four generations. Here are the birth years for each generation:

Millennial or Gen Y	: Born 1981 to 1995
Generation X	: Born 1966 to 1980
Baby Boomers	: Born 1946 to 1965

(The latest or youngest of the baby boomers will retire in 2022 and included for the study. The people born after 1995 are called to be Gen Z and these category of people are not considered for the study.)

The Baby Boom generation:

Most sources identify baby boomers as people born between 1958 and 1965. The U.S Census Bureau defines Baby Boomers [Hereinafter ‘Boomers’] as individuals born between 1967 and 1980. The Baby Boom generation has also been referred to as the “pig-in-the-python”. This generation is referred to as the Baby Boom, because of the extra seventeen million babies born during that period relative to previous census figures. It has had the largest impact on American society due to its size — roughly 78 million- and the period during which it came of age. Finally, Boomers have been described as having a sense of entitlement, and as being good at relationships, reluctant to go against peers and judgments of others who do not see things their way. They also thrive on the possibility for change, have been described as the show me generation, and will fight for a cause even though they do not like problems (The National Oceanographic and Atmospheric Association Office of Diversity, 2006). They value the chain of command, may be technically challenged and expect authority (Rath, 1999).

Baby Boomers' Important Characteristics

1. Strong work ethic. Baby boomers aren't afraid to put in a hard day of work. ...
2. Self-Assured. This generation is independent and self-assured. ...
3. Competitive. Baby boomers like competition. ...
4. Goal-centric. ...
5. Resourceful. ...
6. Mentally focused. ...
7. Team oriented. ..
8. Disciplined.

Generation

In a study about the civic engagement of Generation X, the U.S. Census Bureau defined this segment of the population as consisting of individuals born between 1978 and 1987. However, the upper limit of Generation X in some cases has been as high as 1987, while the lower limit has been as low as 1978 (Karp et al., 2002). This generation was also called the baby bust generation, because of its small size relative to the generation that preceded it, the Baby Boom generation. The term Generation X spread into popular parlance following the publication of Douglas Coupland’s book about a generation of individuals who would come of age at the end of the 20th century. Members of Generation X [Hereinafter Xers] are the children of older boomers, who grew up in a period of financial, familial and societal insecurity. They have grown up in homes where both parents worked, or in single parent household because of high divorce rates, and as such, became latchkey kids forced to fend for.

Important Characteristics Generation X

1. They are not over loyal to their employers
2. They have strong feelings of loyalty towards their family and friends
3. They value continuous learning and skill development.
4. They have strong technical skills are results focused.
5. Xers naturally question authority figures and are not intimidated by them.
6. Money does not necessarily motivate members of this generation, but the absence of money might lead them to lose motivation.
7. They like to receive feedback are adaptable to change and prefer flexible schedules.
8. They can tolerate work as long as it is fun .

9. They are entrepreneurial and creative Although they are individualistic, they may also like teamwork, more so than boomers.

Generation Y

The lower limit for Generation Y may be as low as 1986, while the upper limit may be as high as 1997, depending on the source. Members of Generation Y may include individuals born between 1980 and 1999 (Campton & Hodge, 2006); 1978 and 1995 (The National Oceanographic and Atmospheric Association Office of Diversity, 2006); 1980 and 2002 (Kersten, 2002); and 1978 and 1988 (Martin, 2005). The label associated with this generation is not yet finalized. Current labels include Millennials, Nexters, Generation www, the Digital generation, Generation E, Echo Boomers, N-Gens and the Net Generation. One of the most frequently reported characteristics of this generation is their comfort with technology. In general, Generation Y shares many of the characteristics of Xers.

Important Characteristics of Generation Y

- They are purported to value team work and collective action embrace diversity
- Be optimistic
- And be adaptable to change.
- They seek flexibility or independent
- desire a more balanced life
- multi-taskers
- The most highly educated generation.
- They also value training
- They have been characterized as demanding and as the most confident generation
- Like Xers, they are also purported to be entrepreneurial, and as being less process.

Table No.3.1 Generational differences in work related characteristics and expectations

Work Characteristics	Baby Boomers	Generation x	Generation y
Work ethic	Workaholic	Only work as hard as needed	Only work as hard as needed
Attitudes towards authority/rules	Some may still be uncomfortable interacting with authority figures	They are with authorities and are not impressed with titles or intimidated by them They find it natural to interact with their superiors	They believe that respect must be earned
Expectations regarding respect	Deference Special treatment	They want to be held in esteem They want to be listened to	They want to be held in esteem
Preferred way to learn soft skills	On the job Discussion groups One-on-coaching Classroom instruction-live Peer interaction and feedback	On the job One on one coaching Peer interaction and feedback Assessment and feedback Discussion groups	On the job Discussion groups Peer interaction and feedback One on one coaching
Preferred way to learn hard skills	Classroom instruction-live On the job Work books and manuals Books and reading One-on-one coaching	On the job class room instruction-live Workbooks and manuals Books and reading One-on-coaching	On the job class room instruction-live Workbooks and manuals Books and reading One-on-coaching
Feedback and supervision	Maybe insulted by continuous feedback	Immediate and continuous	Immediate and continuous

(Source : for the research purpose)

IV. Research Methodology

Research Design : The research design is descriptive and analytical. Likert’s scaling Technique is used to find the responses from the select sample.

Collection of Data: The data was collected among the working generation of employees from different category (Baby Boomers, GenX, Gen Y). The collected data is primary in nature and it is collected among the working population of different work places.

Sources of Data & Sample selection : The sources of data is the working population of different generational categories of different workplaces. The collected data is limited to Coimbatore city only.

Sample Size : A sample of 120 people were randomly selected according to the convenience of the researchers. A completed filled in questionnaires of 120 responses were considered for the purpose of analysis.

Application of Statistical Tools : For analysis of Data, Mann whitney’s Wilcoxon test was used to find the experimental group of age differences of working people in their respective work places. i.e age differences denote the grouping of employees belonging to Baby Boomers or Gen X or Gen Y.

V. Analysis & Interpretations

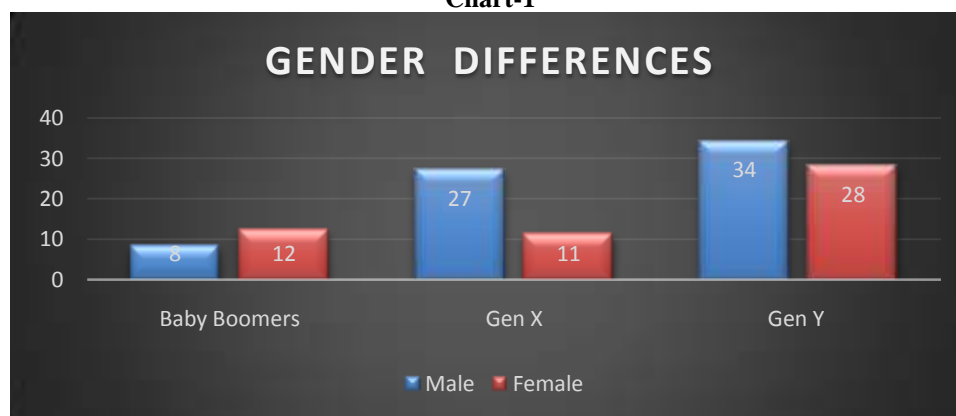
Analysis of the collected data was done through descriptive study and Mann whitney Wilcoxon test for knowing the results regarding grouping of the data. The Experimental grouping is done based on the age differences in the work place and the results are interpreted accordingly.

Table 5.1 Gender differences

S.No	Catagories of generation	Male	Female	Total
1	Baby Boomers	8	12	20
2	Gen X	27	11	38
3	Gen Y	34	28	62
	Total	69	44	120

(Source : Primary Data)

Chart-1



ANALYSIS OF DIFFERENCES IN GENERATIONS TOWARD REMAIN/ LEAVE THE CURRENT EMPLOYMENT

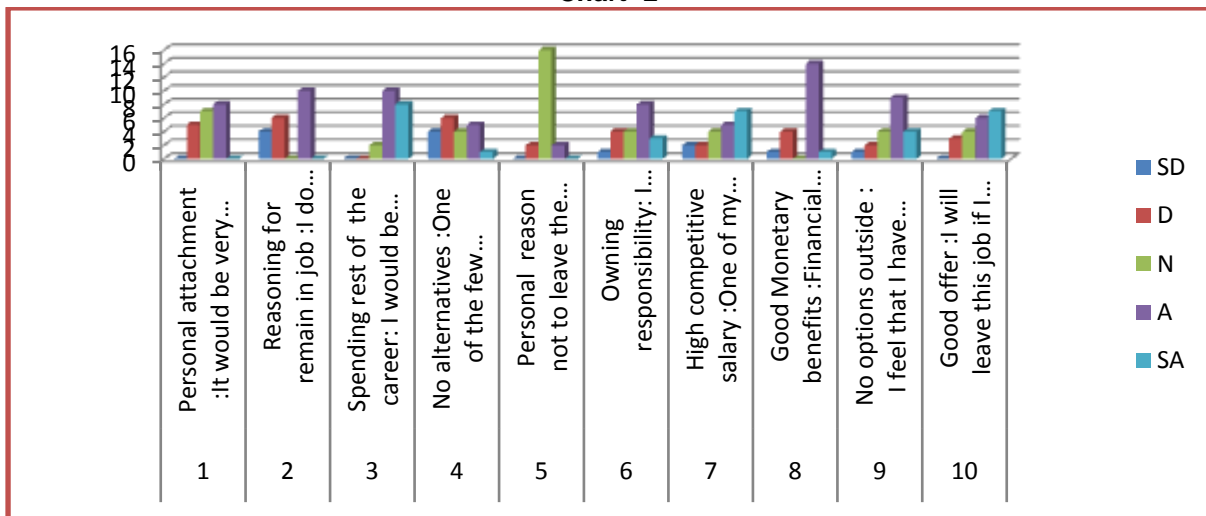
Table -5.2: BABY BOOMERS (Responses toward Remain or Leave the current Job)
(SD-strongly disagree, D-disagree, N –Nuetral, A- Agree, SA-Strongly agree)

s.no	JOB RELATED QUESTIONS	SD	D	N	A	SA
1.	Personal attachment :It would be very hard for me to leave my department right now, even if I wanted to	0	5	7	8	0
2.	Reasoning for remain in job :I do not feel any obligation to remain with my current employer.	4	6	0	10	0
3.	Spending rest of the career : I would be very happy to spend the rest of my career with this department.	0	0	2	10	8
4.	No alternatives :One of the few negative consequences of leaving this department would be the scarcity of available alternatives	4	6	4	5	1
5.	Personal reason not to leave the job :Even if it were to my advantage, I do not feel it would be right to leave my organization now	0	2	16	2	0
6.	Owning responsibility : I really feel as if this departments’ problems are my own	1	4	4	8	3
7.	High competitive salary :One of my reasons to stay in this department is high competitive salary comparing to market?	2	2	4	5	7
8.	Good Monetary benefits :Financial incentives are better than nonfinancial Incentives	1	4	0	14	1
9.	No options outside : I feel that I have too few options to consider leaving this department	1	2	4	9	4
10.	Good offer :I will leave this job if I get an offer with good salary	0	3	4	6	7
	Total Responses	13	34	45	77	31

Total responses : 200

(Source : Primary Data)

Chart -2



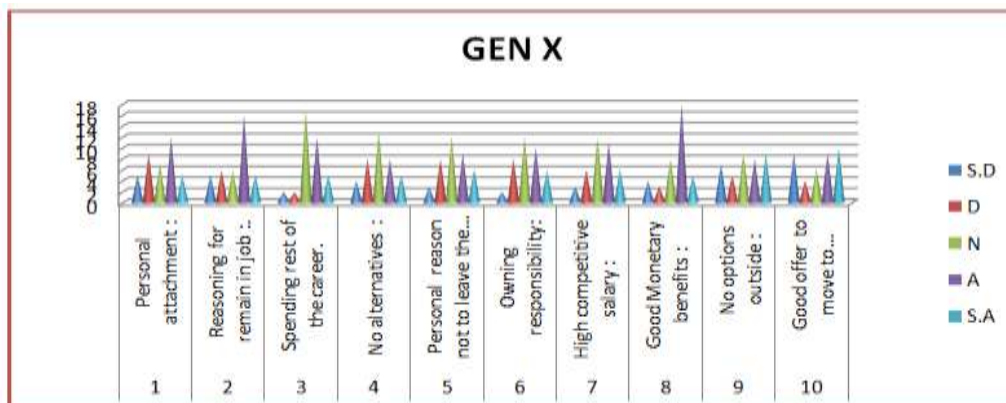
From the above chart and table 5.2, it is said to be Neutral and agree responses are more for the Baby Boomers. Mostly they agree to the statements or they stay neutral.

Table-5.3: GEN –X (Responses toward Remain or Leave the current Job) (SD-strongly disagree, D-disagree, N –Neutral, A- Agree, SA-Strongly agree)

s.no	JOB RELATED QUESTIONS	S.D	D	N	A	S.A
1.	Personal attachment :It would be very hard for me to leave my department right now, even if I wanted to	5	9	7	12	5
2.	Reasoning for remain in job :I do not feel any obligation to remain with my current employer.	5	6	6	16	5
3.	Spending rest of the career :I would be very happy to spend the rest of my career with this department.	2	2	17	12	5
4.	No alternatives :One of the few negative consequences of leaving this department would be the scarcity of available alternatives	4	8	13	8	5
5.	Personal reason not to leave the job :Even if it were to my advantage, I do not feel it would be right to leave my organization now	3	8	12	9	6
6.	Owning responsibility : I really feel as if this departments’ problems are my own	2	8	12	10	6
7.	High competitive salary :One of my reasons to stay in this department is high competitive salary comparing to market?	3	6	12	11	6
8.	Good Monetary benefits :Financial incentives are better than nonfinancial Incentives	4	3	8	18	5
9.	No options outside : I feel that I have too few options to consider leaving this department	7	5	9	8	9
10.	Good offer :I will leave this job if I get an offer with good salary	9	4	6	9	10
	Total Responses	44	59	92	113	62

(Total No. of responses : 380) (Source : Primary Data)

Chart-3



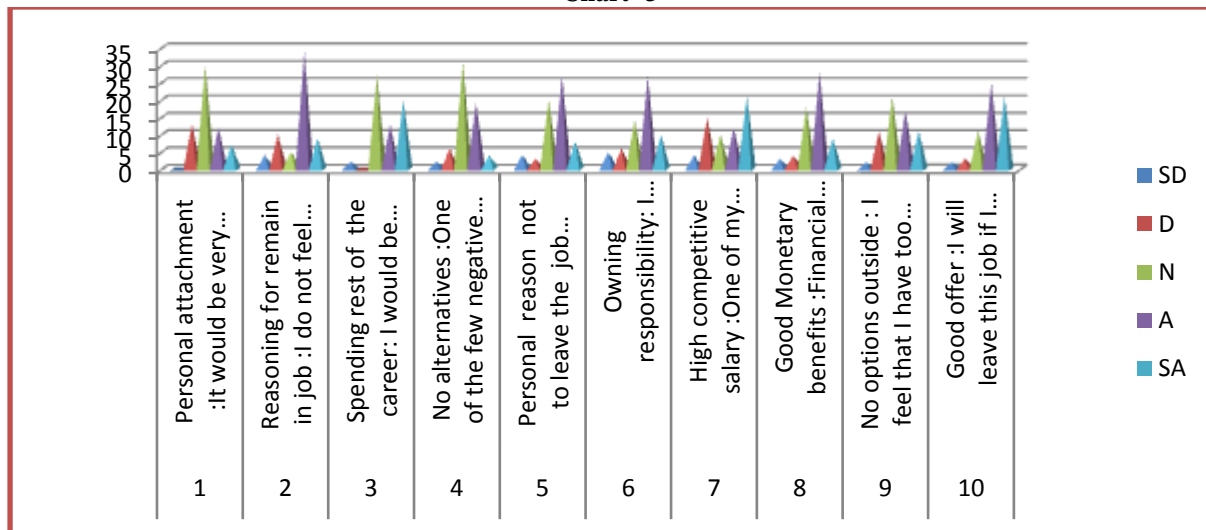
From the above chart and table 5.3, it is said to be Neutral and agree responses are more for the Gen X employees. Mostly they agree to the statements or they stay neutral.

**Table- 5.4: GEN – Y (Responses toward Remain or Leave the current Job)
(SD-strongly disagree, D-disagree, N –Neutral, A- Agree, SA-Strongly agree)**

s.no	JOB RELATED QUESTIONS (CURRENT EMPLOYMENT)	SD	D	N	A	SA
1.	Personal attachment :It would be very hard for me to leave my department right now, even if I wanted to	0	13	30	12	7
2.	Reasoning for remain in job :I do not feel any obligation to remain with my current employer.	4	10	5	34	9
3.	Spending rest of the career : I would be very happy to spend the rest of my career with this department.	2	0	27	13	20
4.	No alternatives :One of the few negative consequences of leaving this department would be the scarcity of available alternatives	2	6	31	19	4
5.	Personal reason not to leave the job :Even if it were to my advantage, I do not feel it would be right to leave my organization now	4	3	20	27	8
6.	Owning responsibility : I really feel as if this departments' problems are my own	5	6	14	27	10
7.	High competitive salary :One of my reasons to stay in this department is high competitive salary comparing to market?	4	15	10	12	21
8.	Good Monetary benefits :Financial incentives are better than nonfinancial Incentives	3	4	18	28	9
9.	No options outside : I feel that I have too few options to consider leaving this department	2	11	21	17	11
10.	Good offer :I will leave this job if I get an offer with good salary	2	3	11	25	21
	Total Responses	28	71	187	214	120

(Total No. of responses 620) (Source : Primary Data)

Chart- 3



From the above chart and table 5.4, it is said to be Neutral and agree responses are more for the Gen Y . Mostly they agree to the statements or they stay neutral. It is found that strongly agree responses are also prominent for the variables studied.

5.1 Empirical Review

The Mann-Whitney U-test is mathematically identical to conducting an independent sample t-test (also called 2-sample t-test) with ranked values. This approach is similar to the step from Pearson's bivariate correlation coefficient to Spearman's rho. The U-test, however, does apply a pooled ranking of all variables.

**Table 5.1.1: MANN WHITNEY WILLCOXON TEST- I
GEN-Y AND BABY BOOMERS**

Ranks

	AGEWIS E CLASSIF ICATION	N	Mean Rank	Sum of Ranks	Z value	P Value
Reasoning for remain in job :	21-40	62	44.69	2771.00	2.339	0.019*
	51-58	20	31.60	632.00		
	Total	82				
Spending rest of the career.	21-40	62	38.56	2391.00	2.078	0.038*
	51-58	20	50.60	1012.00		
	Total	82				
No alternatives	21-40	62	44.63	2767.00	2.212	0.27
	51-58	20	31.80	636.00		
	Total	82				
Personal reason not to leave the job :	21-40	62	45.63	2829.00	2.964	0.003**
	51-58	20	28.70	574.00		
	Total	82				
owning responsibility	21-40	62	42.26	2620.00	0.535	0.592
	51-58	20	39.15	783.00		
	Total	82				
High competitive salary :	21-40	62	40.88	2534.50	0.42+	0.668
	51-58	20	43.43	868.50		
	Total	82				
Good Monetary benefits	21-40	62	41.31	2561.00	0.140	0.889
	51-58	20	42.10	842.00		
	Total	82				
No option outside	21-40	62	39.81	2468.00	1.178	0.239
	51-58	20	46.75	935.00		
	Total	82				
Good offer to move	21-40	62	42.08	2609.00	0.410	0.682
	51-58	20	39.70	794.00		
	Total	82				
Personal attachment :	21-40	62	41.36	2564.50	0.98	0.992
	51-58	20	41.93	838.50		
	Total	82				

(Source : primary data)

1.As revealed by the results in the above Table , there is a significant difference between the Gen Y and Baby Boomers scores of leaving or remaining in current employment levels (**Reasoning for remain in current job** is statistically significant for Gen- Y and the differences in the experimental group (U=422, Z=2.339, p=.000<.005). For these experimental group of employees, the sum of ranks of the Gen Y is 2771 and for baby boomers it is found to be 632, Given the sum of ranks for the difference scores, the observed difference is in favor of Gen Y, or in other words, the posttest scores of the experimental group. On the basis of the results obtained in the analyses, it could be argued that in remaining / leaving the job by the said employees is said to be significant. The difference is significant since p =0.01.

2.As revealed by the results in Table 8, there is a significant difference between the Gen Y and Baby Boomers scores of leaving or remaining in current employment levels (**spending rest of the career in same employment** is statistically significant for Gen- Y and the differences in the experimental group (U=438, Z=2.078, p=.000<.005). For these experimental group of employees, the sum of ranks of the Gen Y is 2391 and for baby boomers it is found to be 1012, Given the sum of ranks for the difference scores, the observed

difference is in favor of Gen Y, or in other words. . On the basis of the results obtained in the analyses, it could be argued that in remaining / leaving the job by the said employees is said to be significant. The difference is significant since $p=0.01$.

3.As revealed by the results from the above Table, there is a significant difference between the Gen Y and Baby Boomers scores of leaving or remaining in current employment levels (**No alternatives available to continue in current job** is statistically significant for Gen- Y and the differences in the experimental group ($U=426, Z=2.212, p=.027<.05$). For these experimental group of employees, the sum of ranks of the Gen Y is 2767 and for baby boomers it is found to be 636, Given the sum of ranks for the difference scores, the observed difference is in favor of Gen Y, or in other words, the posttest scores of the experimental group. On the basis of the results obtained in the analyses, it could be argued that in remaining / leaving the job by the said employees is said to be significant. The difference is significant since $p=0.01$.

4.As revealed by the results in Table 8, there is a significant difference between the Gen Y and Baby Boomers scores of leaving or remaining in current employment levels (**Personal Reason to remain in current job** is statistically significant for Gen- Y and the differences in the experimental group ($U=364, Z=2.964, p=.0003<.005$). For these experimental group of employees, the sum of ranks of the Gen Y is 2829 and for baby boomers it is found to be 574, Given the sum of ranks for the difference scores, the observed difference is in favor of Gen Y, or in other words. On the basis of the results obtained in the analyses, it could be argued that in remaining / leaving the job by the said employees is said to be significant. The difference is significant since $p=0.001$.

**Table 5.1.2: MANN WHITNEY WILLCOXON TEST - II
GEN-Y AND GEN -X**

Ranks

	AGEWISE CLASSIFICATION	N	Mean Rank	Sum of Ranks	Z Value	P value
Reasoning for remain in job .:	21-40	62	52.94	3282.50	1.156	0.248
	41-50	38	46.51	1767.50		
	Total	100				
Spending rest of the career.	21-40	62	54.09	3353.50	1.681	0.093*
	41-50	38	44.64	1696.50		
	Total	100				
No alternatives	21-40	62	52.94	3282.00	1.134	0.257
	41-50	38	46.53	1768.00		
	Total	100				
Personal reason not to leave the job :	21-40	62	53.91	3342.50	1.569	0.117
	41-50	38	44.93	1707.50		
	Total	100				
owning responsibility	21-40	62	53.60	3323.00	1.421	0.155
	41-50	38	45.45	1727.00		
	Total	100				
High competitive salary :	21-40	62	52.45	3252.00	0.883	0.377
	41-50	38	47.32	1798.00		
	Total	100				
Good Monetary benifits	21-40	62	50.93	3157.50	0.200	0.842
	41-50	38	49.80	1892.50		
	Total	100				
No option outside	21-40	62	51.55	3196.00	0.475	0.635
	41-50	38	48.79	1854.00		
	Total	100				
Good offer to move	21-40	62	55.67	3451.50	2.367	0.018*

Differences Among Multigenerations Of Employees At Work Place For Job Retention –An ..

	41-50	38	42.07	1598.50		
	Total	100				
Personal attachment :	21-40	62	50.92	3157.00	0.192	0.847
	41-50	38	49.82	1893.00		
	Total	100				

(Source : primary data)

1. As revealed by the results in the above Table 8, there is a significant difference between the Gen Y and Gen X scores of leaving or remaining in current employment levels (**spending rest of their career in the current job** is statistically significant for Gen- Y and the differences in the experimental group (U=955, Z=1.681, p=.000<0.05). For these experimental group of employees, the sum of ranks of the Gen Y is 3353 and for Gen X it is found to be 1696, Given the sum of ranks for the difference scores, the observed difference is in favor of Gen Y, or in other words.. On the basis of the results obtained in the analyses, it could be argued that in remaining / leaving the job by the said employees is said to be significant. The difference is significant since p =0.01.

2.As revealed by the results in the above Table 5.1.2, there is a significant difference between the Gen Y and Gen X scores of leaving or remaining in current employment levels (**when good offer comes they will leave the current job** is statistically significant for Gen- Y and the differences in the experimental group (U=857, Z=2.367, p=.000<0.05). For these experimental group of employees, the sum of ranks of the Gen Y is 3451 and for Gen X it is found to be 1498, Given the sum of ranks for the difference scores, the observed difference is in favor of Gen Y, or in other words. On the basis of the results obtained in the analyses, it could be argued that in remaining / leaving the job by the said employees will leave the job when good offer comes is said to be significant. The difference is significant since p =0.01.

Other variables are not significant for the said group of employees Gen- Y and Gen X

**MANN WHITNEY WILLCOXON TEST- I
GEN-Y AND BABY BOOMER**

Table 5.1.3 Test Statistics(a)

	Reasoning for remain in job :	Spending rest of the career.	No alternatives	Personal reason not to leave the job :	owning responsibility	High competitive salary :	Good Monetary benefits	No option outside	good offer to move	Personal attachment :
Mann-Whitney U	422.000	438.000	426.000	364.000	573.000	581.500	608.000	515.000	584.000	611.500
Wilcoxon W	632.000	2391.000	636.000	574.000	783.000	2534.500	2561.000	2468.000	794.000	2564.500
Z	-2.339	-2.078	-2.212	-2.964	-.535	-.429	-.140	-1.178	-.410	-.098
Asymp. Sig. (2-tailed)	.019*	.038*	.027*	.003**	.592	.668	.889	.239	.682	.922

a Grouping Variable: AGEWISE CLASSIFICATION

**MAN WHITNEY WILLCOXON TEST - II
GEN-Y AND GEN -X**

Table 5.1.4 Test Statistics (b)

	Reasoning for remain in job :	Spending rest of the career.	No alternatives	Personal reason not to leave the job :	owning responsibility	High competitive salary :	Good Monetary benefits	No option outside	good offer to move	Personal attachment :
Mann-Whitney U	1026.500	955.500	1027.000	966.500	986.000	1057.000	1151.500	1113.000	857.500	1152.000
Wilcoxon W	1767.500	1696.500	1768.000	1707.500	1727.000	1798.000	1892.500	1854.000	1598.500	1893.000
Z	-1.156	-1.681	-1.134	-1.569	-1.421	-.883	-.200	-.475	-2.367	-.192
Asymp. Sig. (2-tailed)	.248	.093	.257	.117	.155	.377	.842	.635	.018	.847

a Grouping Variable: AGEWISE CLASSIFICATIONS

VI. Findings & Implications

From the analysis and interpretation, the following are the findings :

Reasons for remain/ leave the Job	Baby Boomers	Gen X	Gen Y
Personal attachment :It would be very hard for me to leave my department right now, even if I wanted to	Significant		✓
Reasoning for remain in job :I do not feel any obligation to remain with my current employer.	Significant	✓	✓
Spending rest of the career : I would be very happy to spend the rest of my career with this department.	Significant		✓
No alternatives :One of the few negative consequences of leaving this department would be the scarcity of available alternatives	Significant		✓
Personal reason not to leave the job :Even if it were to my advantage, I do not feel it would be right to leave my organization now			
Owning responsibility : I really feel as if this departments' problems are my own			
High competitive salary :One of my reasons to stay in this department is high competitive salary comparing to market?			
Good Monetary benefits :Financial incentives are better than nonfinancial Incentives			
No options outside : I feel that I have too few options to consider leaving this department		✓	✓
Good offer :I will leave this job if I get an offer with good salary			✓

1. Gen Y will leave the current Job if they get good offers. (U=857, Z=2.367, p=.000<0.05). Gen Y will leave the job if they get good offers with good package of salary. These employees need to be retained with incentives, salary packages, good working environment etc., A potential downside of Generation Y workers is that they're always looking for something new and better. It's not uncommon for a millennial to stay with a firm for only two to three years before moving on to a position he thinks is better. The resumes you as an employer receive for open positions will no doubt demonstrate this. (Sally Kane, Feb 2017)
2. Gen X scores of leaving or remaining in current employment levels (**spending rest of their career in the current job** is statistically significant (U=955, Z=1.681, p=.000<0.05). So, there are reasons that GenX will remain in the job if they are provided with good working atmosphere.
3. **Reasoning for remain in current job** is statistically significant for Gen- Y and the differences in the experimental group (U=422, Z=2.339, p=.000<.005). From this, it is found that Gen Y is looking for reasons why they have to remain in the current job, i.e., they require good working environment, personal growth, salary and other emoluments to be provided to remain in the same job.
4. **Spending rest of the career in same employment** is statistically significant for Gen- Y and the differences in the experimental group (U=438, Z=2.078, p=.000<.005).
5. **No alternatives available to continue in current job** is statistically significant for Gen- Y and the differences in the experimental group (U=426, Z=2.212, p=.027<.05). This supports the findings of Salle Kane (Feb 2017), A potential downside of Generation Y workers is that they're always looking for something new and better. It's not uncommon for a millennial to stay with a firm for only two to three years before moving on to a position he thinks is better. If an alternative is suitable for him, he tends to leave the job.
6. **Personal Reason to remain in current job** is statistically significant for Gen- Y and the differences in the experimental group (U=364, Z=2.964, p=.0.003<.005). Some times, these category of employees will find personal reasons of remaining in the job i.e., personal advantages, convenience, comfort zone of working environment, Good Boss or supervisor and continuous improvement in career etc.,
7. **Some times Gen X and Gen Y will remain in the job when there is no good offer available outside. Generally Gen Y is prone to Job Hopping. More often they have high expectations which is difficult for the employers to meet out.**

According to the findings of Sally Kane (November 2016), **Baby Boomers** often equate salaries, high billables and long hours with success and commitment to the workplace. They value face time in the office and may not welcome work flexibility or work/life balance trends. High levels of responsibility, perks, praise, and challenges will motivate this generation.

Unlike the Boomers, Generation X places a premium on family time and has a different attitude about work. They are ambitious and hardworking but value work/life balance.

In the legal workplace, **Generation X** dislikes rigid work requirements. They value the freedom to set their own hours. Flexible work schedules and work-from-home options may help to retain and motivate this generation. Generation X has an entrepreneurial spirit. This generation thrives on diversity, challenge, responsibility and creative input. A hands-off attitude often works best when supervising, mentoring or working with this generation. Members of Generation X value freedom and autonomy to achieve desired goals and often prefer to work alone rather than in teams

Generation Y is smart, creative, optimistic, achievement-oriented and tech-savvy. This young generation seeks out creative challenges, personal growth, and meaningful careers. They seek supervisors and mentors who are highly engaged in their professional development.

Generation Y are excellent multi-taskers and prefer communications through e-mail and text messaging over face-to-face interaction. Their attitude is “don’t waste my time making me come to your office.” They would rather send an e-mail so they can be drafting a brief, research a case and answering e-mail at the same time

VII. Conclusion

Born between 1946 and 1964, the Baby Boomer generation is predominately in their 50s now. They are well-established in their careers and hold positions of power and authority. The diverse perspectives, motivations, attitudes and needs of these four generations have changed the dynamics of the legal workforce. A little insight into the differences among the generations can help us better understand the needs and expectations of employees in an age-diverse workforce. By learning the motivations and generational footprint of each segment, the employer can leverage the talents and capitalize on the diversity of the workforce in their organisations.

Generation Y possesses many characteristics that are unique in comparison to past generations. They tend to be excited about their jobs and they'll work hard and efficiently. They might approach their superiors as equals more than previous generations did, but firms can take steps to draw a line between supervisors and friends. Millennials will show a lot of respect for their supervisors and get the job done when that line is in the sand. Hence it is concluded that the employers need to concentrate on Gen Y and motivate them for retention. Some of the retention techniques can be adopted by employers will result in talent management. The job hoppers can be identified and the expectation of the employees can be analysed. Instead of capitalizing money on new recruitment, training and development, the characteristics and work behavior of Gen Y can be analysed for retention.

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